

SUMMIT NEW JERSEY



# 2017

## Municipal Budget



City of Summit



New Jersey

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**Mayor**

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Nora G. Radest (2019)

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**Common Council**

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**President**

Michael McTernan (2019)

**President *Pro Tempore***

Patrick Hurley (2017)

**First Ward**

B. David Naidu (2018)

Dr. Robert Rubino (2017)

**Second Ward**

Stephen E. Bowman (2019)

Mary Ogden (2018)

**Council Member-At-Large**

Richard Sun (2017)

**City of Summit**



**New Jersey**

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## **City Officials**

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### **City Administrator**

Michael F. Rogers

### **City Clerk**

Rosemary Licatese

### **City Treasurer/CFO**

Margaret V. Gerba

### **Director of Community Programs**

Judith Leblein Josephs

### **Director of Community Services**

Paul Cascais

### **Parking Services Manager**

Rita M. McNany

### **Chief Communications Officer**

Amy Cairns

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# MUNICIPAL GOALS



## 2017 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 ones which 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 and delivery of quality of city services. In 2017, our municipality will continue to transform the delivery of basic city services and usher in a wave of 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 and long-term needs.
- Apply strategies to reduce the cost of current and future city services.
- Promote and recommend private/public partnerships when appropriate.

#### **Key Actions**

- Create and present the 2017 operating budget with a municipal tax rate increase below \$0.01.
- Maintain the city's 'AAA' bond rating.
- Establish formal debt management policies to maintain strong long-term financial health.
- Appoint a Qualified Purchasing Agent (QPA) in the first quarter of 2017; new QPA to review, evaluate and recommend modifications to existing city procurement policies and procedures.
- Determine options for better utilization of Edmunds software, including evaluation of land use/developer's escrow module and a revenue and expenditures dashboard to upload information daily to the city website.
- Create a central database to better organize and process OPRA requests.
- Negotiate and settle large property valuation tax appeals, such as Celgene West campus, to stabilize municipal tax base.
- Identify, pursue and enter into at least one new shared service agreement with another public entity.
- Identify new revenue sources and partners for collaboration.



## 2017 Municipal Goals & Objectives

### Goal 2: Expand technology application 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.
- Adopt a paperless policy to streamline delivery of essential city services and to conserve vital resources.
- Secure a delivery mechanism for expanded digital internet capacity in the downtown - the next step following conduit installation.
- With input from the Technology Advisory Committee, develop a Technology Master Plan to address key technology issues within the city and establish a roadmap for city administration to follow for the next three to five years.

#### Key Actions

- Utilize new (Spatial Data Logic platform) and available technology to develop a plan that enables members of the residential and business community the opportunity to process licenses, construction and zoning permits online, including a permit tracking system.
- Initiate an assessment of current fiber network and develop strategy for future 5G internet delivery as part of a conceptual master plan for technology.
- Upgrade and maintain the city's Geographic Information System (GIS) and look for ways for technology to be utilized to enhance service across departments and provide aggregate data for public access.
- Employ license plate recognition technology, use of Parkmobile™ app and credit card payments at kiosks to streamline parking payment options and collections process.
- Relay and provide information electronically for agenda packets, application forms, and internal and external correspondence.
- Implement new video presentation equipment in the Common Council chamber.
- Working with the Technology Advisory Committee and Common Council, negotiate and approve a cable television franchise renewal agreement.
- Seek recommendations for technology and equipment improvements in the Whitman Community Room.



## 2017 Municipal Goals & Objectives

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

#### Strategic Objectives

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

#### Key Actions

- Complete various infrastructure improvements related to sewers, drainage and roads that are approved capital budget projects.
- Work with the Environmental Commission to develop the city's Bicycle Plan.
- Execute the fleet maintenance and replacement program for all city and Board of Education vehicles.
- Working together, police and engineering will identify areas where traffic and pedestrian access improvements are needed.
- Newly established police department traffic safety unit dedicated to improvements in traffic, pedestrian and bicycle safety in all areas throughout town.
- Identify additional outreach opportunities for the Summit Police Department to engage with and serve citizens, and in particular those with mental and physical challenges.
- Schedule and complete maintenance on city garages, lots and other assets, including a Master Plan for the DPW Chatham Road facility.
- Bid out the new Community Center building expansion and renovation project to begin construction in September 2017.
- Proceed with additional renovation and replacement projects for recreation, parking and community services assets.
- Obtain governing body approval to hire a qualified firm to provide a feasibility study that will determine the optimal design and location for a new fire house building.
- Initiate Americans with Disabilities compliance and the number of participating TryCan communities.
- Develop more proficient technology management with IT consultant and technology advisory committee to assess city technology profile and risk maturity, and create a plan to address technology infrastructure risks and goals that include hygiene activities and actions (train and test employees to ensure a high level of security) to meet technical competency needs.



## 2017 Municipal Goals & Objectives

- Obtain needed equipment across departments, including:
  - Fire alarm panel, computer hardware and reference/circulation desks for the Summit Free Public Library.
  - Turnout gear, scrubbing machine, computer workstations, radios and pagers and breathing air fill station for the fire department.
  - Body cameras, weapon replacement and traffic equipment for the police department.
  - City Hall HVAC chiller and other maintenance projects.
- Purchase a fire ATV for use in off road situations to provide needed access in emergency situations.

### Goal 4: Increase emphasis on smart planning and redevelopment

#### Strategic Objectives

- Prioritize development of data, studies, guidelines and policy priorities according to the goals and objectives of the Master Plan re-examination.
- Initiate planning work on studying potential redevelopment areas and guide new development projects to include multi-use functions.
- Create incentives for investment and reinvestment through enhanced land use controls.
- Facilitate safe, compliant land development and economic growth in a balanced environment.
- Work with Parking Services Advisory Committee to review and implement 2016 Parking Assessment recommendations.
- 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.

#### Key Actions

- Solicit corporate donations and sponsorships for programs and projects across departments.
- Identify opportunities for department training for mutual aid and shared services with municipal and community partners for police, fire and DCS.
- Work with the city planning consultant and board to initiate a preliminary investigation study of the Broad Street corridor as a potential redevelopment area with a focus on mixed use projects.
- Maintain and encourage effective transition zones between commercial and residential areas/zones.
- Implement the city's amended affordable housing plan to create new low and moderate income housing opportunities.
- Encourage shared use parking arrangements through new development and/or modifications to local land use regulations.
- Install electric car charging stations in municipal lots.



## 2017 Municipal Goals & Objectives

### Goal 5: Build community connectedness and expand communications effort

#### Strategic Objectives

- Reinforce messages that establish and promote the City of Summit as the official source for general and emergency information for our municipality.
- Through marketing and publicity efforts, reinforce Summit as a “City of Innovation” and destination, offering businesses a strategic advantage.
- 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.
- Track, promote and enhance media coverage and connections.
- Promote the efforts of the governing body, appointed commissions and committees to better leverage council and volunteer contributions.

#### Key Actions

- Working with the communications office, create and reinforce key departmental brand messaging 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.
- Develop, refine and promote work being done by Common Council and other community volunteers.
- Utilize social media intelligence monitoring service to track digital media placement and expand outreach to media outlets.

### Goal 6: Leverage 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.



## 2017 Municipal Goals & Objectives

### Key Actions

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

### 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.
- Pursue new and expand existing innovative solutions to alleviate existing parking congestion and facilitate infrastructure improvements.
- Seek partnership opportunities and promote the installation of public Wi-Fi in the public facilities and spaces.
- Enhance coordination efforts with county and other agency partners for routine service delivery and during emergency incidents.
- Pursue implementation of the Affordable Housing Plan to facilitate new affordable housing development.
- 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.



## 2017 Municipal Goals & Objectives

### Key Actions

- Expand the existing ridesharing initiative by allowing for additional resident commuters from the current waiting list to join the pilot program.
- Develop a ridesharing program for residents who work in the central retail business district.
- Unify and consolidate all branding, communications and publicity efforts to the city communications office.
- Identify technology platforms that allow for push notifications on available parking, road closures and other city updates with GPS and Wi-Fi capabilities.
- On a monthly or quarterly basis, schedule outreach to agency partners such as utility providers and county government.
- Promote use of the city's Report a Concern app to obtain necessary feedback for infrastructure –related issues.
- Identify opportunities to create more outdoor gathering spaces such as outside furniture at Lyric Park.

### Goal 8: Retain and reinitiate improved customer service and accessibility

#### Strategic Objectives

- Ensure courteous, professional and respectful interactions with, and response to, 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.
- Budget for additional staff to improve efficiency within the Parking Services Agency.

#### Key Actions

- 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 information sharing.
- Approve financial resources to make a current part-time parking enforcement officer (PEO) position into a full-time PEO, and then fill two vacant part-time PEO positions; and to fund converting a part-time parking collections assistant positon into full-time and a temporary full-time secretary into a permanent employee position.

# BUDGET REPORT

**City of Summit**  
**2017 Municipal Budget**

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

FROM: Michael F. Rogers  
City Administrator

DATE: March 21, 2017

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As mandated by New Jersey Local Budget Law, and in accordance with the City of Summit Code, I am submitting Summit's 2017 Municipal Budget ("Municipal Budget") to the Common Council for consideration, authorization and adoption.

The Common Council Finance Committee carefully examined the 2017 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 2017 Municipal Budget as a policy document that establishes a strong operational plan to provide essential public services and responsibly meet other financial obligations. To execute this plan, a nominal 0.84% increase in the Municipal Tax Rate will be required to fund it.

The 2017 financial totals, which includes the City's proposed Sewer and Parking Services Utilities operating and capital budgets, balance revenues and appropriations of \$63.8 million compared with the 2016 financial total of \$64.2 million. This is a 0.6% total financial plan decrease. Moreover, the 2017 Municipal Tax Levy amount that provides revenues to support the city budget is estimated to increase by 0.86%.

Summary points of 2017 revenue projections are as follows:

- The municipal tax levy is \$222,669 more than last year.
- General fund balance anticipated surplus revenue remains flat from year prior at \$7.1 million.
- Total local revenues have slightly increased by \$6,000 despite the municipal court fines and costs line-item anticipated to decline again by approximately \$83,000.

## BUDGET REPORT

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- State aid revenue amounts (energy receipts taxes and school debt service funds) mirror receipts from the State of New Jersey in 2016 except for a small reduction in school state aid.
- Enterprise fund and contribution revenue sources are up \$471,228, mainly due to increases in parking and sewer utility contributions and reserve amounts for municipal and school debt service note pay-downs.

Key appropriation highlights include:

- Total salary and wages will rise by \$156,164 in General Fund (\$170,813 total for all funds), which includes the approved PBA Local 55 contract salary adjustments for its members. An additional \$105,000 is included in the reserve for salary adjustment line-item account to fund undetermined contract renewal cost of living adjustments involving collective negotiating units (Teamsters Local 469 and FMBA Local 54) and a 1.5% increase for non-union employees.
- Staffing requests made within the Parking Services Utility budget, which are funded with user fees and do not impact the municipal tax rate, include additional monies to support the conversion of: (i) a part-time Parking Enforcement Officer (PEO) to full-time, and then fill both of the vacated part-time PEO positions; (ii) a part-time collections assistant to full-time; and (iii) a full-time temporary secretary to a full-time permanent secretary. Estimated annual net total costs are approximately \$29,000.
- Combined other expense appropriation line-items for all municipal departments show an increase of \$83,187, or up 0.84%.
- Pension obligations (PERS and PFRS) will increase this year by about \$87,737, or 2.8%.
- Healthcare insurance premiums will decrease by 0.2%, or \$5,000. Current city employees will contribute approximately \$1.2 million toward health insurance premium costs, about \$70,000 more than last year.
- Municipal debt service payments in the general fund budget will increase by \$409,769, or 12.70%. In the sewer utility budget, debt service payments are up \$240,736 from last year. Debt service obligations for the Parking Services Utility are also up from 2016 by \$70,584.
- General liability and workers compensation liability costs combine for a net total decrease of \$56,000 over what was budgeted for last year.

The proposed 2017 Capital Improvement Plan (“CIP”) estimates \$6.48 million to be budgeted for various capital project needs, including those in the Sewer and Parking Services Utilities. Approximately \$2.12 million of this total amount is for investment in infrastructure such as roads, sidewalks and streetscapes throughout the city. Further, the CIP budgets for \$900,000 that will be used to fund the community center expansion/renovation project and Investors Bank Field improvements. The CIP also includes a Parking Services Utility request for \$300,000 to be used for purchasing payment kiosks to be situated on various streets around the train station and downtown area. Lastly, every few years, pursuant to a Joint Meeting Agreement, the city is obligated to fund their share of capital improvement costs related to the entire sewer operations infrastructure. This year, the Sewer Utility capital budget contains funds for this obligation in the amount of \$943,357. Despite the

## BUDGET REPORT

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 also 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 as well. 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 2017 budget provides for a sufficient level of financial resources to meet spending obligations and service responsibilities this year.

## CITY PROFILE & ECONOMIC CONDITION

### DEMOGRAPHICS

<b>Population (July 2015)</b>	22,074
<b>Population % change from 2010</b>	2.9%
<b>Land area (sq. miles)</b>	6.0
<b>Housing Units (April 1, 2010)</b>	8,190
<b>Owner-occupied housing unit rate, 2011-15</b>	71.2%
<b>Median value of owner-occupied housing units, 2011-15</b>	\$809,400
<b>Median gross rent, 2011-15</b>	\$1,532
<b>Persons per household</b>	2.82
<b>High school graduate or higher, percent of persons age 25 years+, 2011-2015</b>	94.3%
<b>Bachelor's degree or higher, percent of persons age 25 years+, 2011-2015</b>	70.5%
<b>In civilian labor force, total, percent of population age 16 years+, 2011-2015</b>	66.8%
<b>Median household income (in 2015 dollars), 2011-2015</b>	\$129,583
<b>Per capita income in past 12 months (in 2015 dollars), 2011-2015</b>	\$77,110

Source: US Census Bureau <http://www.census.gov/quickfacts/table/PST045216/3471430>  
2011-2015 American Community Survey 5-year Estimates

The City of Summit is a premier suburban community in the metropolitan area, consisting of six (6) square miles in Union County, New Jersey. Twenty miles west of New York City, Summit is a 15-minute drive from Newark Liberty International Airport. With a population of 22,074, Summit is the 118th most populated municipality in the State of New Jersey out of 565 municipalities. It is a thriving regional transportation hub with a centrally-located train station, an integral transfer point on the Morris & Essex line of the New Jersey Transit railway, providing direct service to New York Penn Station. For these attributes and others, the New Jersey Department of Transportation has designated Transit Village status to the city, creating incentives for economic development in areas adjacent to the train station and transit. Also, two major highways to the north and east lie on the municipal borders, providing convenient access for people and commerce to circulate in and out of the city.

Summit is a walkable community and has a vibrant, pedestrian-friendly central business district, employing thousands of people in more than 200 retail stores, restaurants, businesses and professional offices. According to recent census figures, our pedestrian and bike-friendly city is ranked 16 in the state for highest median household income. In 2015, the median household income in Summit was \$129,583, compared with the rest of Union County at \$69,594 and the State of New Jersey at \$72,093.

Summit's corporate residents and employees are an integral aspect of city life. Our city employs approximately 10,000 people each day in more than 200 retail stores, restaurants, businesses and corporate offices. With a workday population change that is over 36% greater than our residential population, there is significant potential for economic activity to increase in the near future.

Summit is home to two major corporate employers: Atlantic Health Overlook Medical Center and Celgene Corporation. Overlook Medical Center is a recognized leader in neuroscience care and home to some of the top doctors in New Jersey. On its Summit campus, Atlantic Health employs 3,969 hospital staff plus 1,544 physicians and 85 medical residents. In 2016, Overlook Medical Center provided 504 licensed beds with 99,622 emergency visits, 285,442 outpatient visits and 24,700 patient admissions. There were 2,482 births this past year. Summit is the global headquarters for Celgene Corporation. The company hosts a total of 2,300 employees on its two Summit campuses along with 700 associated contracted employees. The consolidation of its Warren, NJ and Berkeley Heights, NJ locations later this year will add 400 additional employees to Summit's workforce population. By 2018, Celgene predicts a 5% growth rate in job growth.

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

**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.

<b>GENERAL FUND</b>					
	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Assets	\$ 14,257,711	\$ 14,807,208	\$ 15,252,183	\$ 15,651,316	\$ 14,131,760
Liabilities	5,343,854	4,332,468	4,559,610	6,077,932	4,191,224
Reserves	840,904	742,293	621,292	825,609	1,856,966
<b>Net Assets</b>	<b>\$ 8,072,953</b>	<b>\$ 9,732,447</b>	<b>\$ 10,071,281</b>	<b>\$ 8,747,775</b>	<b>\$ 8,083,570</b>

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.

<b>SEWER UTILITY FUND</b>					
	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Assets	\$ 1,576,538	\$ 1,388,444	\$ 1,268,982	\$ 1,235,112	\$ 1,262,110
Liabilities	271,981	320,553	257,837	220,629	179,561
Reserves	53,076	113,511	84,297	60,731	88,875
<b>Net Assets</b>	<b>\$ 1,251,481</b>	<b>\$ 954,380</b>	<b>\$ 926,848</b>	<b>\$ 953,752</b>	<b>\$ 993,674</b>

<b>PARKING SERVICES UTILITY FUND</b>					
	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Assets	\$ 1,358,051	\$ 1,854,574	\$ 2,314,149	\$ 2,533,655	\$ 2,687,299
Liabilities	626,615	637,699	757,778	1,163,009	1,371,296
Reserves	0	0	0	0	0
<b>Net Assets</b>	<b>\$ 731,436</b>	<b>\$ 1,216,875</b>	<b>\$ 1,556,371</b>	<b>\$ 1,370,646</b>	<b>\$ 1,316,003</b>

### CAPITAL ASSETS

According to CBIZ Valuation and its property valuation report dated June 9, 2016, as of December 31, 2015, the city's investment in capital assets is over \$101 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 2015 will be analyzed and reported on later this year. Below is an account summary of the city's assets valued and owned at year end 2015.

City of Summit Capital Assets - Summary Report				
Asset	# of Assets	Original Cost	Accumulated Depreciation	Book Value
<b>Land Parcels</b>	55	\$52,289,000	\$ 0	\$ 52,289,000
<b>Outdoor Improvements</b>	135	4,910,881	3,788,613	1,122,268
<b>Buildings</b>	51	28,756,472	12,514,451	16,242,021
<b>Infrastructure</b>	1	16,000	21	15,979
<b>Machinery &amp; Equipment</b>	625	7,303,135	4,400,693	2,902,442
<b>Licensed Vehicles</b>	111	7,816,459	5,467,709	2,348,750
<b>TOTALS</b>	<b>978</b>	<b>\$101,091,947</b>	<b>\$26,171,487</b>	<b>\$74,920,460</b>

The total number of city assets increased by 34, increasing the capital asset value by \$570,000 from 2014. Asset categories machinery/equipment and licensed vehicles grew by 22 and 3, respectively, over the last year. The cost value of machinery and equipment increased the most of any asset class by approximately \$257,000. Yearly change in accumulated depreciation was nearly \$2 million. From 2014, book value decrease was roughly \$1.4 million.

**2016 OPERATING RESULTS**

Budget Funds Statement of Operations ( <i>Unaudited</i> )	General Fund	Sewer Utility	Parking Services Utility
<b>Revenues &amp; Other Income Realized:</b>			
Fund balance/operating surplus	\$ 7,100,000	\$ 355,700	\$ 118,643
Miscellaneous revenues anticipated	9,552,909		
Receipts from delinquent taxes	442,021		
Receipts from current taxes	134,035,881		
User charges		3,200,378	3,342,176
Miscellaneous	676,885	13,907	16,934
Other*	919,062	221,865	228,132
<b>SUB-TOTAL</b>	<b>\$ 152,726,760</b>	<b>\$ 3,791,850</b>	<b>\$ 3,705,886</b>
<b>Expenditures:</b>			
Operating	31,615,100	2,743,490	1,811,577
Capital improvements	325,000	25,000	185,000
Debt service	3,215,568	255,847	210,684
Deferred charges & statutory expenditures	3,933,065	116,560	60,000
Surplus (to General Fund)		225,000	450,000
Local school district purposes	5,456,133		
Refund prior year revenue	86,030		
Interfunds advanced	19,2856		
County tax	39,026,790		
Local school district tax levy	62,366,792		
Special district taxes	247,200		
<b>SUB-TOTAL</b>	<b>\$ 146,290,964</b>	<b>\$ 3,365,897</b>	<b>\$ 2,717,261</b>
Statutory excess to surplus	\$ 6,435,795	\$ 425,953	\$ 988,625
Fund balance January 1, 2016	8,747,775	953,753	1,370,646
<b>SUB-TOTAL</b>	<b>\$ 15,183,571</b>	<b>\$ 1,379,706</b>	<b>\$ 2,359,271</b>
Utilized as anticipated revenue	(7,100,000)	(386,032)	(489,104)
<b>Fund Balance December 31, 2016</b>	<b>\$ 8,083,571</b>	<b>\$ 993,674</b>	<b>\$ 1,870,167</b>

\* 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.

## **2017 FINANCIAL BUDGET OVERVIEW**

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

The financial summary totals for 2017 approximates \$63.8 million and includes appropriations for the General Fund operations, sewer and parking services utility funds and their respective annual capital budgets. Compared with 2016, the total 2017 financial budget represents a \$406,693, or 0.6% decrease. The 2017 municipal budget is projected to rise by roughly \$686,405, or 1.4%. The total combined capital budgets for all three funds will require \$6.48 million to fund various infrastructure, facility and equipment needs. The 2017 total capital budget request is 21.9% lower than the approved 2016 capital budget plan.

	Financial Summary Totals		<i>Variance</i>
	<i>2017</i>	<i>2016 (Adopted)</i>	
<b><u>General Fund</u></b>			
Municipal Budget	\$ 50,006,897	\$ 49,320,492	1.4%
Capital Budget	<u>4,785,546</u>	<u>5,904,800</u>	(18.9%)
<b>Sub-total</b>	<b><u>\$ 54,792,443</u></b>	<b><u>\$ 55,225,292</u></b>	<b>(0.8%)</b>
<b><u>Sewer Utility Fund</u></b>			
Operations Budget	\$ 3,826,351	\$ 3,475,478	10.1%
Capital Budget	<u>1,303,357</u>	<u>500,000</u>	<u>160.6%</u>
<b>Sub-total</b>	<b><u>\$ 5,129,708</u></b>	<b><u>\$ 3,975,478</u></b>	<b><u>29.0%</u></b>
<b><u>Parking Services Utility Fund</u></b>			
Operations Budget	\$ 3,523,648	\$ 3,151,722	11.8%
Capital Budget	<u>400,000</u>	<u>1,900,000</u>	<u>(78.9%)</u>
<b>Sub-total</b>	<b><u>\$ 3,923,648</u></b>	<b><u>\$ 5,051,722</u></b>	<b><u>(22.3%)</u></b>
<b>Total Financial Budgets</b>	<b>\$ 63,845,799</b>	<b>\$ 64,252,492</b>	<b>(0.6%)</b>

## GENERAL FUND (OPERATING BUDGET) – PROPERTY TAX IMPACT

- **Municipal Tax Rate:** The estimated 2017 municipal tax rate is \$0.843, a 0.84% increase over last year's rate. The formula to determine the municipal tax rate is as follows:

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

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

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

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

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

$$\begin{aligned} \text{2017 Summit Tax Rate} &= \$147,969,424 - \$17,055,328 / 0.9617 \\ &= \$136,127,790 - \$109,917,361 \\ &= \$26,214,106 / \$3,108,245,396 \\ &= \underline{\$0.843 \text{ per } \$100 \text{ of Assessed Valuation}} \end{aligned}$$

<b>Municipal Tax Rate Comparison</b>		
	<b>2017</b>	<b>2016</b>
Municipal budget appropriations	\$ 38,052,063	\$ 37,497,658
<i>Less: (General Revenues)</i>		
Fund balance (surplus)	7,100,000	7,100,000
Local revenues	2,562,500	2,556,500
State aid	3,551,257	3,568,257
Grants	81,959	202,361
Enterprise funds/contributions	3,259,612	2,788,384
Prior year tax receipts	<u>500,000</u>	<u>475,000</u>
Sub-total	\$ 20,996,735	\$ 20,807,156
Add: Reserve for Uncollected Taxes	<u>5,217,371</u>	<u>5,184,281</u>
Amount to be raised by taxes	\$ 26,214,106	\$ 25,991,437
<i>Divided by</i> net assessed valuation	\$3,108,245,396	\$3,109,869,300
<b>Municipal Tax Rate (per \$100 of AV)</b>	<b>\$0.843</b>	<b>\$0.836</b>

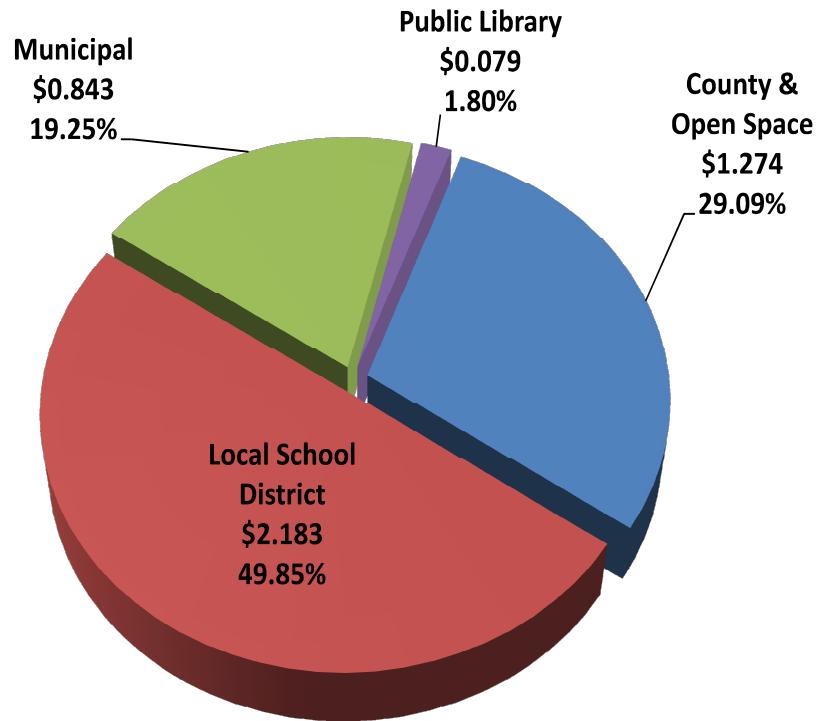
## BUDGET REPORT

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The property tax rates pie charts depict each tax rate and its respective percentage of the total tax rate amount vis-a-vis other applicable public entity tax rates estimated for 2017 and levied in 2016.

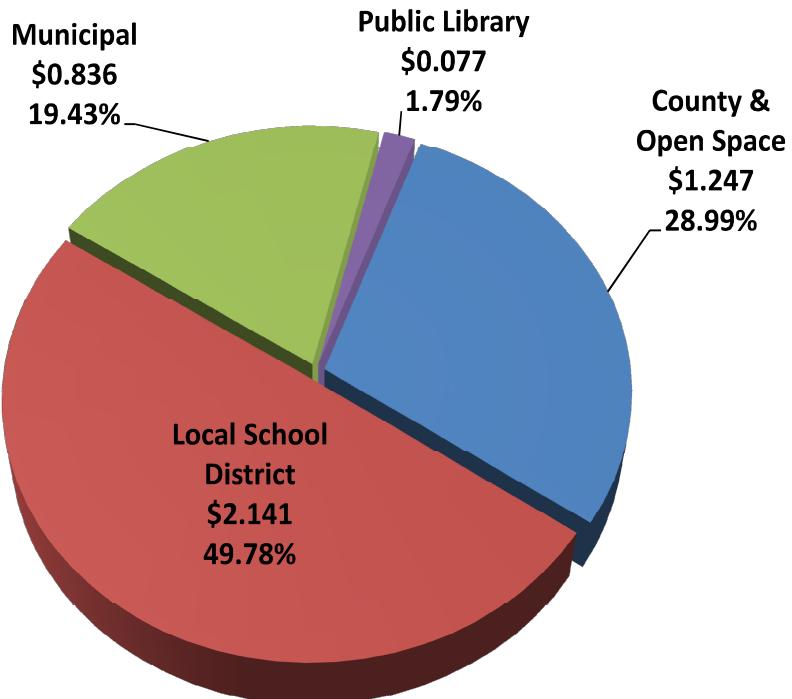
**2017**

PROPERTY TAX RATES (Estimated)



**2016**

PROPERTY TAX RATES



## BUDGET REPORT

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In 2017, one cent (\$0.01) of the municipal tax rate is equal to \$310,824, which is based on the city's net assessed valuation amount of \$3,108,245,396. In the previous year, one cent was equal to \$310,986. Unfortunately, the city's tax base decrease of \$4.17 million in 2017 accounts for nearly \$187,000 in total tax revenue lost (municipal tax revenue loss - \$36,042). As a result, even if all 2017 proposed appropriations were the same as last year, the city will still have to make up for the \$36,042 revenue loss through its 2017 municipal tax rate. Thus, the tax base decline impacts the municipal tax rate by 0.13%, which contributes to the municipal tax levy increase (\$222,669, or 0.9% total) this year.

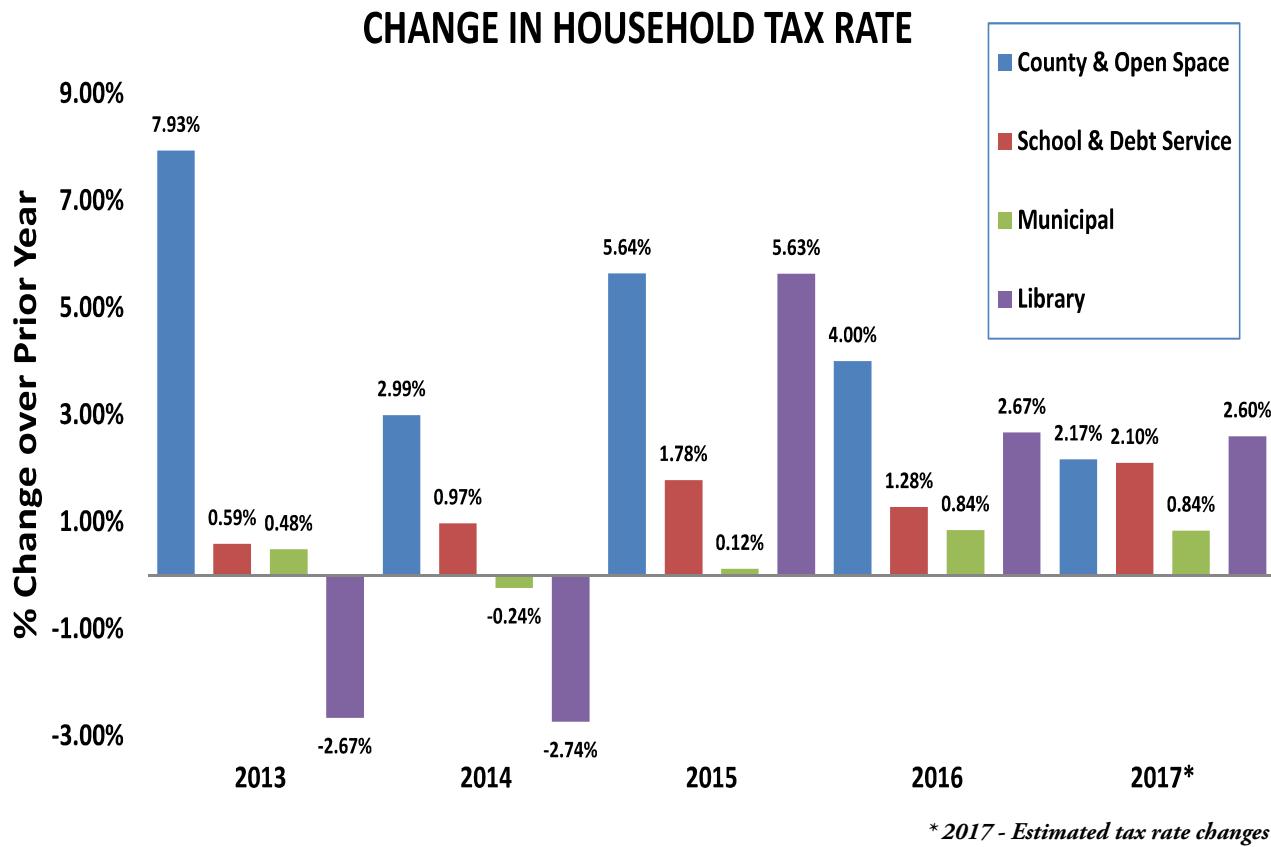
- **Total Property Tax Rates:** The chart below delineates each component of the total property tax rate amount for the last five years (plus estimated 2017).

2012 - 2017 PROPERTY TAX RATES						
	2017*	2016	2015	2014	2013	2012
<b>Municipal</b>	\$0.843	\$0.836	\$0.829	\$0.828	\$0.830	\$0.826
<b>Local School District</b>	2.183	2.141	2.114	2.077	2.057	2.045
<b>County &amp; Open Space</b>	1.274	1.247	1.199	1.135	1.102	1.021
<b>Public Library</b>	0.079	0.077	0.075	0.071	0.073	0.075
<b>TOTAL</b>	<b>\$4.379</b>	<b>\$4.301</b>	<b>\$4.217</b>	<b>\$4.111</b>	<b>\$4.062</b>	<b>\$3.967</b>

**\*2017 - Estimated Tax Rates**

Since 2012, on average, the municipal tax rate has increased slightly by 0.41%. The public library rate has grown 1.1%. As evidenced in the chart above, the local school district and county tax rates have risen, on average, by 1.32% and 4.55%, respectively. Overall, Summit property owners have experienced an average total property tax rate increase of 2.00% per year. However, the percentage change from 2012 to 2017 for all four (4) tax rates are the following: municipal increase of 2.06%; local school district increase of 6.75%; county and open space increase of 24.78%; and public library increase of 5.33%.

The following graph illustrates the percentage change in tax rate year-to-year since 2013.



For Summit's average assessed residence of \$410,000, the following table shows a total tax bill breakdown comparison looking back at last year and what an estimated total tax bill might look like in 2017. Given 2017 estimates, Summit property owners will likely see their total tax bills increase 1.88% above last year.

<i>Total Property Tax Bill Comparison</i> <i>Average Residential Assessed Valuation (\$410,000)</i>		
<b>City of Summit Taxes</b>	<b>2017*</b>	<b>2016</b>
Local School District Taxes	\$ 3,456.30	\$ 3,427.60
Union County & Open Space Taxes	8,950.30	8,778.10
Public Library Taxes	5,223.40	5,112.70
<b>TOTAL TAX BILL AMOUNT</b>	<b>\$ 17,953.90</b>	<b>\$ 17,634.10</b>
<i>2017 Estimated</i> <i>Total Property Tax \$ Effect</i>	<i>\$319.80 for year* or, 1.81% Increase</i>	
* 2017 - Estimated		

## BUDGET REPORT

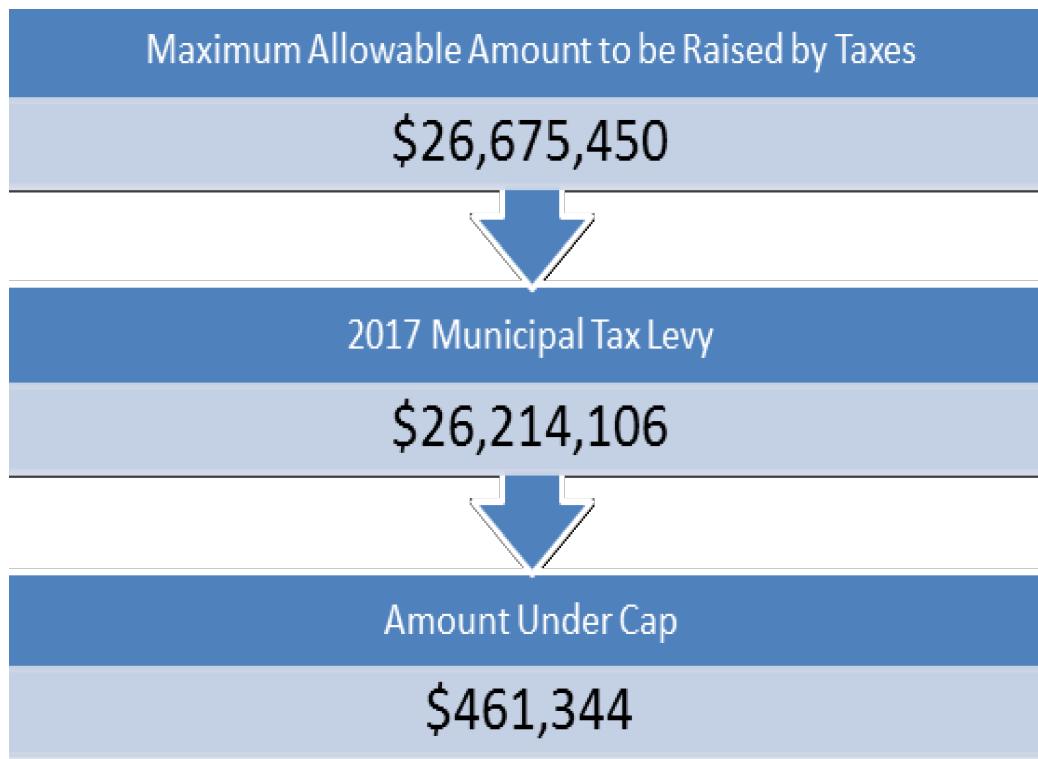
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Another way to think about the tax impact is, for every \$100,000 of assessed valuation, a property owner should anticipate an estimated \$78.00 increase in their total tax bill. The breakdown of this \$78.00 total tax increase per \$100,000 assessed valuation is as follows:

<u>Municipal Taxes:</u>	\$ 7.00 Increase
<u>Local School District Taxes:</u>	\$ 42.00 Increase
<u>County &amp; Open Space Taxes:</u>	\$ 27.00 Increase
<u>Public Library Taxes:</u>	\$ 2.00 Increase

**TOTAL PROPERTY TAXES:** **\$ 78.00 annual increase per \$100,000 AV**

- **\$461,344 UNDER property tax levy cap:** The 2017 municipal budget is well under the 2% property tax levy cap.

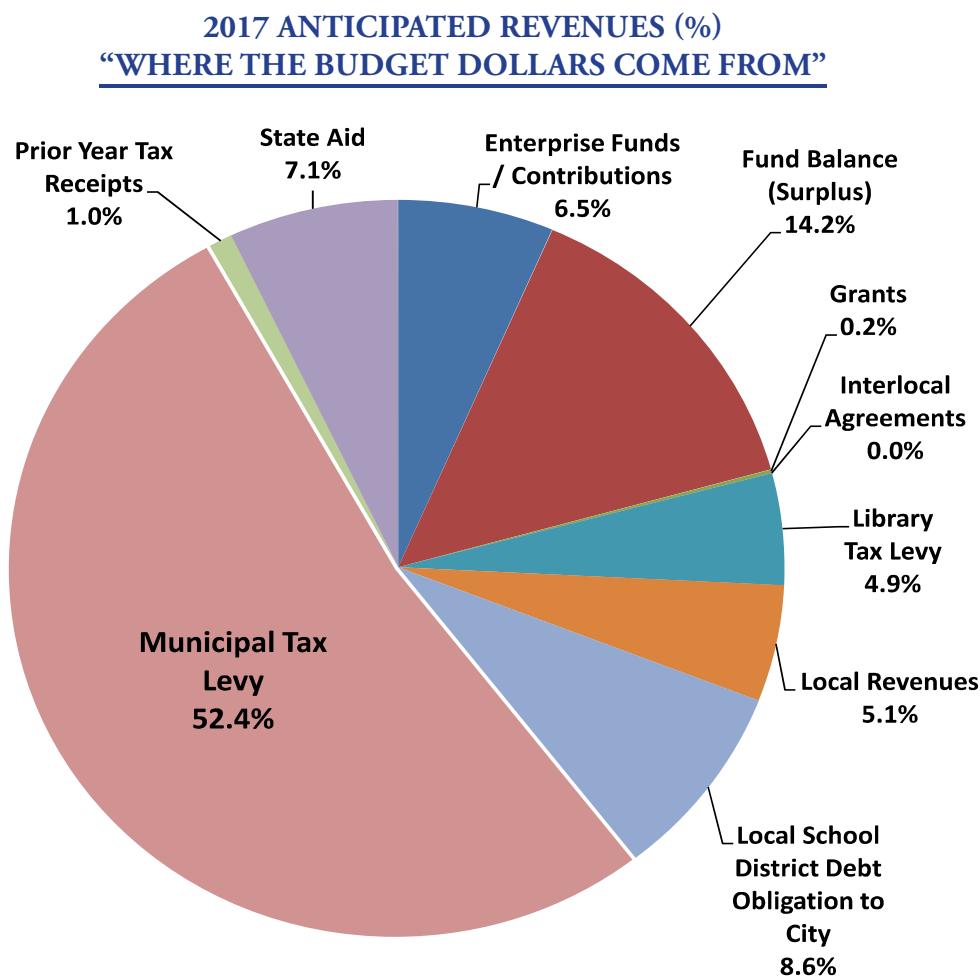


As calculated through the property tax levy cap formula, the maximum allowable amount to be raised through the city's municipal levy is \$ 26.67 million. Yet, the 2017 municipal budget requires \$26.21 million in property tax revenues this year to balance total appropriations proposed. In 2016, the city budget was \$623,417 under the tax levy cap. The 2017 tax levy cap amount is permitted under State law to "bank" for three budget years (2018-20). Given the 2017 municipal budget is under cap again this year, no prior year levy cap bank amounts are required. For the 2018 budget, over \$2.14 million of prior year amounts under the levy cap will be banked and available, if necessary.

## REVENUES

### 2017 GENERAL REVENUES SYNOPSIS

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



Expenses paid from the general fund are supported primarily from municipal taxes. As the graph above depicts, the most significant budget revenue source derived from taxes levied on real property assessed valuations. Municipal tax revenue accounts for 52.4% of total revenues. Compared with 2016, the percentage of municipal tax levy amounts to total general tax revenues are anticipated to decline slightly by 0.3% (2016: 52.70%). In 2017, total projected non-tax revenues are \$17.05 million, projected to be lower by approximately \$85,000 from 2016 realized revenues. State aid revenues reduced slightly as school debt service aid was about \$17,000 lower. Local revenue sources are projected to be slightly higher than 2016 anticipated amounts despite municipal court fines and costs projected to decrease by \$83,000. Anticipated enterprise funds and contributions are expected to be over \$471,000 higher than anticipated last year. Overall, in 2017, city administration conservatively expects most revenue sources to remain stable and meet projections.

## BUDGET REPORT

The Common Council Finance Committee and its municipal budget team recommend using \$7.1 million of general fund balance (surplus) as a revenue source to stabilize the municipal budget. The 2017 general fund balance amount anticipated is the same as last year. By credit rating agency standards, the city's use of fund balance as a budget revenue source, which is approximately 14.2% of total operating appropriations this year, is considered low and qualifies as a 'very strong' financial indicator. The following comparative schedule of fund balances shows all three (3) fund balances at year's end 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>	
<b>2016*</b>	\$ 8,083,571	\$ 7,100,000	\$ 993,674	\$ 630,000	\$ 1,870,167	\$ 193,148	
<b>2015</b>	8,747,775	7,100,000	953,753	355,700	1,370,646	54,643	
<b>2014</b>	10,071,282	7,600,000	926,849	325,000	1,556,371	386,000	
<b>2013</b>	9,732,447	6,300,000	954,381	350,000	1,216,876	0	
<b>2012</b>	8,072,954	6,300,000	1,251,482	346,000	731,436	0	
<b>2011</b>	7,852,969	6,250,000	1,277,500	150,000	582,326	114,794	

\* 2016 - Unaudited Fund Balance amounts

Some unassigned funds in the general fund balance will be used to offset discretionary appropriation reserve line-items such as \$325,000 in the reserve for tax appeals and \$200,000 in the reserve for salary adjustments. Recognizing the need for more non-tax revenues to stay at 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 chart below categorically outlines revenues with anticipated total amounts to fund the city's 2017 municipal budget (see general revenue section, Page 4-1 for more details).

General Fund Revenues			
	2017 Anticipated	2016 Anticipated	Dollar Change from 2016
<b>Fund balance</b>	\$ 7,100,000	\$ 7,100,000	\$ 0
<b>Local revenues</b>	2,562,500	2,556,500	6,000
<b>State aid</b>	3,551,257	3,568,257	(17,000)
<b>Interlocal agreements</b>	0	0	0
<b>Grants</b>	81,959	202,361	(120,402)
<b>Enterprise funds/contributions</b>	3,259,612	2,788,384	471,228
<b>Prior year tax receipts</b>	500,000	475,000	25,000
<b>Municipal tax levy</b>	26,214,106	25,991,437	222,669
<b>School district debt obligation</b>	4,287,129	4,244,133	42,996
<b>Library tax levy</b>	2,450,334	2,394,420	55,914
<b>TOTAL REVENUES</b>	<b>\$50,006,897</b>	<b>\$49,320,492</b>	<b>\$ 686,405</b>

## BUDGET REPORT

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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 2016.

<b>2016 PROPERTY TAX BILLING &amp; COLLECTION</b>	
<b>TAX BILLING</b>	
Municipal	\$ 25,991,437
Local School District	66,610,925
County	37,756,816
County Open Space	1,082,611
Public Library	<u>2,394,420</u>
<b><i>Total Levy</i></b>	<b>\$ 133,836,209</b>
Excess Collections	\$ 28,762
Special Improvement District	248,117
Added & Omitted	669,058
Reduction Due to Tax Appeals	(229,262)
<b><i>Total Taxes Billed</i></b>	<b>\$ 134,552,884</b>
<b>TAX COLLECTION</b>	
Collected in 2016	\$ 132,816,241
Prepaid in 2015	651,425
Senior & Veteran Deductions	81,190
Homestead Benefit Credit	487,025
<b><i>Total Taxes Collected</i></b>	<b>\$ 134,035,881</b>
<b>Percentage of Taxes Collected</b>	<b>99.6158%</b>

## BUDGET REPORT

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The table below shows total property tax levy amounts for years 2013-2017 along with the percentage change from 2013 to 2017. Since 2013, the city has stabilized its municipal tax needs, averaging a 0.28% increase per year.

### PROPERTY TAX LEVIES

	2017*	2016	2015	2014	2013	% Change from 2013
<b>Municipal</b>	\$ 26,214,106	\$ 25,991,437	\$ 25,754,936	\$ 25,863,525	\$ 25,925,905	1.11%
<b>Local School District</b>	67,850,811	66,610,925	65,668,713	64,792,969	64,250,678	5.60%
<b>County</b>	38,511,953	37,756,816	36,222,615	34,500,481	33,419,296	15.24%
<b>County Open Space</b>	1,104,263	1,082,611	1,044,760	1,015,173	1,037,723	6.41%
<b>Library</b>	2,450,334	2,394,420	2,328,031	2,247,435	2,285,677	7.20%
<b>TOTAL</b>	<b>\$136,131,467</b>	<b>\$133,836,209</b>	<b>\$131,019,055</b>	<b>\$128,419,583</b>	<b>\$126,919,279</b>	<b>7.33%</b>
* 2017 - Estimated Tax Levies						

### LOCAL & ENTERPRISE/CONTRIBUTION REVENUES

Most local revenue sources remain consistent this year except for municipal court fines and costs, which has trended downward for the last six years. In fact, since 2012, total local revenues have held steady between \$2.56 million and \$2.60 million. The 2017 municipal budget provides for conservative estimated local revenue amounts lower than realized last year in various line items. In the enterprise/contribution revenue section, the municipal budget continues to benefit from healthy sewer and parking services utility fund balances providing \$740,000 in revenue support. A cell tower utility lease agreement with Verizon will provide at least \$30,000 in new revenue this year. Lastly, restricted reserve funds for debt obligation payoff increases the enterprise/contribution revenue section from \$689,823 in 2016 to \$1 million.

## BUDGET REPORT

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### PRIOR YEAR TAXES

In 2016, the city exceeded its anticipated tax collection rate (96.1%) by 3.5% (99.6%). Indeed, this is the city's highest collection rate in the last six years (see below).

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

The average quarterly delinquency rate percentage last year was 0.72%; and the average quarterly delinquency amount was \$499,256. At the end of December 2016, delinquent taxes owed to the city was \$510,880. As of February 15, 2017, outstanding property taxes billed in prior years but still uncollected are \$296,339. Lastly, the first quarter 2017 taxes billed (\$33.5 million) but uncollected are \$1.83 million, or 5.45%.

### 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 2017, the municipal budget is \$461,344 under the 2% property tax levy cap (see levy cap calculation summary below).

Prior year amount to be raised by taxation for municipal purposes	\$ 25,991,437
<i>Less: Prior year deferred charges to future taxation</i>	\$ 0
Plus: 2% cap increase	\$ 519,829
Plus: Exclusions	\$ 129,326
Plus: New ratable adjustment to levy	\$ 34,858
Maximum allowable amount to be raised by taxation	\$ 26,675,450
2017 amount to be raised by taxation for municipal purposes	\$ 26,214,106
2017 municipal levy amount UNDER 2% cap	\$ 461,344

## APPROPRIATIONS

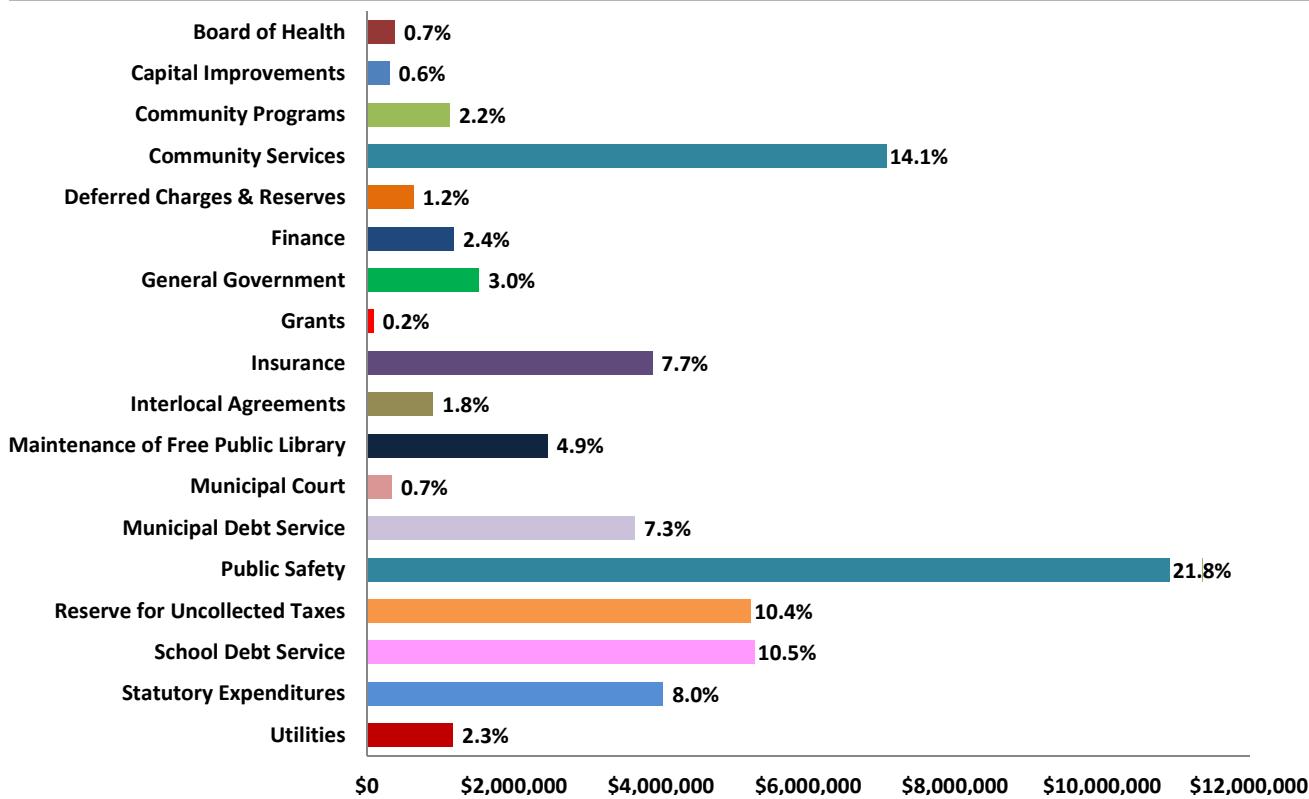
### 2017 GENERAL APPROPRIATIONS SYNOPSIS

The 2017 municipal budget projects total appropriations (excluding reserve for uncollected taxes) to be \$653,315 more than the 2016 adopted budget appropriations (excluding R.U.T.). Total appropriations needed to fund municipal services are projected to increase by \$328,588, a 1.05% increase compared with 2016 municipal operation costs (\$31,206,779). Major cost drivers within general fund municipal operations include salaries and wages (\$17.48 million), healthcare insurance (\$2.62 million) and pension obligations (\$3.22 million). Other appropriations, such as municipal debt service payments, interlocal agreements and reserves total \$5.15 million and account for 10.3% of total appropriations. These appropriations total \$605,219 above 2016 appropriated amounts mainly due to debt service (\$409,769 increase) and reserves (deferred capital expenses and salary adjustments - \$205,000 increase). Discretionary costs, such as salaries and wages and municipal operation other expenses account for 34.97% and 20.05%, respectively, of total appropriations. The reserve for uncollected taxes line-item represents 10.4% of total appropriations, up 0.1% from last year.

The total percentage breakdown of 2017 municipal budget appropriations is shown below. A large part of each property tax dollar goes to pay public safety (21.8%) and total debt service (17.8%).

### **2017 PROPOSED APPROPRIATIONS (%) “HOW THE BUDGET REVENUES ARE ALLOCATED”**

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2017 Total Appropriations Breakdown - \$50,006,897			
<b>Board of Health</b>	\$ 373,595	<b>Interlocal Agreements</b>	\$ 895,400
<b>Capital Improvements</b>	300,000	<b>Maintenance of Free Public Library</b>	2,450,334
<b>Community Programs</b>	1,114,500	<b>Municipal Court</b>	326,800
<b>Community Services</b>	7,058,200	<b>Municipal Debt Service</b>	3,636,337
<b>Deferred Charges &amp; Reserves</b>	625,000	<b>Public Safety</b>	10,910,820
<b>Finance</b>	1,175,200	<b>Reserve for Uncollected Taxes</b>	5,188,228
<b>General Government</b>	1,513,450	<b>School Debt Service</b>	5,265,129
<b>Grants</b>	81,959	<b>Statutory Expenditures</b>	4,022,302
<b>Insurance</b>	3,874,000	<b>Utilities</b>	1,161,500

## MUNICIPAL SERVICE COSTS

Of total appropriations proposed in the city's 2017 municipal budget, municipal service costs comprise of 72.7%. This is up 0.5% from last year. Based on the average assessed valuation of a Summit residential property , the table below, broken down by municipal service category (excluding school debt service, public library, reserves and deferred charges), illustrates how municipal property taxes are allocated for the provision of each service area and its respective budgetary cost.

Municipal Service Cost Breakdown Average Assessed Residential Home (\$410,000)						
	2017	% of Total	2016	% of Total	2015	% of Total
<b>Municipal Service Cost Total</b>	<b>\$ 36,367,104</b>		<b>\$35,638,297</b>		<b>\$34,734,330</b>	
<b>Municipal Taxes</b>	<b>\$ 3,456</b>		<b>\$3,428</b>		<b>\$3,401</b>	
Public Safety	\$ 1,037	30.0%	\$ 1,045	30.5%	\$ 1,065	31.3%
Community Services	671	19.4%	669	19.5%	666	19.6%
Statutory Expenditures	382	11.1%	378	11.0%	363	10.7%
Insurance	368	10.7%	377	11.0%	386	11.3%

## BUDGET REPORT

Municipal Service Cost Breakdown Average Assessed Residential Home (\$410,000)							
Municipal Debt Service	345	10.0%	310	9.1%	300	8.8%	
General Government	144	4.2%	140	4.1%	160	4.7%	
Utilities	110	3.2%	114	3.3%	120	3.5%	
Finance	112	3.2%	111	3.2%	84	2.5%	
Community Programs	106	3.1%	100	2.9%	94	2.8%	
Interlocal Agreements	85	2.5%	85	2.5%	58	1.7%	
Board of Health	36	1.0%	35	1.0%	35	1.0%	
Capital Improvements	29	0.8%	31	0.9%	32	0.9%	
Municipal Court	31	0.9%	31	0.9%	38	1.1%	
		100.0%		100.0%		100.0%	

The following tables highlight the projected 2017 municipal budget's top five (5) largest appropriation line-items compared with 2016; the percentage change from 2013 in these same categories; and the five (5) largest appropriation increases and decreases this year.

	5 LARGEST APPROPRIATION LINE-ITEMS			
	2017	% of Total Appropriations	2016	% of Total Appropriations
<b>Salary &amp; Wages (General Fund)</b>	\$17,485,350	34.97%	\$17,320,686	35.08%
<b>Debt Service</b>				
* Municipal	\$3,636,337	7.27%	\$3,226,568	6.54%
* School	<u>5,265,129</u>	<u>10.53 %</u>	<u>5,456,133</u>	<u>11.06%</u>
	\$8,901,466	17.80%	\$8,682,701	17.60%
<b>Pension Obligations</b>				
* PERS	\$1,005,796	2.01%	\$ 990,065	2.01%
* PFRS	<u>2,206,006</u>	<u>4.41%</u>	<u>2,134,000</u>	<u>4.32%</u>
	\$3,211,802	6.42%	\$3,124,065	6.33%
<b>Health Insurance</b>	\$2,620,000	5.24%	\$2,615,000	5.30%
<b>General Liability/ Workers Comp.</b>	\$1,094,000	2.19%	\$1,250,000	2.53%
<b>Total Appropriations</b>	<b>\$50,006,897</b>		<b>\$49,320,492</b>	

## BUDGET REPORT

	<b>5 LARGEST APPROPRIATION LINE-ITEMS</b>		
	<b>2013</b>	<b>2017</b>	<b>% Change from 2013</b>
<b>Salary &amp; Wages (General Fund)</b>	\$ 16,489,843	\$ 17,480,350	6.0%
<b>Debt Service</b>			
* Municipal	\$ 2,857,630	\$ 3,636,337	27.3%
* School	<u>4,940,700</u>	<u>5,265,129</u>	<u>6.6%</u>
	\$ 7,798,330	\$ 8,901,466	14.1%
<b>Pension Obligations</b>			
* PERS	\$ 898,960	\$ 1,005,796	11.9%
* PFRS	<u>2,066,900</u>	<u>2,206,006</u>	<u>6.7%</u>
	\$ 2,965,860	\$ 3,211,802	8.3%
<b>Health Insurance</b>	\$ 2,919,280	\$ 2,620,000	(10.3%)
<b>General Liability Insurance/ Workers Comp.</b>	\$ 1,091,000	\$ 1,204,000	10.4%

<b>5 LARGEST APPROPRIATION INCREASES</b>		
	<b>2017 Appropriation Amount</b>	<b>Increase Over 2016 Appropriation</b>
<b>Municipal Debt Service</b>	\$ 3,636,337	\$409,769
<b>Salaries &amp; Wages (General Fund)</b>	17,485,350	156,164
<b>Other Expenses</b>	10,027,715	83,187
<b>Pension Obligations - PFRS</b>	2,206,006	72,006
<b>General Liability Insurance</b>	569,000	67,000

<b>5 LARGEST APPROPRIATION DECREASES</b>		
	<b>2017 Appropriation Amount</b>	<b>Decrease Under 2016 Appropriation</b>
<b>School Debt Service</b>	\$ 5,265,129	(\$ 191,004)
<b>Worker's Compensation</b>	525,000	(123,000)
<b>Police - Salaries &amp; Wages</b>	5,916,000	(68,000)
<b>Public Buildings &amp; Grounds - Other Expenses</b>	154,200	(61,550)
<b>Reserve for Tax Appeals</b>	325,000	(25,000)
<b>Capital Improvement Fund</b>	300,000	(25,000)

## BUDGET REPORT

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The tables below depict the projected ten (10) largest other expense category appropriations in 2017 compared with 2016 in addition to projected six (6) largest professional service appropriation line-items.

<b>10 LARGEST OTHER EXPENSE CATEGORIES</b> <i>(Excludes Professional Service Line-Items)</i> <b>2017 and 2016 Comparison</b>		
	<b>2017</b>	<b>2016</b>
<b>Disposal Charges</b>	\$ 850,000	\$ 850,000
<b>Fuel</b>	373,000	375,000
<b>Electricity</b>	372,000	372,000
<b>Fire Hydrant Service</b>	275,000	271,500
<b>Recycling - Curbside Collection</b>	230,000	230,000
<b>Telephone</b>	200,000	220,000
<b>Street Lighting</b>	153,000	153,000
<b>Technology &amp; Software Licenses</b>	143,300	131,500
<b>HomeTowne TV Service Agreement</b>	86,700	85,450
<b>Water</b>	63,500	67,500

<b>6 LARGEST PROFESSIONAL SERVICE APPROPRIATIONS</b>		
	<b>2017</b>	<b>2016</b>
<b>Legal - Tax Appeal</b>	\$ 225,000	\$ 225,000
<b>Legal - General &amp; Misc. Services</b>	220,000	220,000
<b>Land Use Planning Services &amp; Special Projects</b>	130,000	130,000
<b>Information Technology</b>	90,000	105,000
<b>Tax Assessor - Appraisers</b>	100,000	90,000
<b>Board of Health Services</b>	74,000	74,000

### SALARIES & WAGES

The total 2017 salaries and wages amount for all city employees, which includes base salary, longevity, and step increases for full- and part-time union and non-union employees and temporary/seasonal appropriations, is \$19.26 million. This is an increase of nearly \$171,000 from what was appropriated in 2016. Within each respective fund, total salary and wages for the last two years are the following:

<b><i>TOTAL SALARIES &amp; WAGES</i></b> <i>(includes Seasonal Employee Wages)</i>		
<b>FUND</b>	<b>2017</b>	<b>2016</b>
General	\$ 17,485,350	\$ 17,329,186
Sewer Utility	303,000	290,000
Parking Services Utility	671,269	714,000
Uniform Construction Code (Trust)	807,240	762,860
<b>Totals</b>	<b>\$ 19,486,419</b>	<b>\$ 19,209,486</b>

Total overtime line-items increased by roughly \$19,500, or 3.3% above 2016 amounts (2017 total OT - \$605,500). Overall, total overtime appropriations are 3.14% of the total salary and wages amount. Public safety overtime accounts for 61.9% (36.3% - Police and 25.6% - Fire) of total overtime appropriations, as the police department budget accounts for 51.3% of the total proposed overtime increase this year.

The chart below shows the impact from salary adjustments budgeted in 2017, which is broken down by non-union employees and collective negotiation units. The PBA collective negotiation unit is contracted to receive a 1.50% cost-of-living increase. On December 31, 2016 both the Teamsters Local 469 and FMBA Local 54 contracts expired. Currently, city administration is in the midst of negotiating contract renewals with both these collective negotiation units. For non-union employees, 1.50% is allocated in the salary adjustment reserve line-item to fund their salary increases. Total salary amounts vary from 2016 to 2017 due to retirements, resignations, new employees and/or annual salary step increases.

### 2017 SALARIES & WAGES ADJUSTMENT

<b>GROUPS</b>	<b>TOTAL FT &amp; PT EMPLOYEES</b>	<b>2017 TOTAL SALARIES</b>	<b>2016 TOTAL SALARIES</b>	<b>% S&amp;W Adjustment in 2017</b>	<b>\$ Impact</b>
<b>Non-Union Employees</b>	81	<b>\$ 7,461,146</b>	<b>\$ 7,353,972</b>	1.50%	\$ 111,917
<b>Teamsters Local 469</b>	47	<b>3,986,310</b>	<b>3,959,810</b>	TBD	TBD
<b>PBA Local 55</b>	44	<b>4,700,793</b>	<b>4,662,574</b>	1.50%	70,512
<b>FMBA Local 54</b>	30	<b>3,118,610</b>	<b>3,119,690</b>	TBD	TBD
<b>TOTAL</b>	<b>202</b>	<b>\$19,266,859</b>	<b>\$19,096,046</b>		<b>\$ 182,429</b>

# BUDGET REPORT

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## OTHER EXPENSES

For general fund municipal operations, total other expenses (\$10,027,715) will increase this year by over \$83,000. In addition to the various large appropriations mentioned above, other notable appropriation increases are as follows:

- \$36,500 in Department of Community Services (licenses & certifications) for annual licensing fees related to a new code enforcement licensing and permit software platform;
- \$35,000 in technology (tech & software licenses line-item) to support annual licensing cost related to Microsoft Office 365 cloud-based system and other annual renewal license expenses;
- \$35,000 in fire department (tuition reimbursement) to fund additional firefighter enrollment in university education programs that are eligible for reimbursement in accordance with the FMBA collective negotiation contractual terms;
- \$18,000 in administration (contract services line-item) to cover full year cost for professional grants consultant agreement;
- \$13,000 in police department (tuition reimbursement) to cover additional law enforcement officer matriculation in university education programs that are eligible for reimbursement in accordance with the PBA collective negotiation contractual terms.
- \$10,000 in Buildings and Grounds (Repairs - 512 Springfield Ave. - City Hall) for maintenance and repair of HVAC, chiller tower, boilers, air handlers, pumps and elevators.

## INSURANCE

In 2017, the city's net healthcare insurance premium line-item of \$2,620,000 will increase slightly by nearly \$5,000 from last year. The city participates in the State health benefit plan for the provision of medical/prescription drug insurance coverage. In addition, the city will continue to use Delta Dental as its dental insurance provider and will not incur any increase in its premium cost this year. Of the 188 eligible employees, 21 employees waive their insurance benefits for which there is no compensation to do so. As a result of 21 employees opting-out of healthcare insurance coverage, the estimated annual cost savings for the city is approximately \$455,000.

### MEDICAL INSURANCE PLAN PREMIUMS

Top 4 Plans	# of Employees	Category	2017	2016	\$ Increase (Decrease)	% Increase (Decrease)
NJ Direct 10	16	Single	\$ 935.24	\$ 936.18	(\$ 0.94)	(0.10%)
	7	Member & Spouse	1,870.49	1,872.34	( 1.85)	(0.10%)
	4	Parent & Child	1,674.09	1,675.77	( 1.68)	(0.10%)
	28	Family	2,609.34	2,611.95	( 2.61)	(0.10%)
<i>Sub-Total</i>	<i>55</i>	<i>Averages</i>	<i>\$1,772.29</i>	<i>\$1,774.06</i>	<i>(\$ 1.77)</i>	<i>(0.10%)</i>

Top 4 Plans	# of Employees	Category	2017	2016	\$ Increase (Decrease)	% Increase (Decrease)
<b>Aetna HMO</b>						
	5	Single	\$ 926.33	\$ 927.26	(\$ 0.93)	( 0.10%)
	11	Member & Spouse	1,852.67	1,854.52	( 1.85)	( 0.10%)
	11	Parent & Child	1,658.14	1,659.80	( 1.66)	( 0.10%)
	19	Family	2,584.47	2,587.06	( 2.59)	( 0.10%)
<i>Sub-Total</i>	<i>46</i>	<i>Averages</i>	<i>\$1,755.40</i>	<i>\$1,757.16</i>	<i>(\$ 1.76)</i>	<i>( 0.10%)</i>
<b>NJ Direct 15</b>						
	15	Single	\$ 890.57	\$ 891.46	(\$ 0.89)	( 0.10%)
	9	Member & Spouse	1,781.15	1,782.92	( 1.77)	( 0.10%)
	3	Parent & Child	1,594.11	1,595.71	( 1.60)	( 0.10%)
	14	Family	2,484.68	2,487.17	( 2.49)	( 0.10%)
<i>Sub-Total</i>	<i>41</i>	<i>Averages</i>	<i>\$1,687.63</i>	<i>\$1,689.32</i>	<i>(\$ 1.69)</i>	<i>( 0.10%)</i>
<b>Aetna Freedom 10</b>						
	4	Single	\$ 986.35	\$ 987.34	(\$ 0.99)	( 0.10%)
	2	Member & Spouse	1,972.71	1,974.64	( 1.93)	( 0.10%)
	1	Parent & Child	1,765.57	1,767.34	( 1.77)	( 0.10%)
	13	Family	2,751.93	2,754.68	( 2.75)	( 0.10%)
<i>Sub-Total</i>	<i>20</i>	<i>Averages</i>	<i>\$1,869.14</i>	<i>\$1,871.00</i>	<i>(\$ 1.86)</i>	<i>( 0.10%)</i>
<b>Aetna Freedom15</b>						
	0	Single	\$ 948.14	\$ 949.09	(\$ 0.95)	( 0.10%)
	2	Member & Spouse	1,896.28	1,898.21	( 1.93)	( 0.10%)
	1	Parent & Child	1,697.17	1,698.87	( 1.70)	( 0.10%)
	2	Family	2,645.31	2,647.96	( 2.65)	( 0.10%)
<i>Sub-Total</i>	<i>5</i>	<i>Averages</i>	<i>\$1,796.73</i>	<i>\$1,798.53</i>	<i>(\$ 1.81)</i>	<i>( 0.10%)</i>

## BUDGET REPORT

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Workers compensation and general liability insurance policy coverage will decrease by \$56,000 to the total premium amount of \$1.09 million. Unemployment insurance and other insurances total a combine \$160,000, a \$5,000 increase over last year. Overall, the city's total cost for these insurance policies and potential unemployment claims is decreasing 1.17% this year.

### PENSION OBLIGATIONS

The city's 2017 pension obligations will increase again this year, its total equaling \$3.21 million. Overall, total annual pension payments for PERS and PFRS have risen \$87,737, or 2.8% above 2016 obligations.

The table below depicts the last seven (7) years of PERS & PFRS pension obligations, and annual percentage change from the previous year. Since 2011, on average, total pension obligations have increased by 4.73%.

### PENSION OBLIGATION PAYMENTS

Year	PERS	PFRS	Year-to-Year % Change
2017	\$1,005,796	\$2,206,006	2.8%
2016	1,151,400	2,134,000	6.3%
2015	1,074,137	2,018,053	6.3%
2014	1,020,821	1,887,969	(6.0%)
2013	1,027,957	2,066,877	2.5%
2012	1,040,526	1,977,771	(10.5%)
2011	1,030,389	2,339,321	22.6%

### RESERVE FOR UNCOLLECTED TAXES

Last year's tax collection rate was 99.61%. Historically, the city takes a very conservative approach by anticipating a lower annual collection rate. In 2016, \$5.18 million was appropriated in the budget based on a 96.1% collection rate. Given the city's consistently high annual collection rate, the 2017 municipal budget reflects the same 96.1% collection rate that, in turn, maintains the reserve for uncollected taxes appropriation amount at \$5.21 million.

## TOTAL APPROPRIATIONS CAP

Under the total appropriations cap law, the State allows exclusions, or cap base adjustments, to appropriation limits. Some of these exclusions are debt service, reserve for uncollected taxes and tax appeals, capital improvements, deferred charges and interlocal service agreements. Even though the cap index is 0.5% this year with the option to increase it another 3.0% to 3.5% with the adoption of a cap bank ordinance, the city will be well-under its allowable total appropriation limit again in 2017 by \$1,540,906.

## APPROPRIATIONS CAP FORMULA

Total general appropriations for calendar year 2016 \$ 49,320,492

*Less: Exclusions from "caps" = (18,061,992)*

Amount on which % cap is applied = \$ 31,258,500

Allowable cost of living adjustment:

**0.5% cap** = \$ 156,292 added to above equals \$ 31,414,792

**3.5% cap** = \$ 1,094,047 added to above equals \$ 32,352,547

### **Add:**

Value of new construction and improvements = \$ 38,063

(Assessed value of new construction x municipal/library tax rates per \$100 value)

(\$4,169,000 x 0.00913)

2015 cap bank = \$ 747,089

2016 cap bank = \$ 1,076,329

Total allowable 2017 appropriations within caps = \$ 33,276,273

Total proposed 2017 appropriations within caps = 31,735,367

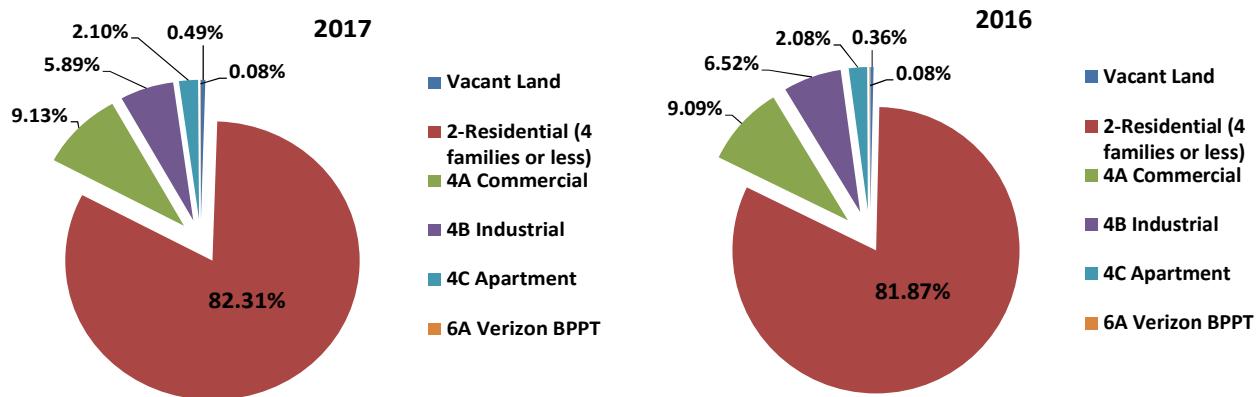
**Amount Under (Over) cap = \$ 1,540,906**

## TAX BASE

The city's operating position relies on its ability to: (1) balance its budget; (2) maintain emergency reserves; and (3) have adequate liquidity to pay its current liabilities in a timely manner. As statutorily mandated, the city must balance its budget every year. However, contending with a multitude of fiscal mandates and service demands with fluctuating tax base valuations, marginal revenue growth and ascending operational costs engender a greater burden on property owners to balance the city budget each year. The city annually evaluates its reserve funds to ensure adequate amounts exist for emergency or unforeseen costs that may occur at any point in the year to avoid potential operational budget deficits. Lastly, during any given budget year, the city often receives its revenues 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 provides approximately 52.4% of municipal budget revenues through its tax levy. For this primary reason, it is essential for the city to make every effort to preserve and defend its existing tax base in tax appeal litigation, and intelligently plan new development to maximize economic utilization of its 6.0 square miles of land.

The following graphs and chart illustrate the city's Net Assessed Valuation (NAV) over the last five years. In 2017, residential valuation makes up nearly 82.31% of the city's total NAV, consistent with prior years. Additional charts provide the number of parcels for each classification type, and assessed valuation ranges for residential properties.



## BUDGET REPORT

### ASSESSED VALUATIONS (LAND IMPROVEMENTS BY CLASS)

Class & Type	2017	2016	2015	2014	2013
<b>1-Vacant Land</b>	<b>\$ 15,270,400</b>	\$ 11,306,200	\$ 12,823,900	\$ 11,933,500	\$ 12,397,700
<b>2-Residential (4 families or less)</b>	<b>\$2,558,372,600</b>	\$2,548,081,600	\$2,528,788,100	\$2,520,174,500	\$2,511,184,000
<b>4A-Commercial</b>	<b>\$ 283,665,000</b>	\$ 282,815,800	\$ 283,374,300	\$ 294,329,000	\$ 300,404,900
<b>4B-Industrial</b>	<b>\$ 183,080,676</b>	\$ 202,970,900	\$ 219,667,400	\$ 236,570,200	\$ 238,161,000
<b>4C-Apartment</b>	<b>\$ 65,339,600</b>	\$ 64,694,800	\$ 60,314,800	\$ 60,534,000	\$ 60,220,400
<b>6A-Verizon BPPT</b>	<b>\$ 2,517,120</b>	\$ 2,545,696	\$ 2,487,837	\$ 2,560,736	\$ 2,904,517
<b>TOTAL</b>	<b>\$3,108,245,396</b>	<b>\$3,112,414,996</b>	<b>\$3,107,456,337</b>	<b>\$3,126,101,936</b>	<b>\$3,125,272,517</b>

Real Property Classification	2017	2016
<b>Vacant Land</b>	112	106
<b>Residential</b>	6,228	6,234
<b>Commercial</b>	347	352
<b>Industrial</b>	10	10
<b>Apartment</b>	39	39
<b>Verizon BPPT</b>	1	1
<b>TOTAL</b>	<b>6,737</b>	<b>6,742</b>

2017 Assessed Valuation Breakdown - Residential Homes (Single Family)		
Valuation Range (\$)	Number of Parcels	Percent of Total
\$0 to \$400,000	3,869	62.1%
\$400,001 to \$800,000	1,799	28.9%
\$800,001 to \$1,200,000	401	6.4%
\$1,200,001 to \$1,600,000	117	1.9%
\$1,600,001 and Up	42	0.7%
<b>TOTAL</b>	<b>6,228</b>	<b>100.0%</b>

## BUDGET REPORT

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The following table provides NAV variance from 2016 to 2017 in all real estate classifications:

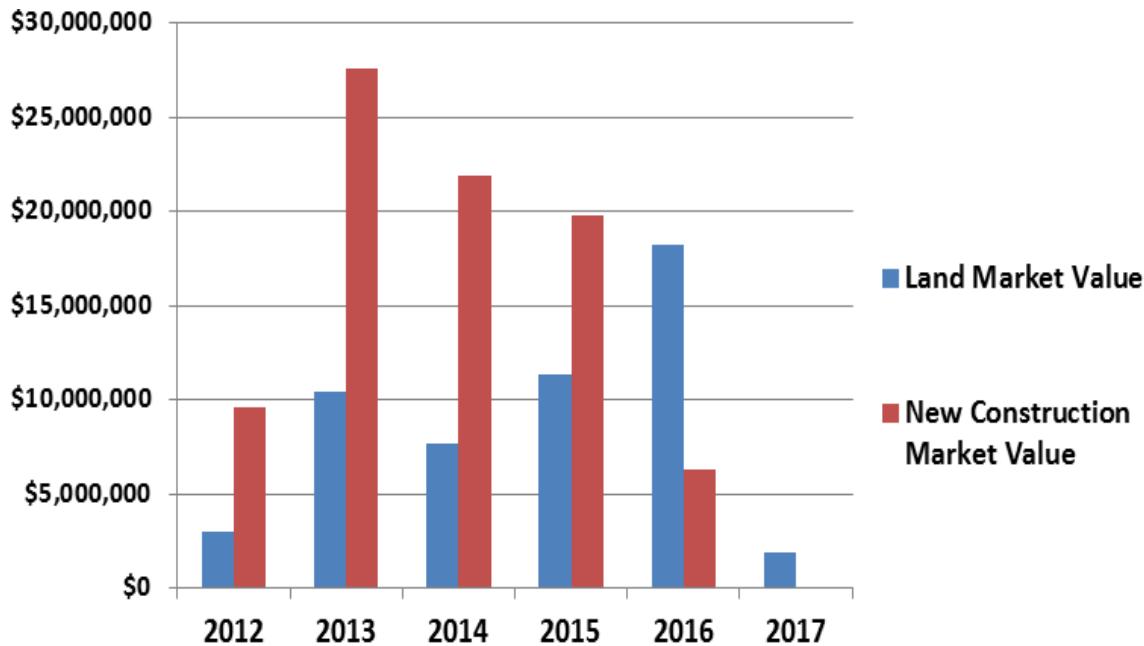
<i>2017 and 2016 NAV Comparison</i>				
	<b>2017</b>	<b>2016</b>	<b>\$ Difference</b>	<b>% Change</b>
<b>Vacant Land</b>	\$ 15,270,400	\$ 11,306,200	\$ 3,964,200	35.1%
<b>Residential</b>	2,558,372,600	2,548,081,600	10,291,000	0.4%
<b>Commercial</b>	283,665,000	282,815,800	849,200	0.3%
<b>Industrial</b>	183,080,676	202,970,900	(19,890,224)	(9.8%)
<b>Apartment</b>	65,339,600	64,694,800	644,800	1.0%
<b>Verizon BPPT</b>	2,517,120	2,545,696	(28,576)	(1.1%)
<b>TOTAL</b>	<b>\$ 3,108,245,396</b>	<b>\$ 3,112,414,996</b>	<b>(\$ 4,169,600)</b>	<b>0.1%</b>

Compared with 2016, the city's 2017 NAV dropped by nearly \$4.17 million (Note: In 2016, in calculating the municipal tax levy, the Verizon BPPT amount of \$2,545,696 was inadvertently omitted from the NAV used, which was \$3,109,869,300). As shown in the 2017 and 2016 NAV comparison chart above, the city's vacant land, residential, apartment and commercial NAVs expanded last year by \$15.75 million only for the gains to be offset by a nearly \$20 million loss of industrial NAV ratables.

### REAL ESTATE TREND & IMPACT ON CITY RATABLE BASE

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

In the graph and table below, construction not yet completed is missing from new construction market value totals (count per year depicted below – 25 remain to be valued).

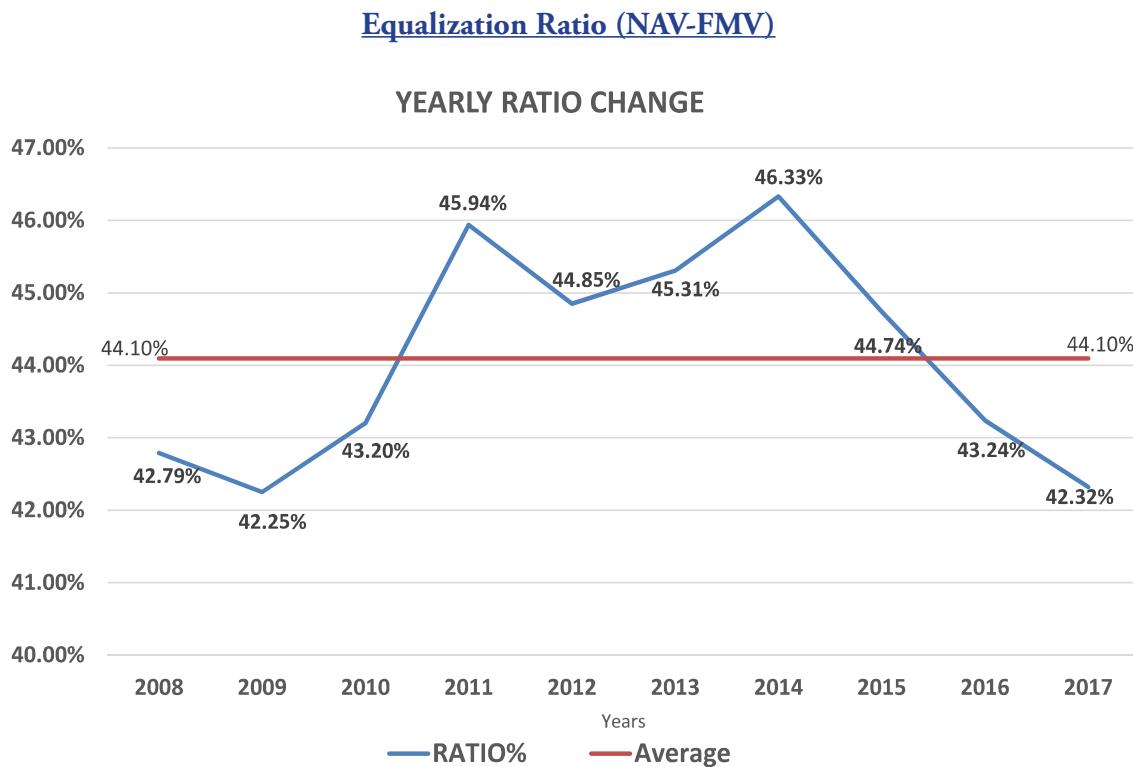


Year	Land Market Value	New Construction Market Value	Structures Demolished	Listed on Tax Record w/ New Valuation
2012	\$ 2,982,375	\$ 9,557,500	5	5
2013	10,442,731	27,536,000	14	14
2014	7,691,200	21,886,999	11	11
2015	11,298,750	19,771,000	13	8
2016	18,199,800	6,260,000	21	4
2017	1,911,325	TBD	3	TBD
<b>Total</b>	<b>\$52,526,181</b>	<b>\$82,630,499</b>	<b>67</b>	<b>42</b>

In 2016, over \$10 million in residential property assessment value was added to the city tax base. The Tax Assessor's office estimates that approximately \$30 million of new assessment valuation could amass on the tax records this year from the type of residential work mentioned above as well as various other improvement work planned or in progress involving all real property classifications.

## 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. The ratio is a lagging indicator as it provides property sale data from a period dating back one year in addition to a weighted average of property sales data from the 2 years preceding last year from the time the county provides the ratio number in October. For example, the city's 2017 ratio is based on weighted sales data from July 2013 to June 2015, and from selected sales from July 2015 until June 2016. The graph below illustrates the city's ratio for 2017, and the preceding 9 years.



As evidenced in the graph above, the city's ratio has trended downward over the last several years as FMV real estate sales data increased vis-a-vis NAV. The relatively small ratio move from 43.20% in 2010 to 42.32% this year indicates Summit continues to experience sustained market valuation in its real estate from the severe housing downturn in 2008 (42.79% Ratio).

The following graph is a comparison of Summit's 2017 ratio to all other Union County municipalities.

### Comparison of Equalization Rates



Total tax appeal applications for 2016 were 151, which comprised of 52 filed with the State tax court, and 99 with the county tax board (excludes AHS tax exempt appeals - 7 filed with the county and 33 with the State). Of the 52 appeal applications filed in 2016 with the State tax court, there were 25 new applications as the others were re-filings on properties that have pending appeals from prior years. The county tax appeal filings were down approximately 28% from 2015 when 138 applications were submitted. Total assessment valuation lost was \$4.18 million of nearly \$75 million under appeal.

## BUDGET REPORT

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With regard to total State court appeals filed in 2016, the table below 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 15 State court appeals settled and/or adjudicated last year, total NAV lost in 2016 was \$14.24 million (post-adjudication NAV variance).

<i>2016 Tax Appeal Summary State Court</i>					
Class	# of Appeals	2016 NAV Under Appeal	# of Appeals Adjudicated/ Settled	Pre-Adjudication NAV	Post-Adjudication/ Settled NAV
Vacant Land	3	\$ 318,500	0	\$ 0	\$ 0
Residential	36	34,884,100	12	12,999,900	12,066,400
Commercial	11	14,310,900	3	16,072,000	2,755,700
Industrial	2	154,436,300	0	154,436,300	154,436,300
<b>TOTAL</b>	<b>52</b>	<b>\$203,949,800</b>	<b>15</b>	<b>\$ 183,508,200</b>	<b>\$169,258,400</b>

### RESERVES

City administration recommends reducing appropriations in its reserve for tax appeal line-item as the City continues to actively settle prior year tax appeals with property owners who may be entitled to tax refunds. Upon recommendation from city tax appeal professionals, the reserve amount requested in 2017 is \$325,000, down \$25,000 from 2016. There are approximately 27 total pending commercial property tax appeal cases (11 properties), including prior year cases, that could result in tax revenue refunds or credits to property owners. Last year, the city refunded about \$328,612 to property owners as a result of tax appeal settlement/adjudications.

The municipal budget also includes a new reserve for salary adjustment line-item that, upon Common Council approval, provides funding of a 1.5% salary increase for non-union employees in 2017 as well as anticipated but undetermined collective negotiation unit cost of living adjustments for the Teamsters and FMBA. An amount of \$200,000 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 the 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 the Common Council are typically financed with 12-month short-term bond anticipation notes (BAN's). The city will only incur interest costs at the end of the 12 month period in the following budget year.

The city's statutory borrowing power(1) as of December 31, 2016 is as follows:

Statutory Equalized Valuation (2)	\$ 7,170,260,367
Statutory Borrowing Power (3)	250,959,113
Statutory Net Debt	47,733,211
<b><i>Remaining Statutory Borrowing Power</i></b>	<b><i>203,225,902</i></b>
Net Debt to Statutory Equalized Valuation	0.666%

(1) Unaudited; (2) Average of the immediately preceding 3 years (2014-2016) as calculated by State;  
(3) 3 1/2% of the equalized valuation.

At the end of 2016, the city had a gross total of \$48.35 million in municipal purpose bonds and notes outstanding, \$618,404 of which are reserve funds that cannot be diverted to other purposes and results in a net total of \$47.7 million.

In 2017, the city's municipal debt service is \$3.63 million, an increase by approximately \$409,769.

Additionally, as of December 31, 2016, the outstanding debt for the sewer utility is \$8.23 million; and parking services debt owed is \$5.07 million. Debt service payments for both sewer and parking services will increase by \$240,736 and \$70,584, respectively.

In the short-term debt market, the city continues to benefit from its 'AAA' credit rating (highest and best) given by the three main credit rating agencies (Fitch, Moody's and Standard & Poors). In April 2016, the city issued new long-term general obligation bonds totaling \$16.03 million, consisting of \$9.9 million of general bonds, \$4.1 million of sewer bonds, \$1.2 million parking bonds and \$845,000 of assessment bonds. All three major credit agencies assigned AAA ratings. The result was 1.818%, with a premium of \$297,295. The city also sold \$1.63 million in school notes last year at 0.87%.

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

## SUMMARY OF LONG-TERM DEBT OBLIGATIONS

		Original Issuance Amount	Principal Outstanding 12/31/2016	2017 Principal Payment Due	2017 Interest Payment Due	Maturity Date
<b><i>Municipal Debt</i></b>						
2006	General Bonds	\$ 5,925,000	\$ 925,000	\$ 505,000	\$ 31,950	2018
2008	Refunding Bonds	7,290,000	745,000	375,000	23,238	2018
2011	Refunding Bonds	2,618,000	580,000	570,000	8,950	2017
2011	General Bonds	6,633,000	4,500,000	450,000	148,275	2025
2014	General Bonds	7,400,000	6,700,000	420,000	161,650	2028
2016	General Bonds	10,800,000	10,800,000	645,000	263,474	2026
<b><i>Municipal Debt Service Totals</i></b>		<b>\$ 40,666,000</b>	<b>\$ 24,250,000</b>	<b>\$ 2,965,000</b>	<b>\$ 637,537</b>	
<b><i>Sewer Utility Debt</i></b>						
2011	Sewer Bonds	\$ 2,200,000	\$ 1,555,000	\$ 140,000	\$ 52,425	2026
2016	Sewer Bonds	4,071,000	4,071,000	201,000	103,157	2031
<b><i>Sewer Utility Debt Service Totals</i></b>		<b>\$ 6,271,000</b>	<b>\$ 5,626,000</b>	<b>\$ 341,000</b>	<b>\$ 155,582</b>	
<b><i>Parking Services Utility Bonds</i></b>						
2014	Parking Bonds	\$ 2,200,000	\$ 1,925,000	\$ 140,000	\$ 46,110	2028
2016	Parking Bonds	1,161,000	1,161,000	61,000	29,262	2030
<b><i>Parking Utility Debt Service Totals</i></b>		<b>\$ 3,361,000</b>	<b>\$ 3,086,000</b>	<b>\$ 201,000</b>	<b>\$ 75,372</b>	

# BUDGET REPORT

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## DEBT STRUCTURE TRENDS

Total Net Debt has steadily increased over the last five years from 0.52% to 0.67% (see debt structure analysis: page 2-22). As of December 31, 2016, the city's total net debt [excludes local school, sewer and parking services utility debt, but does include short-term bond anticipation notes (BAN's)] is \$47,733,211. The percentage of the total net debt to equalized valuation [average of last three (3) years (2014-16) - \$7,170,260,367] is 0.666%. While the city's annual equalized valuation (2016 - \$7.34 billion) is equal to the NAV multiplied by its NAV-to-FMV ratio in that given year, the equalized valuation calculated into the net debt ratio above is an average of the city's last three (3) years of annual equalized valuations. In 2016, the city's net debt service expense (long-term GO debt minus long-term utility debt) as a percentage of total revenues decreased slightly from 15.17% to 15.03%. After reaching a five year high in 2015, this indicator will trend lower for the next few years as the current schedule projects lower debt service payments through 2020.

For the last five years, annual municipal debt service payments continue to rise. Indeed, the city's 2017 debt service amount is 12.7% higher than last year. Further, this year's municipal debt service amount is 27.25% higher than was appropriated in 2013. The data below sets forth the city's existing general bond debt service schedule for from 2017 to 2028. Based on this schedule, long term debt service payments will drop substantially by over \$1.1 million during the next two years before leveling off.

### General Bond Debt Service Schedule

Budget Year	Total General Bond Debt Service	Principal	Interest	\$ Change from Prior Year
2017	\$ 3,602,537	\$ 2,965,000	\$ 637,537	\$ 745,424
2018	3,277,038	2,785,000	492,038	(325,499)
2019	2,482,900	2,055,000	427,900	(794,138)
2020	2,475,888	2,090,000	385,888	(7,012)
2021	2,478,988	2,140,000	338,988	3,100
2022	2,477,456	2,190,000	287,456	(1,532)
2023	2,468,338	2,235,000	233,338	(9,118)
2024	2,470,774	2,295,000	175,774	2,436
2025	2,469,463	2,355,000	114,463	(1,311)
2026	1,896,408	1,835,000	61,408	(573,055)
2027	674,966	645,000	29,966	(1,221,442)
2028	670,065	660,000	10,065	(4,901)
<b>TOTAL</b>	<b>\$27,444,821</b>	<b>\$ 24,250,000</b>	<b>\$ 3,194,821</b>	

## BUDGET REPORT

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As depicted in the general bond debt service schedule table, debt service payments will decline next year by over \$325,000, and then significantly decrease by nearly \$800,000 in 2018. Debt reduction will continue to be the city administration's top priority. The key to this effort will be to conservatively manage and limit new debt for capital expenditures vis-a-vis existing principal debt payments during that same year. In 2017, proposed new total city capital projects (\$4.78 million) will exceed total principal debt service payments (\$2.96 million) by about \$1.82 million.

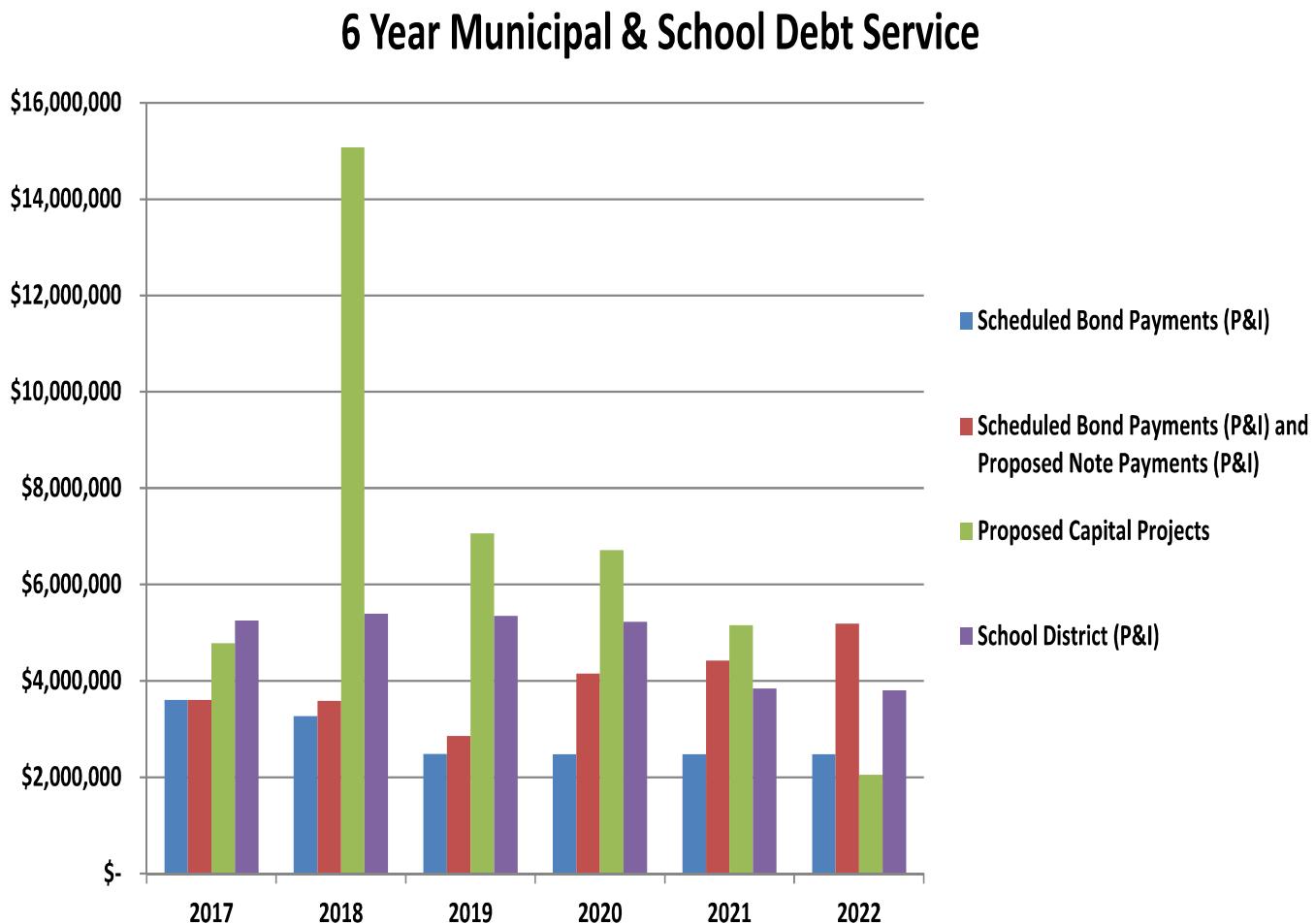
The table below provides a six (6) year look at the city's outstanding balance (excludes sewer and parking services utility debt) at the beginning and end of each year, annual principal paydown, new capital budget dollars approved and debt authorized and issued during that year.

**6-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
2016	\$47,018,282	\$2,260,000	\$5,904,800	\$ 5,925,000	\$2,957,071	\$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
2011	35,441,650	3,533,300	6,627,000	6,172,000	3,018,043	35,062,307

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

The graph below depicts schedule annual debt service payments on existing municipal, assessment and school long term bonds as well as debt level projections that factor in proposed municipal capital project amounts over the next five years (2018-2022). The big spike in the 2018 projected capital budget plan is due to three large capital projects (\$2.75 million for Tatlock redevelopment; \$2 million for Cornog Field House; and \$1.5 million for the Transfer Station remediation project).



## BUDGET REPORT

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The next two tables illustrate the sewer and parking services utilities debt service schedules until the final principal payments on their 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
2017	<b>\$ 496,583</b>	<b>\$ 341,000</b>	<b>\$ 155,583</b>	<b>\$ 243,536</b>
2018	<b>500,500</b>	<b>380,000</b>	<b>120,500</b>	<b>3,917</b>
2019	<b>502,588</b>	<b>390,000</b>	<b>112,588</b>	<b>2,088</b>
2020	<b>504,075</b>	<b>400,000</b>	<b>104,075</b>	<b>1,487</b>
2021	<b>499,400</b>	<b>405,000</b>	<b>94,400</b>	<b>(4,675)</b>
2022	<b>498,913</b>	<b>415,000</b>	<b>83,913</b>	<b>(487)</b>
2023	<b>498,150</b>	<b>425,000</b>	<b>73,150</b>	<b>(763)</b>
2024	<b>496,700</b>	<b>435,000</b>	<b>61,700</b>	<b>(1,450)</b>
2025	<b>494,550</b>	<b>445,000</b>	<b>49,550</b>	<b>(2,150)</b>
2026	<b>497,000</b>	<b>460,000</b>	<b>37,000</b>	<b>2,450</b>
2027	<b>317,700</b>	<b>290,000</b>	<b>27,700</b>	<b>(179,300)</b>
2028	<b>316,850</b>	<b>295,000</b>	<b>21,850</b>	<b>(850)</b>
2029	<b>320,850</b>	<b>305,000</b>	<b>15,850</b>	<b>4,000</b>
2030	<b>324,650</b>	<b>315,000</b>	<b>9,650</b>	<b>3,800</b>
2031	<b>328,250</b>	<b>325,000</b>	<b>3,250</b>	<b>3,600</b>
<b>TOTAL</b>	<b>\$ 6,596,759</b>	<b>\$ 5,626,000</b>	<b>\$ 970,759</b>	

## BUDGET REPORT

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### Parking Services Utility Debt Service Schedule

Budget Year	Total Parking Services Utility Debt Service	Principal	Interest	\$ Change from Prior Year
2017	\$ 276,372	\$ 201,000	\$ 75,372	\$ 66,621
2018	283,573	220,000	63,573	7,201
2019	279,548	220,000	59,548	(4,025)
2020	280,473	225,000	55,473	925
2021	281,110	230,000	51,110	637
2022	281,266	235,000	46,266	156
2023	280,923	240,000	40,923	(343)
2024	285,210	250,000	35,210	4,287
2025	284,110	255,000	29,110	(1,100)
2026	287,354	265,000	22,354	3,244
2027	285,140	270,000	15,140	(2,214)
2028	287,698	280,000	7,698	2,558
2029	97,950	95,000	2,950	(189,748)
2030	101,000	100,000	1,000	3,050
<b>TOTAL</b>	<b>\$ 3,591,727</b>	<b>\$ 3,086,000</b>	<b>\$ 505,727</b>	

# BUDGET REPORT

## MUNICIPAL PERSONNEL

In 2016, the city organization's staff increased by two (2) full-time employees with a net total 202 permanent positions (177 full-time and 25 part-time). One new full-time police officer was hired and a part-time Department of Community Programs employee was made full-time. Of the 202 total city employees, 10 full-time and 9 part-time positions are located in the sewer utility and parking services utility, whose budgets are funded by user fees. The following table depicts all full-time and part-time municipal employees (excluding seasonal or temporary workers and elected officials), broken down by department, division and office for years 2014-2017.

**MUNICIPAL EMPLOYEES**  
**(PERMANENT FULL-TIME & PART-TIME)**  
**2014- 2017**

Departments	2017		2016		2015		2014	
	FT	PT	FT	PT	FT	PT	FT	PT
<b>GENERAL GOVERNMENT</b>								
City Administration	2	1	2	1	2	1	2	1
City Clerk	3	1	3	1	3	1	3	1
Legal	0	1	0	1	0	1	0	1
<b>Sub-Total</b>	<b>5</b>	<b>3</b>	<b>5</b>	<b>3</b>	<b>5</b>	<b>3</b>	<b>5</b>	<b>3</b>
<b>FINANCE</b>								
Financial Admin.	4	0	4	0	3	1	3	1
Tax Collection	1	1	1	1	1	1	1	1
Tax Assessment	2	1	2	1	2	1	2	1
<b>Sub-Total</b>	<b>7</b>	<b>2</b>	<b>7</b>	<b>2</b>	<b>6</b>	<b>3</b>	<b>6</b>	<b>3</b>
<b>PUBLIC SAFETY</b>								
Police Department	52	0	51	0	54	0	55	0
Fire Department	32.5	0	32.5	0	35.5	2	36.5	4
<b>Sub-Total</b>	<b>84.5</b>	<b>0</b>	<b>83.5</b>	<b>0</b>	<b>89.5</b>	<b>2</b>	<b>91.5</b>	<b>4</b>
<b>COMMUNITY SERVICES</b>								
DCS Administration	5	0	5	0	5	0	5	0
Engineering	2	1	2	1	2	1	2	1
Roads Unit	9	0	9	0	9	0	9	0
Public Works Maintenance	4	0	7	2	7	0	7	0
Garbage & Trash	9	0	9	0	9	0	9	0
Recycling	1	0	1	0	1	0	1	0
Transfer Station	3	0	3	0	3	0	3	0
Compost Area	2	0	2	0	2	0	2	0
Fleet Maintenance	3	0	3	0	3	0	3	0

## BUDGET REPORT

Departments	2017		2016		2015		2014	
	FT	PT	FT	PT	FT	PT	FT	PT
Buildings & Grounds	11	3	8	0	8	0	8	0
Code Enforcement	2	1	2	1	2	1	2	1
Uniform Construction Code	6.5	4	6.5	4	6.5	4	6.5	4
<b>Sub-Total</b>	<b>57.5</b>	<b>9</b>	<b>57.5</b>	<b>8</b>	<b>57.5</b>	<b>6</b>	<b>57.5</b>	<b>6</b>
<b>Community Programs</b>								
Community Programs	6	1	5	2	5	2	5	2
Golf Course	1	0	1	0	1	0	1	0
Family Aquatic Center	0	0	0	0	0	0	0	0
<b>Sub-Total</b>	<b>7</b>	<b>1</b>	<b>6</b>	<b>2</b>	<b>6</b>	<b>2</b>	<b>6</b>	<b>2</b>
<b>Board of Health</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Sub-Total</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Municipal Court</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>1</b>
<b>Sub-Total</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>1</b>
<b>Sewer Utility</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>0</b>
<b>Sub-Total</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>0</b>
<b>Parking Services Utility</b>	<b>6</b>	<b>9</b>	<b>6</b>	<b>9</b>	<b>6</b>	<b>10</b>	<b>6</b>	<b>10</b>
<b>Sub-Total</b>	<b>6</b>	<b>9</b>	<b>6</b>	<b>9</b>	<b>6</b>	<b>10</b>	<b>6</b>	<b>10</b>

City Personnel	2017	2016	2015	2014
<b>Full Time</b>	177	175	179	181
<b>Part Time</b>	25	25	29	31
<b>TOTAL</b>	<b>202</b>	<b>200</b>	<b>208</b>	<b>212</b>

In the parking services utility budget, proposed staffing changes are reflected and additional monies are included to support the conversion of: (i) a part-time Parking Enforcement Officer (PEO) to full-time, and then fill both the vacated part-time PEO positions; (ii) a part-time collections assistant to full-time; and (iii) a full-time temporary secretary to a full-time permanent secretary. Estimated annual net total costs are approximately \$29,000. These proposed staffing changes are not included in the city personnel charts above.

# BUDGET REPORT

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## HEALTH CARE INSURANCE PLANS & COST SHARE

### MEDICAL AND DENTAL PREMIUM COST SHARING

In accordance with the State Health Benefits Reform Law, Chapter 78, P.L. 2011, a city employee's health care insurance contribution is determined as a specified percentage of the medical/dental coverage plans premium within a salary range expressed in the law, but not less than 1.5% of an employee's current pensionable salary. Employees who were hired prior to the effective date of Chapter 78 were subject to a four (4) year phase-in of the full contribution amount. Various circumstances prescribed in the law may affect whether the phase-in applies to certain employees. For example, an employee who is hired on or after the statute's effective date shall contribute at the highest level (Year 4) appropriate to their salary range, or at 1.5% of pensionable salary, whichever is greater. Currently, all city employees are now at Year 4, and will contribute approximately \$1.2 million toward healthcare insurance premium costs - about \$70,000 more than last year.

In total, gross medical and dental insurance appropriations are \$4.13 million. For medical/prescription insurance coverage, the 2017 premium is \$3.92 million; and for dental insurance, the premium is approximately \$208,600.

As mentioned above, the net appropriation cost in the Municipal Budget is significantly lower because of other city agency cost allocations and employee cost sharing of annual healthcare premiums. Below outlines all employee cost sharing reductions from gross healthcare insurance appropriations, including employer costs shared by the sewer utility and parking services utility, U.C.C. Division, Summit Free Public Library and Summit Housing Authority (SHA employee healthcare coverage are included in the city's plan, the associated costs, however, are reimbursed by SHA to the city; SHA employee staffing numbers, similar to the Library, are excluded from the city's employee totals).

### Healthcare Insurance Cost Share Breakdown

Group	2017	2016	% Change from 2016
<b>City of Summit (Medical &amp; Dental Gross Premium Costs)</b>	\$ 4,136,338	\$ 4,204,000	(1.6%)
<i>City Government</i>			
• Employer Healthcare Cost Share	\$ 2,446,116	\$ 2,615,000	(6.5%)
• Employee Medical Premium Cost Share	(951,222)	(854,000)	11.4%
• Employee Dental Premium Cost Share	(100,284)	(102,000)	(1.7%)
<i>Employee Cost Share Sub-Total</i>	<i>(\$ 1,051,506)</i>	<i>(\$ 956,000)</i>	<i>10.0%</i>

## BUDGET REPORT

Group	2017	2016	% Change from 2016
<i>Sewer Utility</i>			
• Employer Healthcare Cost Share	(72,094)	(90,000)	(19.9%)
• Employee Medical Premium Cost Share	(20,992)	(15,600)	34.6%
• Employee Dental Premium Cost Share	(2,151)	(1,900)	13.2%
<i>Sub-Total</i>	(95,237)	(\$ 107,500)	(11.4%)
<i>Parking Services Utility</i>			
• Employer Healthcare Cost Share	(102,708)	(76,000)	35.1%
• Employee Medical Premium Cost Share	(22,357)	(80,000)	(72.1%)
• Employee Dental Premium Cost Share	(4,182)	(4,000)	4.6%
<i>Sub-Total</i>	(129,247)	(\$ 160,000)	(19.2%)
<i>Housing Authority</i>			
• Employer Healthcare Cost Share	(113,089)	(\$ 98,000)	15.4%
• Employee Medical Premium Cost Sharing	(25,257)	(26,000)	(2.9%)
• Employee Dental Premium Cost Share	(3,393)	(4,000)	(15.2%)
<i>Sub-Total</i>	(\$ 141,739)	(\$ 128,000)	10.7%

### 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 35.84% to 36.88% over the last three years. The salaries and wages amount used in this table covers only full-time and part-time employees who are eligible for healthcare insurance and pension contribution. Unfortunately, annual healthcare insurance premiums and pension contribution costs are mainly determined by outside entities. However, the city does control one primary factor of these cost drivers - employee staffing levels. The table below covers all 202 current city employees, including sewer, parking services and U.C.C. staff. However, given that utility and trust budget costs are outside the municipal operating budget, the city is permitted under local budget law to charge these budgets as an offset for these respective employee healthcare and pension related costs within the municipal budget.

<b>Total Benefits as a Percentage of Salaries and Wages - General Fund</b>			
	<b>2015</b>	<b>2016</b>	<b>2017</b>
Salaries and wages	\$ 18,752,346	\$ 19,096,046	\$ 19,266,859
Total benefits	6,719,929	6,993,050	7,105,224
% of benefits to Salaries and Wages	35.84%	36.62%	36.88%
% Annual Change		0.78%	0.26%
Total employees	208	200	202
Average cost of benefits per employee	\$ 32,307	\$ 34,965	\$ 35,174

# 5-YEAR TREND ANALYSIS

# City of Summit 5-Year Financial Trend Report

*For the 5-year period  
2012 through 2016*



## INTRODUCTION

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

## **FINANCIAL INDICATORS**

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

- Revenue indicators
- Expenditure Indicators
- Operating Position
- Debt Structure

The financial indicators selected for use in Summit's FTR are graphically presented through the following pages to illustrate its respective trend. Also shown is the formula for computing and interpreting the indicator, and some background and analysis of the 5-year trend.

## **METHODOLOGY**

Summit's FTR covers the period of January 1, 2012 through December 31, 2016. Actual data is taken from the city's annual financial and debt statements as well as its audit reports unless otherwise indicated in the report.

Constant dollars are nominal dollars adjusted for inflation using data from the US Department of Labor, Bureau of Labor Statistics. The conversion from actual dollars to constant dollars allows for considering the appearance of growth that may be due to inflation. The Consumer Price Index base year is 2011 (224.9), which is also used for comparative purposes with year 2012.

Population data used in the per capita computations is sourced from the US Census Bureau (July 1, 2015).

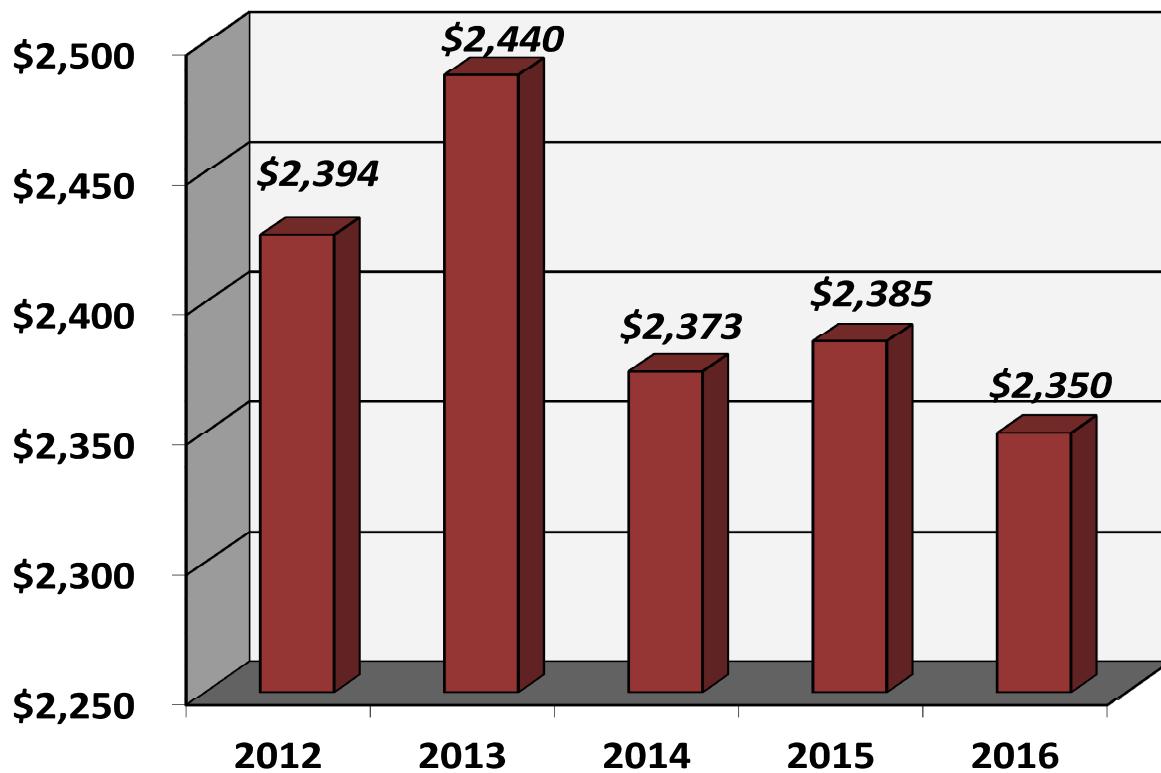
# REVENUE INDICATORS

## OPERATING REVENUE PER CAPITA

**Warning Trend:** Decreasing operating revenue per capita

**Formula:**  

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



YEAR END	2012	2013	2014	2015	2016
<b>Operating Revenue (Actual)*</b>	\$53,142,077	\$55,295,073	\$53,595,239	\$55,479,559	\$55,351,196
<b>CPI Index</b>	229.6	233.0	236.7	237.0	240.0
<b>CPI (constant)</b>	0.98	0.97	0.95	0.95	0.94
<b>CPI (in decimals)</b>	0.980	0.965	0.950	0.949	0.937
<b>Net Operating Revenue (constant)</b>	\$52,054,238	\$53,372,798	\$50,923,402	\$52,647,058	\$51,868,683
<b>Population</b>	21,457	21,457	21,457	22,074	22,074
<b>Operating Revenue Per Capita</b>	\$2,426	\$2,487	\$2,373	\$2,385	\$2,350
<b>Dollar Change</b>	\$(13)	\$61	\$(114)	\$12	\$(35)
<b>Percent Change</b>	-0.55%	2.53%	-4.59%	0.50%	-1.48%

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

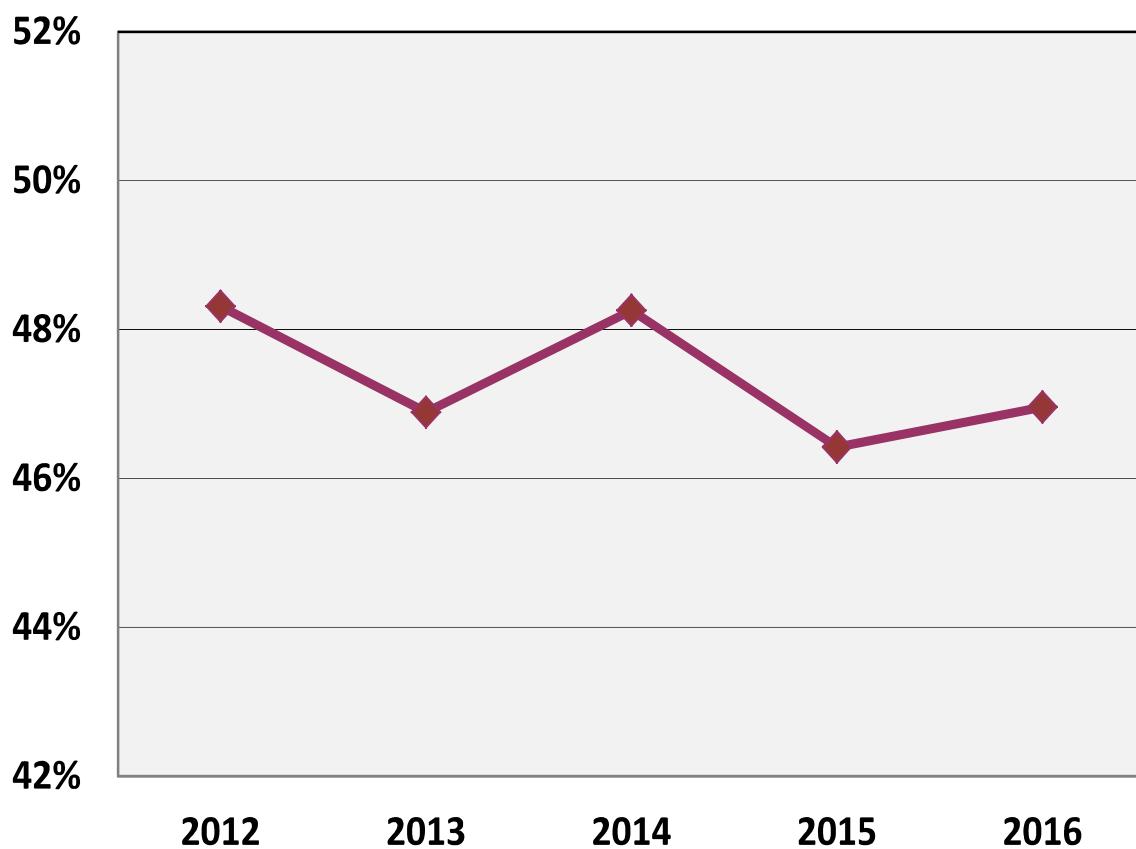
As population increases, it is expected that revenue and the need for service would increase proportionately. Per capita revenue shows changes in revenue relative to population. For a municipality to remain financially stable, revenue per capita should remain at least constant and be relative to expenditure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

**Formula:**  

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



YEAR END	2012	2013	2014	2015	2016
<b>Total Operating Revenue*</b>	\$53,142,077	\$55,295,073	\$53,595,239	\$55,479,559	\$55,351,196
<b>Property Tax Revenue</b>	\$25,674,484	\$25,925,905	\$25,863,525	\$25,754,936	\$25,991,437
<b>Percent of Total</b>	48.31%	46.89%	48.26%	46.42%	46.96%

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

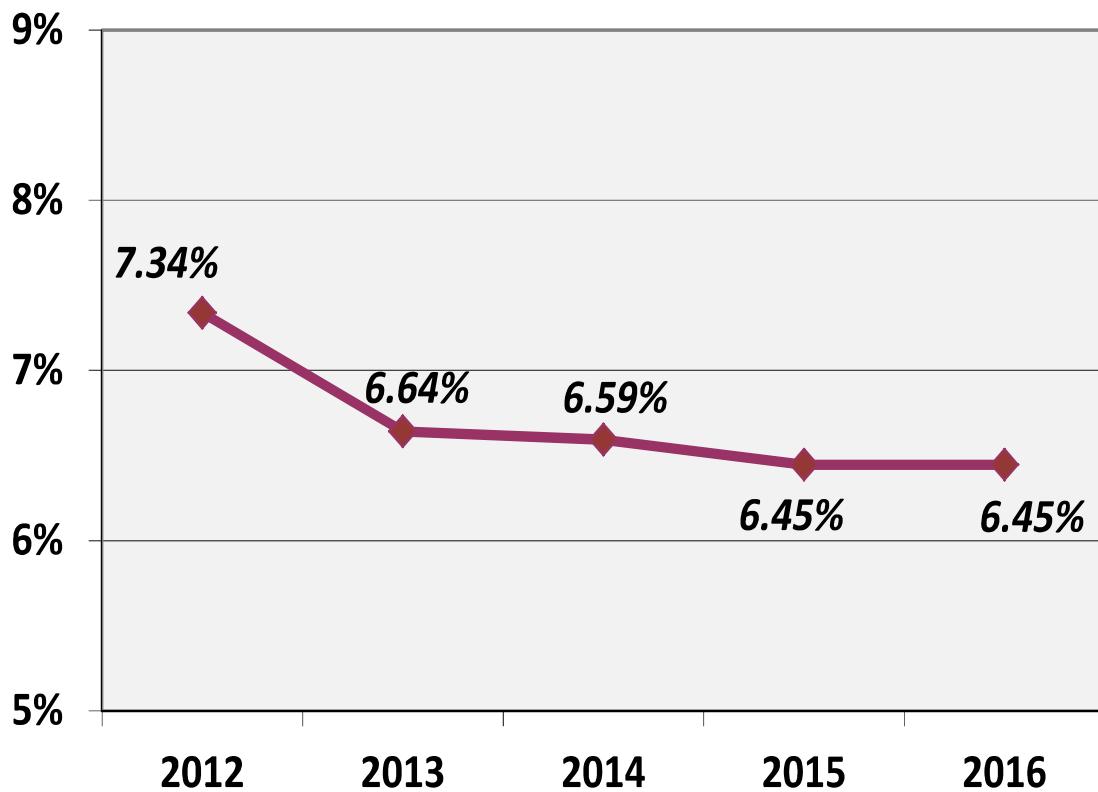
This indicator shows changes in revenue structure. Strong shifts in the percentage of any revenue source may be a warning of financial problems.

## 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

**Formula:**  

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



YEAR END	2012	2013	2014	2015	2016
<b>Total Operating Revenue*</b>	\$53,142,077	\$55,295,073	\$53,595,239	\$55,479,559	\$55,351,196
<b>State Aid Revenue</b>	\$3,899,664	\$3,672,839	\$3,533,434	\$3,575,789	\$3,568,257
<b>Percent of Total</b>	7.34%	6.64%	6.59%	6.45%	6.45%

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

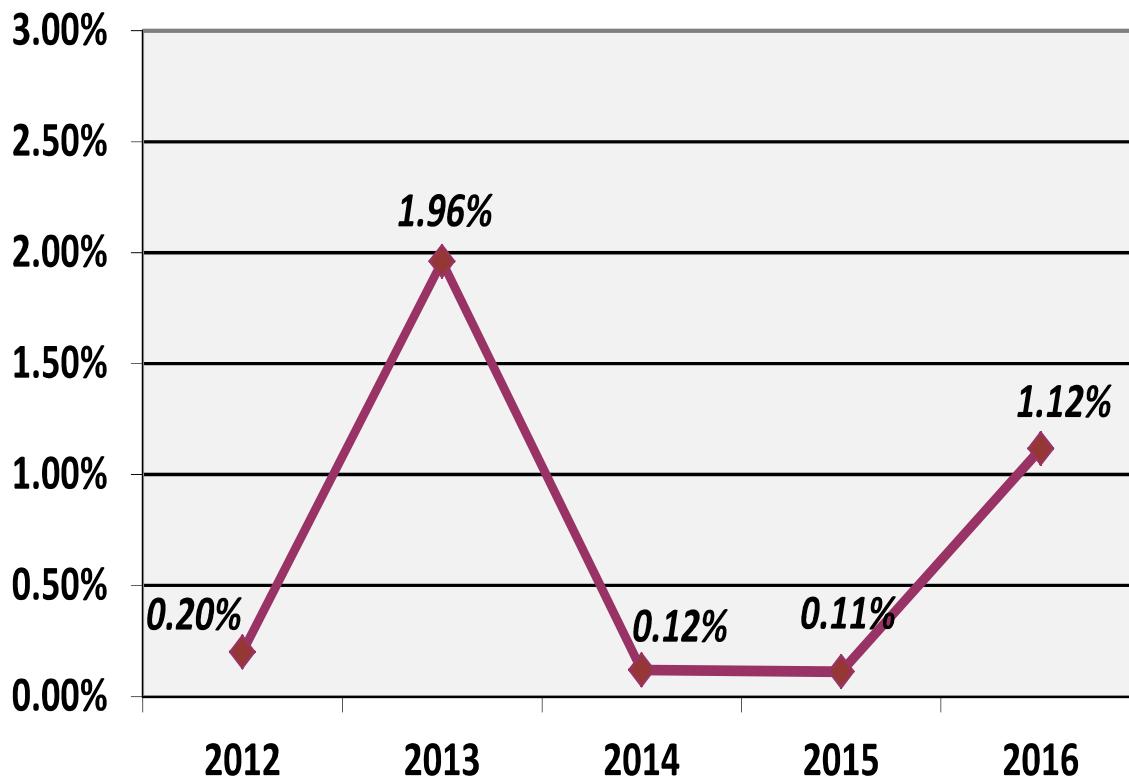
State aid includes: Energy receipts tax (ERT) and school debt aid. ERT revenue is not earmarked and may be allocated towards any purpose. Decreasing state aid revenue and over-dependence on its use to balance budget may create financial inflexibility and signal immediate financial vulnerability. Summit,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

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

**Warning Trend:** Decreasing amount of grant revenue as a percentage of total operating revenue

**Formula:**  

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



YEAR END	2012	2013	2014	2015	2016
<b>Total Operating Revenue*</b>	\$53,142,077	\$55,295,073	\$53,595,239	\$55,479,559	\$55,351,196
<b>Grant Revenue (realized)</b>	\$106,229	\$1,084,280	\$63,496	\$61,922	\$618,315
<b>Percent of Total</b>	0.20%	1.96%	0.12%	0.11%	1.12%

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

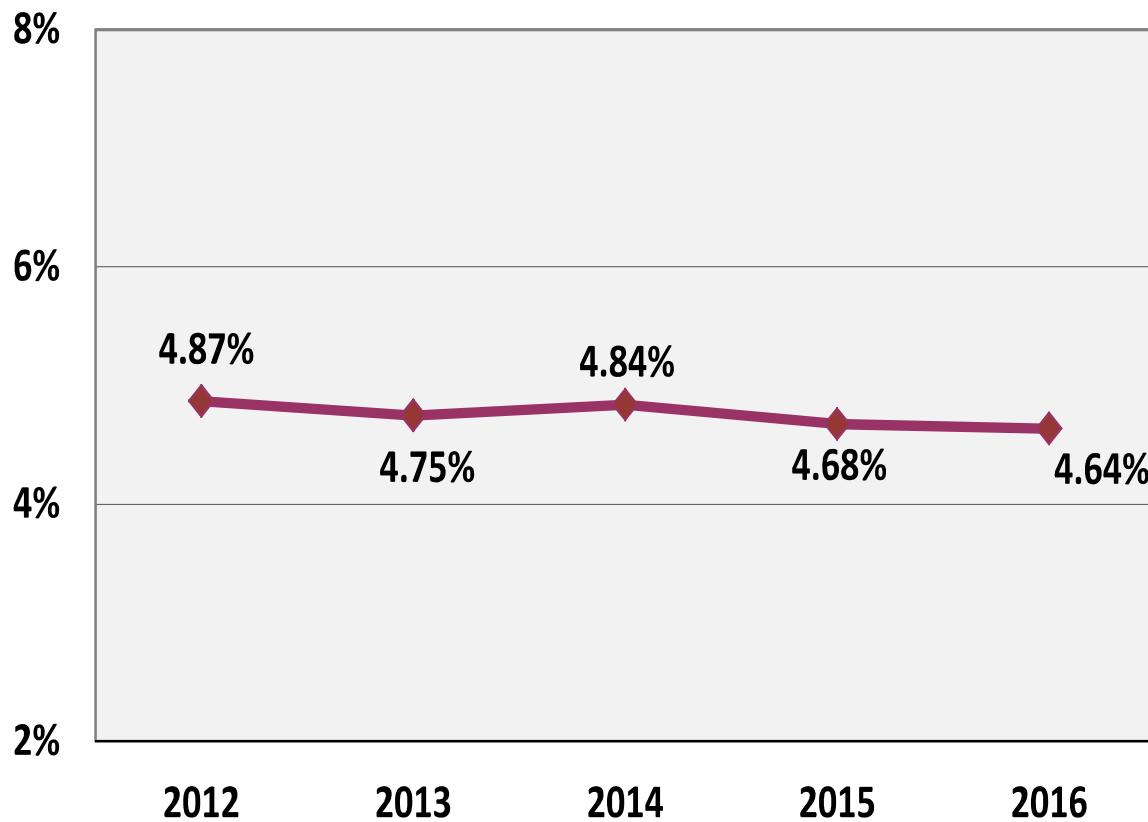
Grants include NJ DOT municipal aid, Greening Union County, Clean Communities, Recycling Tonnage, Drunk Driving, and Body Armor Replacement program. The grants are earmarked for specific purposes, often to implement State or Federal Programs. Decreasing grant revenue places a greater burden on municipal 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

**Formula:**  

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



YEAR END	2012	2013	2014	2015	2016
<b>Total Operating Revenue*</b>	\$53,142,077	\$55,295,073	\$53,595,239	\$55,479,559	\$55,351,196
<b>Local Revenue*</b>	\$2,587,845	\$2,626,081	\$2,592,584	\$2,594,227	\$2,566,821
<b>Percent of Total</b>	4.87%	4.75%	4.84%	4.68%	4.64%

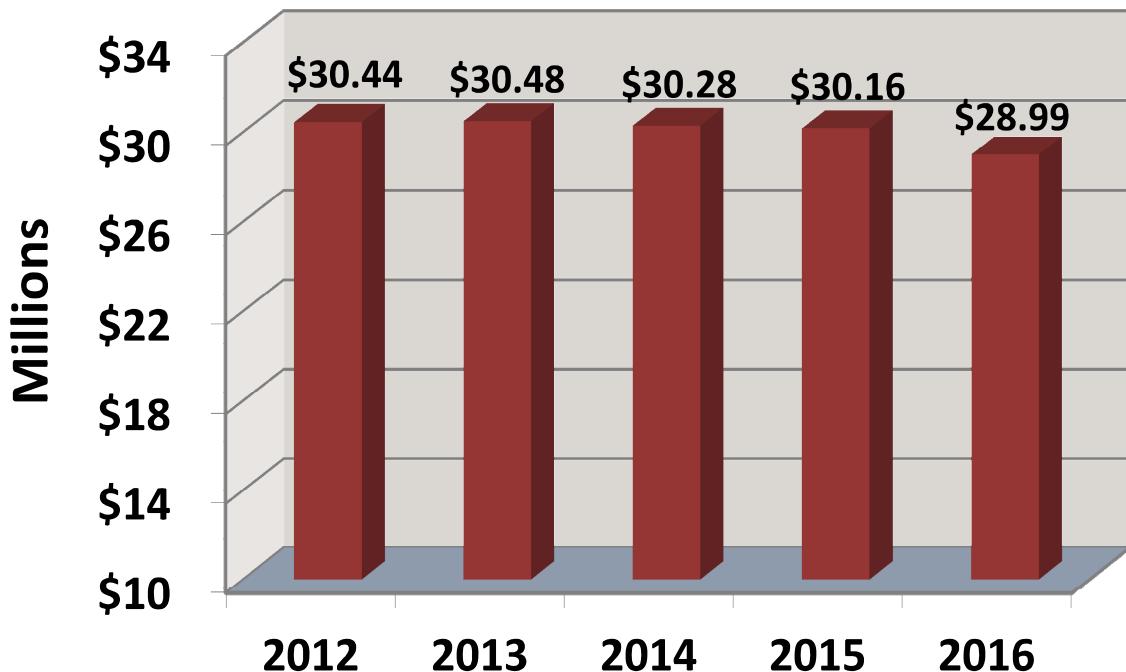
\* Audited figures that include miscellaneous revenues not anticipated (MRNA).

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.

## PROPERTY TAX REVENUE

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

**Formula:**  
Property Tax Revenue (constant)  
 CPI (in decimals)



YEAR END	2012	2013	2014	2015	2016
<b>Property Tax Revenue (Actual)*</b>	\$31,072,501	\$31,573,842	\$31,870,726	\$31,784,549	\$30,940,826
<b>CPI Index</b>	229.6	233.0	236.7	237.0	240.0
<b>CPI (constant)</b>	0.98	0.97	0.95	0.95	0.94
<b>CPI (in decimals)</b>	0.980	0.965	0.950	0.949	0.937
<b>Property Tax Revenue (constant)</b>	\$30,436,435	\$30,476,211	\$30,281,902	\$30,161,794	\$28,994,132
<b>Dollar Change</b>	\$(393,995)	\$39,776	\$(194,308)	\$(120,109)	\$(1,167,661)
<b>Percent Change</b>	-1.28%	0.13%	-0.64%	-0.40%	-3.87%

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

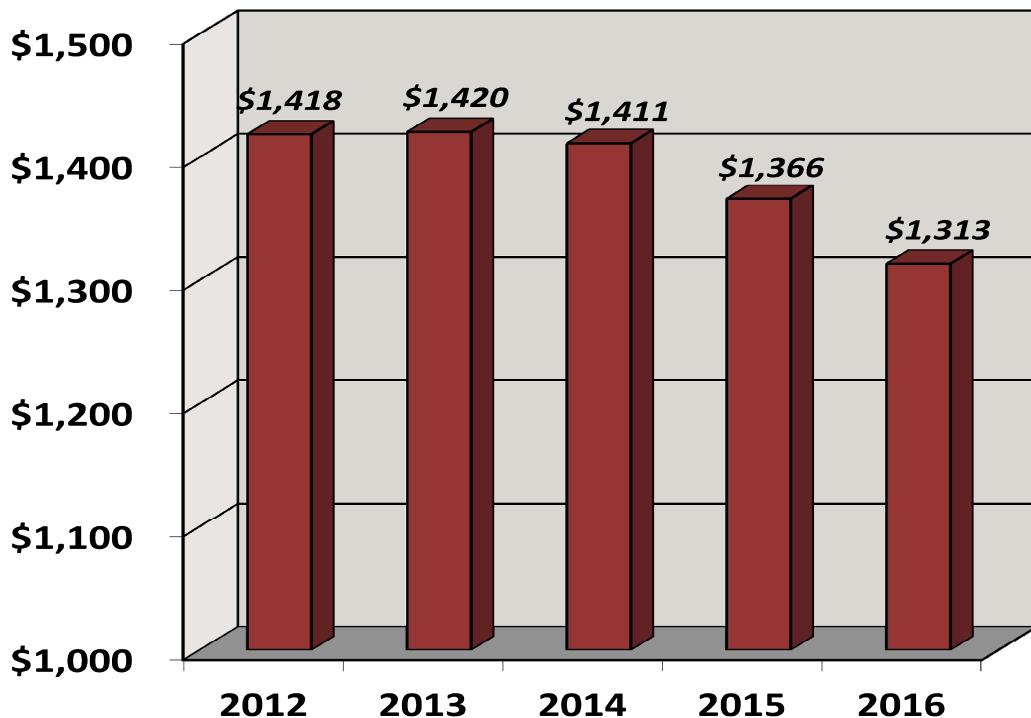
Fluctuations in property tax revenue can be caused by many factors including new development, decline or rise in property values, age of property or a general decline in the regional economy. Cities that rely heavily on property tax revenue are susceptible to serious economic disruption. For Summit's municipal budget purposes, property tax levy revenue required to balance its appropriation needs has remained relatively consistent since 2012.

## PROPERTY TAX REVENUE PER CAPITA

**Warning Trend:** Decreasing property tax revenue per capita

**Formula:**  

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



YEAR END	2012	2013	2014	2015	2016
<b>Property Tax Revenue (Actual)*</b>	\$31,072,501	\$31,573,842	\$31,870,726	\$31,784,549	\$30,940,826
<b>CPI Index</b>	229.6	233.0	236.7	237.0	240.0
<b>CPI (constant)</b>	0.98	0.97	0.95	0.95	0.94
<b>CPI (in decimals)</b>	0.980	0.965	0.950	0.949	0.937
<b>Property Tax Revenue (constant)</b>	\$30,436,435	\$30,476,211	\$30,281,902	\$30,161,794	\$28,994,132
<b>Population</b>	21,457	21,457	21,457	22,074	22,074
<b>Property Tax Revenue Per Capita</b>	\$1,418	\$1,420	\$1,411	\$1,366	\$1,313
<b>Dollar Change</b>	\$(18)	\$2	\$(9)	\$(45)	\$(53)
<b>Percent Change</b>	-1.28%	0.13%	-0.64%	-3.18%	-3.87%

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

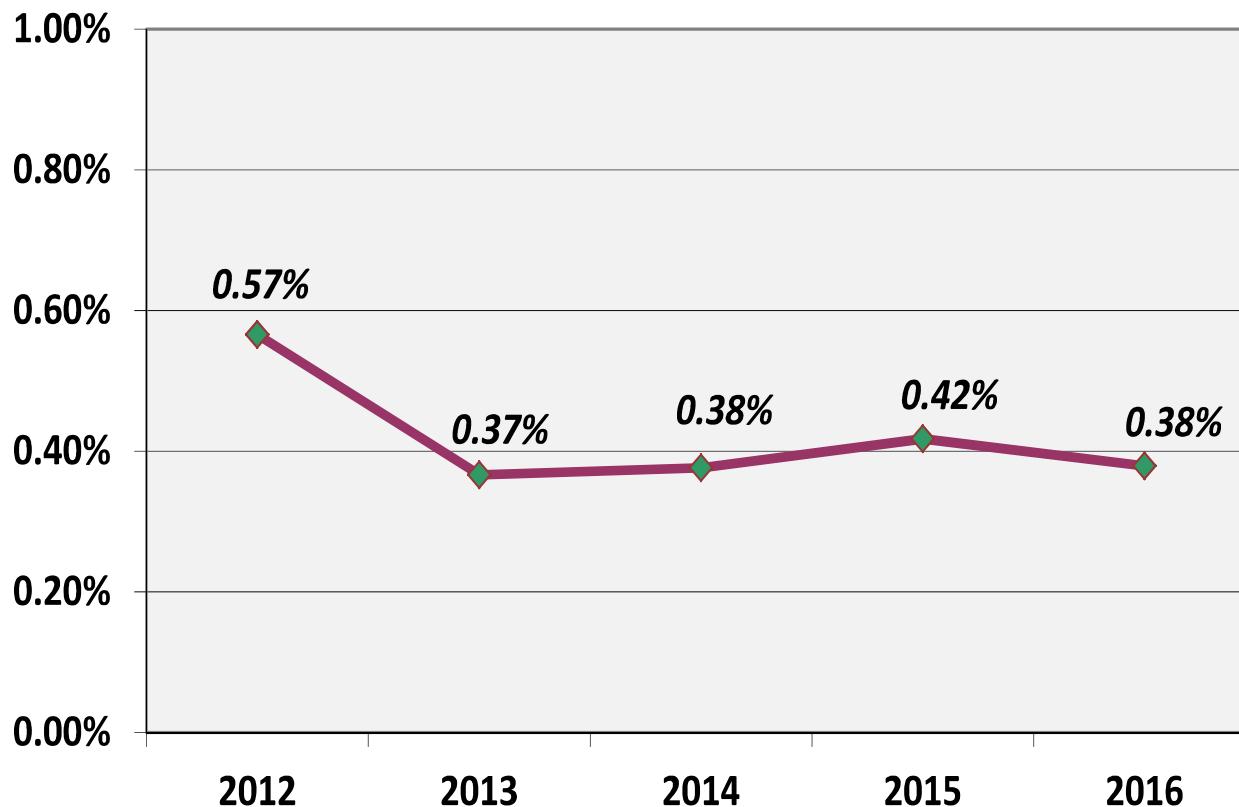
As population increases, it is expected that revenue and the need for service would increase proportionately. Per capita property tax shows changes relative to population. For the city to remain financially stable, losses in property tax should be offset by increases in other forms of revenue.

## OUTSTANDING PROPERTY TAXES

**Warning Trend:** Increasing outstanding property tax revenue as a percentage of property tax levy

**Formula:**  

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



YEAR END	2012	2013	2014	2015	2016
<b>Total Tax Levy</b>	\$124,051,783	\$127,551,901	\$129,107,822	\$131,966,268	\$134,782,147
<b>Outstanding Property Taxes</b>	\$702,101	\$466,976	\$485,730	\$550,917	\$510,880
<b>Percent of Total</b>	0.57%	0.37%	0.38%	0.42%	0.38%

\* Includes added and/or omitted tax assessed billings made in the 4<sup>th</sup> quarter of 2016 and not due until 1<sup>st</sup> quarter, 2017.

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 thus its outstanding property tax revenue is very low vis-a-vis annual total tax levy.

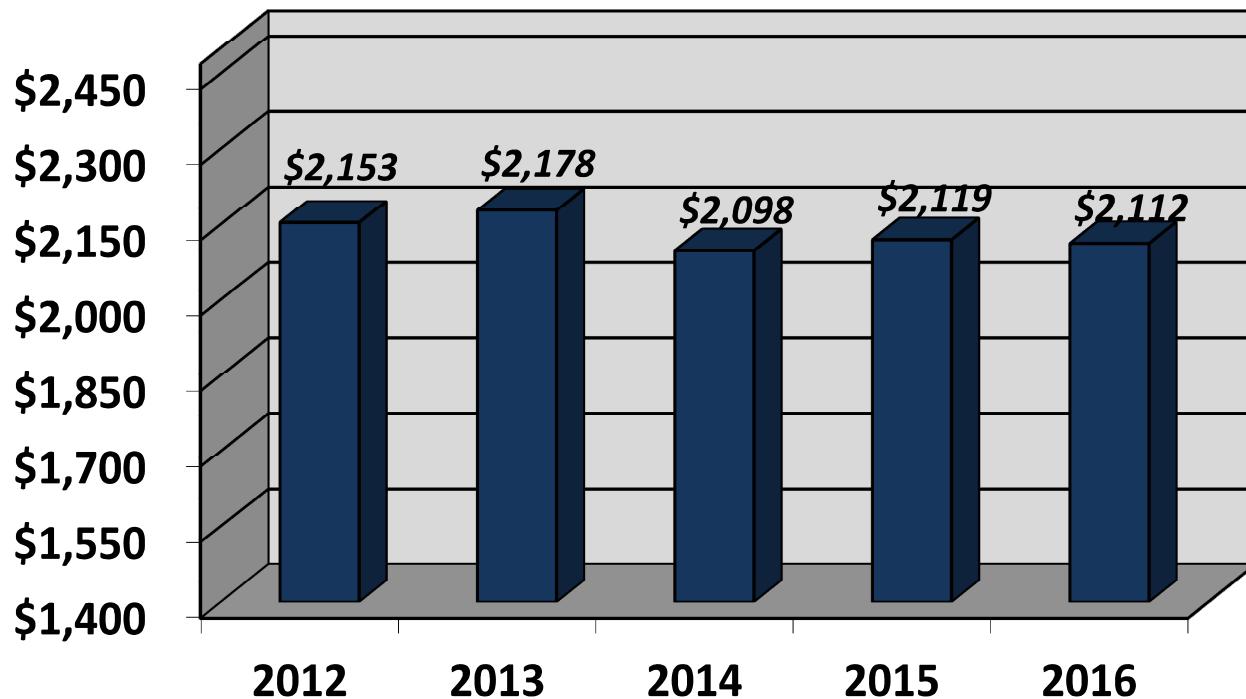
# EXPENDITURE INDICATORS

EXPENDITURE PER CAPITA

**Warning Trend:** Increase in expenditures per capita

**Formula:**  

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



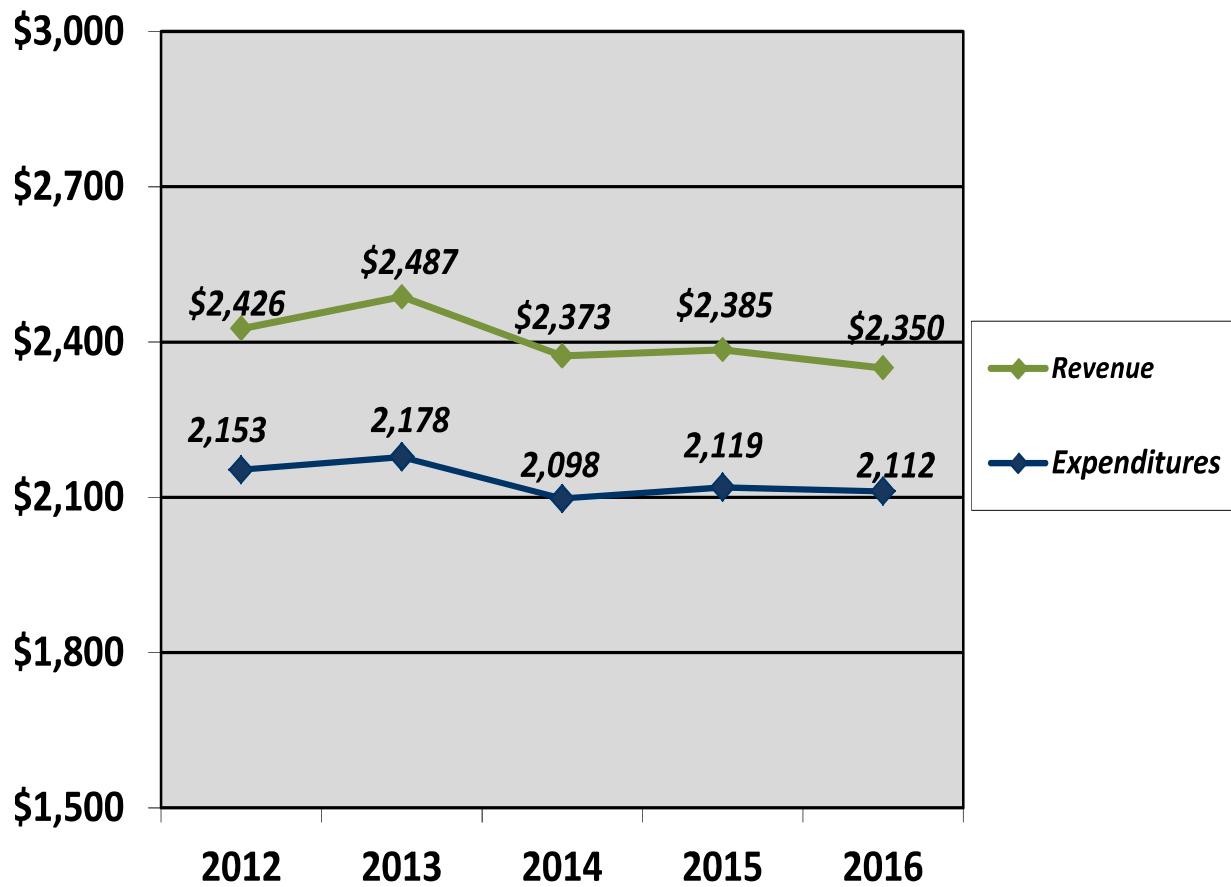
YEAR END	2012	2013	2014	2015	2016
<b>Total Expenditures (Actual)*</b>	\$47,165,147	\$48,409,274	\$47,367,749	\$49,292,602	\$49,740,147
<b>CPI Index</b>	229.6	233.0	236.7	237.0	240.0
<b>CPI (constant)</b>	0.98	0.97	0.95	0.95	0.94
<b>CPI (in decimals)</b>	0.980	0.965	0.950	0.949	0.937
<b>Total Expenditures (constant)</b>	\$46,199,658	\$46,726,376	\$45,006,366	\$46,775,975	\$46,610,663
<b>Population</b>	21,457	21,457	21,457	22,074	22,074
<b>Expenditure Per Capita</b>	\$2,153	\$2,178	\$2,098	\$2,119	\$2,112
<b>Percent Change</b>	0.52%	1.14%	-3.68%	1.03%	-0.35%

\* Final budget amounts spent in respective municipal budget year differ from adopted budget amounts because of grant Chapter 159's approved.

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

## REVENUE & EXPENDITURE PER CAPITA

**Warning Trend:** Expenditure per capita greater than revenue per capita



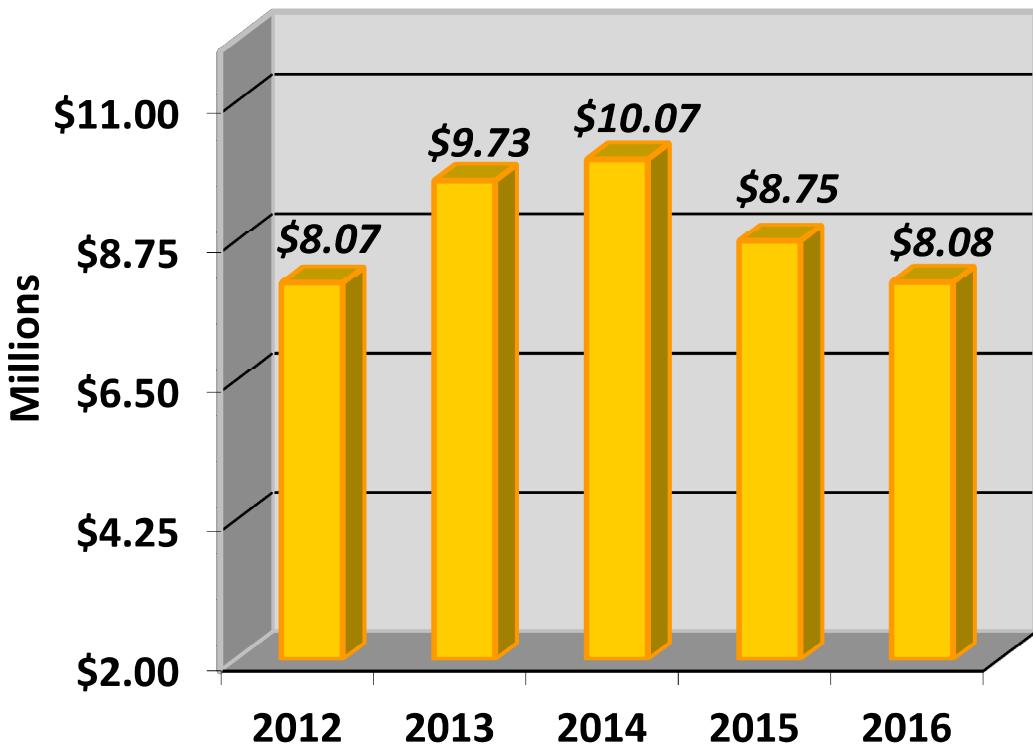
YEAR END	2012	2013	2014	2015	2016
OPERATING REVENUE PER CAPITA	\$2,426	\$2,487	\$2,373	\$2,385	\$2,350
EXPENDITURES PER CAPITA	2,153	2,178	2,098	2,119	2,112

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

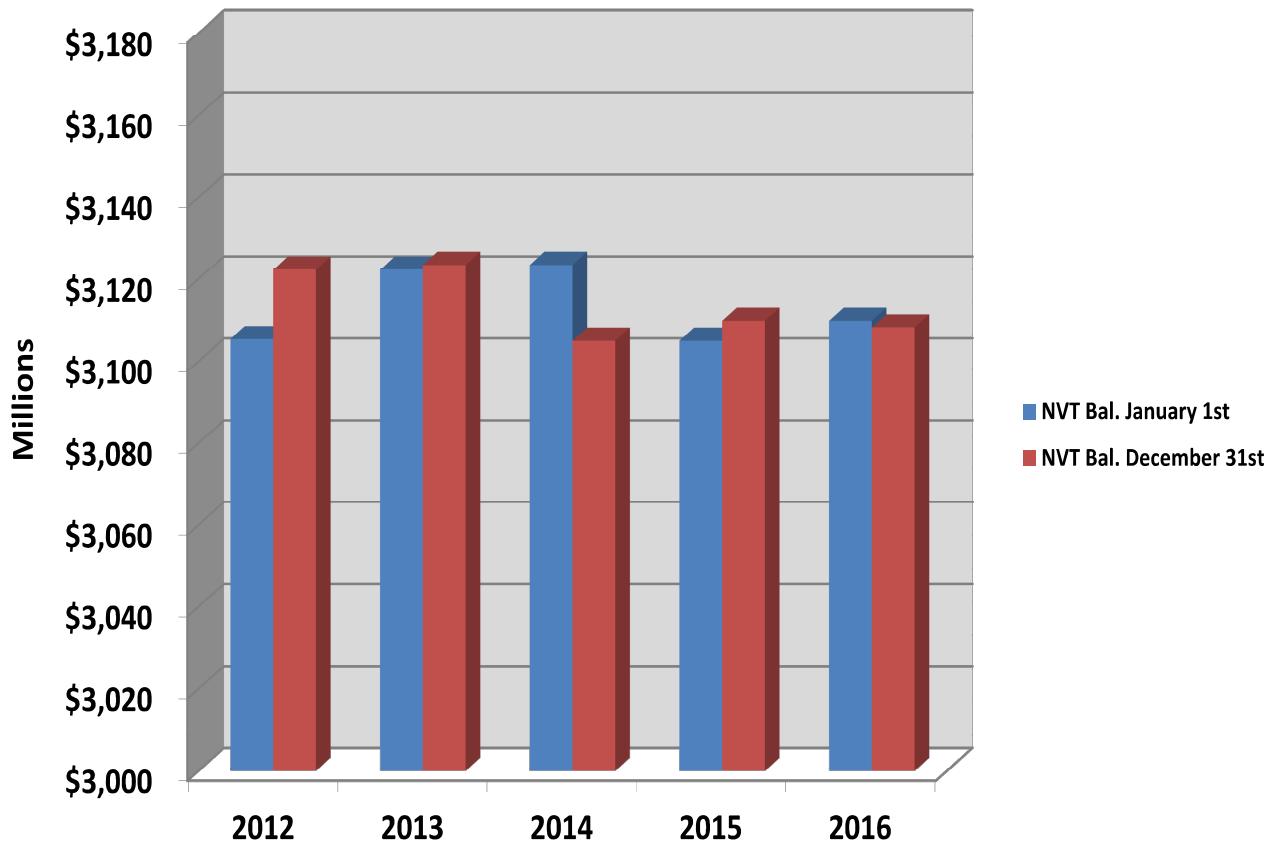


<u>YEAR END</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<b>Fund Balance - January 1</b>	\$7,852,969	\$8,072,954	\$9,731,947	\$10,071,232	\$8,747,775
<b>Fund Balance - December 31</b>	\$8,072,954	\$9,731,947	\$10,071,232	\$8,747,775	\$8,083,571
<b>Change in Fund Balance</b>	\$219,985	\$1,658,993	\$339,285	\$(1,323,457)	\$(664,204)
<b>Percentage Change</b>	2.80%	20.55%	3.49%	-13.14%	-7.59%

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 2014 due to the decision to use \$1.3 million more in surplus anticipated to balance its budget. In 2015, the city decreased its anticipated surplus revenue amount by \$500,000 (from \$7.6 million to \$7.1 million) in order to mitigate further decline of its year end fund balance. The city should monitor this trend and seek to stabilize its current fund balance level and develop new revenue generating sources and cost saving strategies to increase its future fund balance.

## CHANGE IN NET ASSESSED VALUATION

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

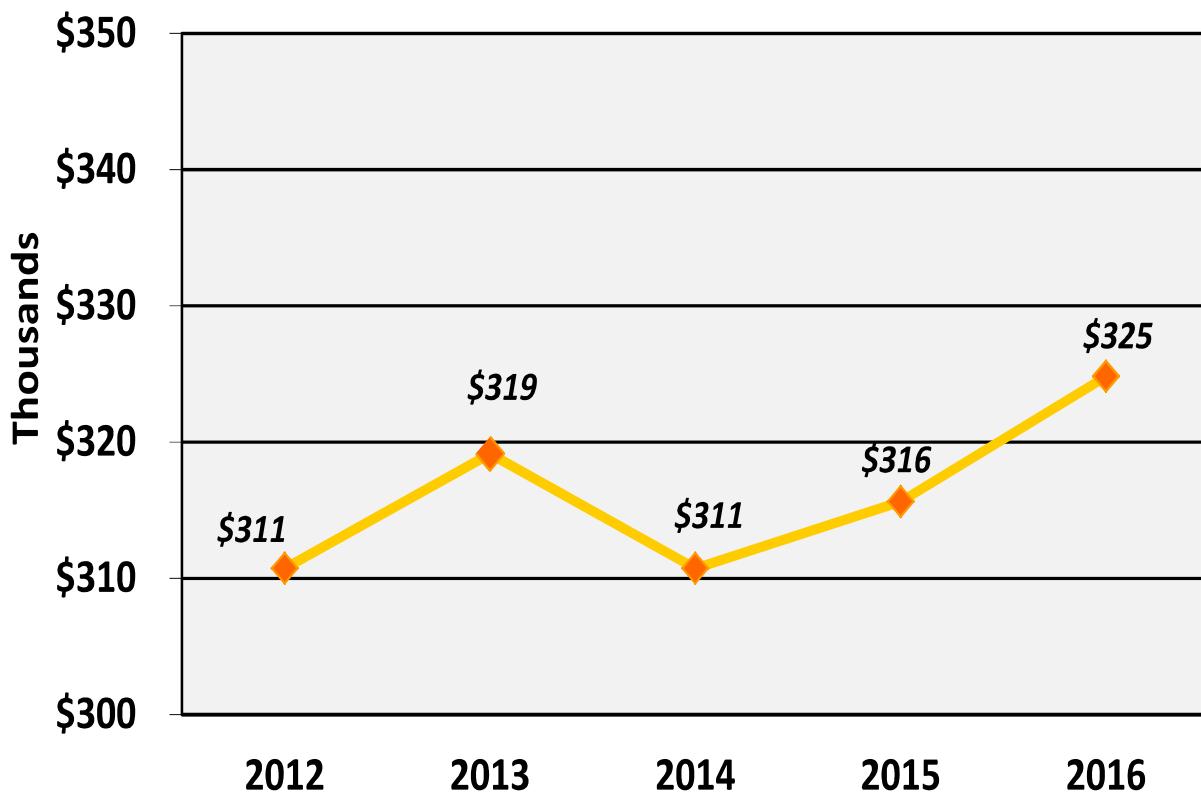


YEAR END	2012	2013	2014	2015	2016
NAV Balance - Jan. 1	\$3,105,392,000	\$3,122,368,000	\$3,123,541,200	\$3,104,968,500	\$3,109,869,300
NAV Balance - Dec. 31	\$3,122,368,000	\$3,123,541,200	\$3,104,968,500	\$3,109,869,300	\$3,108,245,396
Change in NAV (\$)	\$16,976,000	\$1,173,200	(\$18,572,700)	\$4,900,800	(\$1,623,904)
Percentage Change	0.55%	0.04%	-0.59%	0.16%	-0.05%

The residential portion of the city's total net assessed valuation (NAV) is approximately 82%. Since 2012, the city's residential tax base has increased by roughly 2%, or nearly \$50 million. However, due to sizeable valuation decreases on the former Merck property, which was purchased by Celgene Corporation in October 2015, the city's NAV has declined by nearly \$15.3 million.

### EQUALIZED VALUE PER CAPITA

This indicator is used for comparison purposes only.



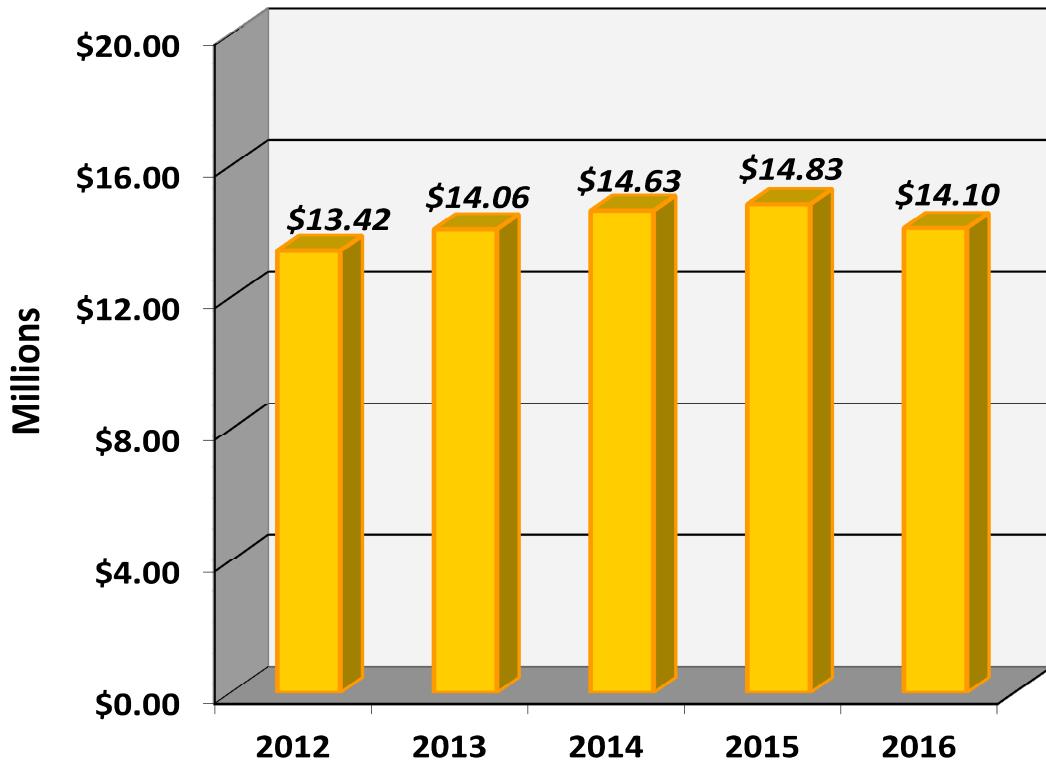
YEAR END	2012	2013	2014	2015	2016
<b>Equalized Valuation (3-Year Average)</b>	\$6,667,180,660	\$6,847,916,262	\$6,858,202,025	\$6,967,242,421	\$7,170,260,367
<b>Population</b>	21,457	21,457	22,071	22,074	22,074
<b>Equalized Value Per Capita</b>	\$310,723	\$319,146	\$310,734	\$315,631	\$324,828

Property values reflect the overall strength of a community's real estate market. Changes in property value are important because the City depends on the property tax to help support core services such as police, fire and public works. Fortunately, Summit's equalized property valuation (the ratio of assessed valuation to market value) is very strong with an equalized ratio of 43.24% in 2016.

## CASH FLOW

**Warning Trend:** Decline in cash balance

**Formula:**  
Cash Balance as of December 31<sup>st</sup>



YEAR END	2012	2013	2014	2015	2016
<b>Cash Balance - Jan. 1</b>	\$13,281,674	\$13,416,808	\$14,064,916	\$14,630,891	\$14,825,707
<b>Cash Balance - Dec. 31</b>	\$13,416,808	\$14,064,916	\$14,630,891	\$14,825,707	\$14,103,860
<b>Change in Cash Balance</b>	\$135,134	\$648,108	\$565,975	\$194,816	\$(721,847)
<b>Percentage Change</b>	1.02%	4.83%	4.02%	1.33%	-4.87%

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.

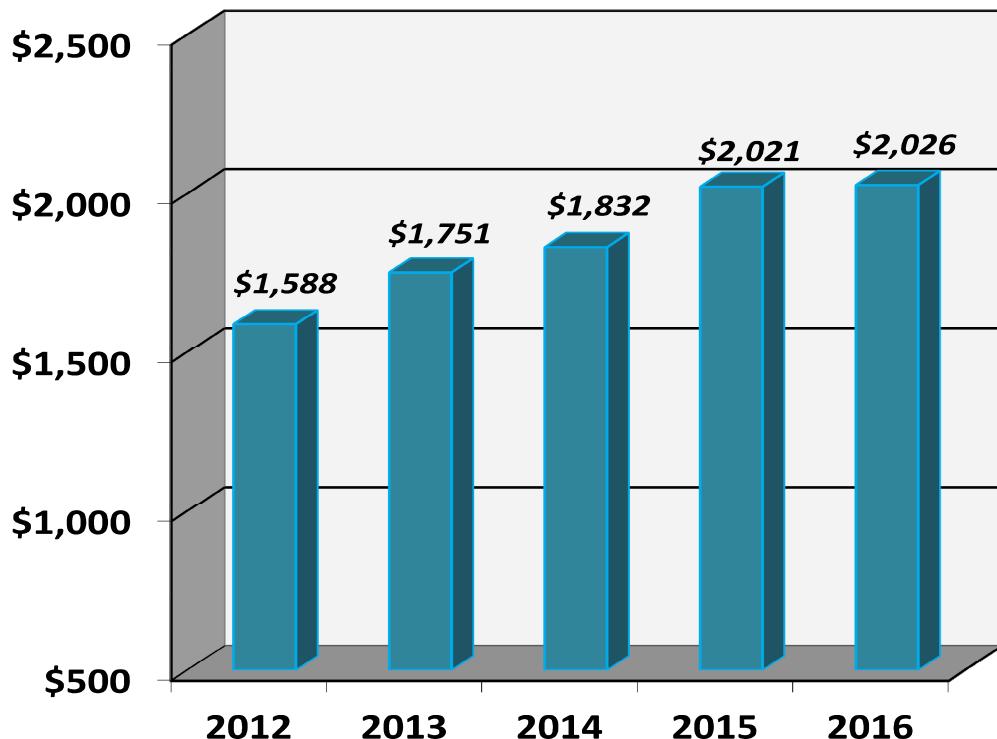
## DEBT STRUCTURE

## NET DEBT PER CAPITA

**Warning Trend:** Increasing bonded long term debt per capita

**Formula:**  

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



YEAR END	2012	2013	2014	2015	2016
<b>Total Net Debt</b>	\$34,790,264	\$38,920,147	\$41,376,286	\$47,018,282	\$47,733,211
<b>CPI Index</b>	229.6	233.0	236.7	237.0	240.0
<b>CPI (constant)</b>	0.98	0.97	0.95	0.95	0.94
<b>CPI (in decimals)</b>	0.980	0.965	0.950	0.949	0.937
<b>Net Debt (constant)</b>	\$34,078,094	\$37,567,129	\$39,313,590	\$44,617,771	\$44,729,996
<b>Population</b>	21,457	21,457	21,457	22,074	22,074
<b>Net Debt per Capita</b>	\$1,588	\$1,751	\$1,832	\$2,021	\$2,026
<b>Dollar Change</b>	\$(32)	\$163	\$73	\$189	\$5
<b>Percent Change</b>	-1.98%	10.24%	4.18%	10.32%	0.25%

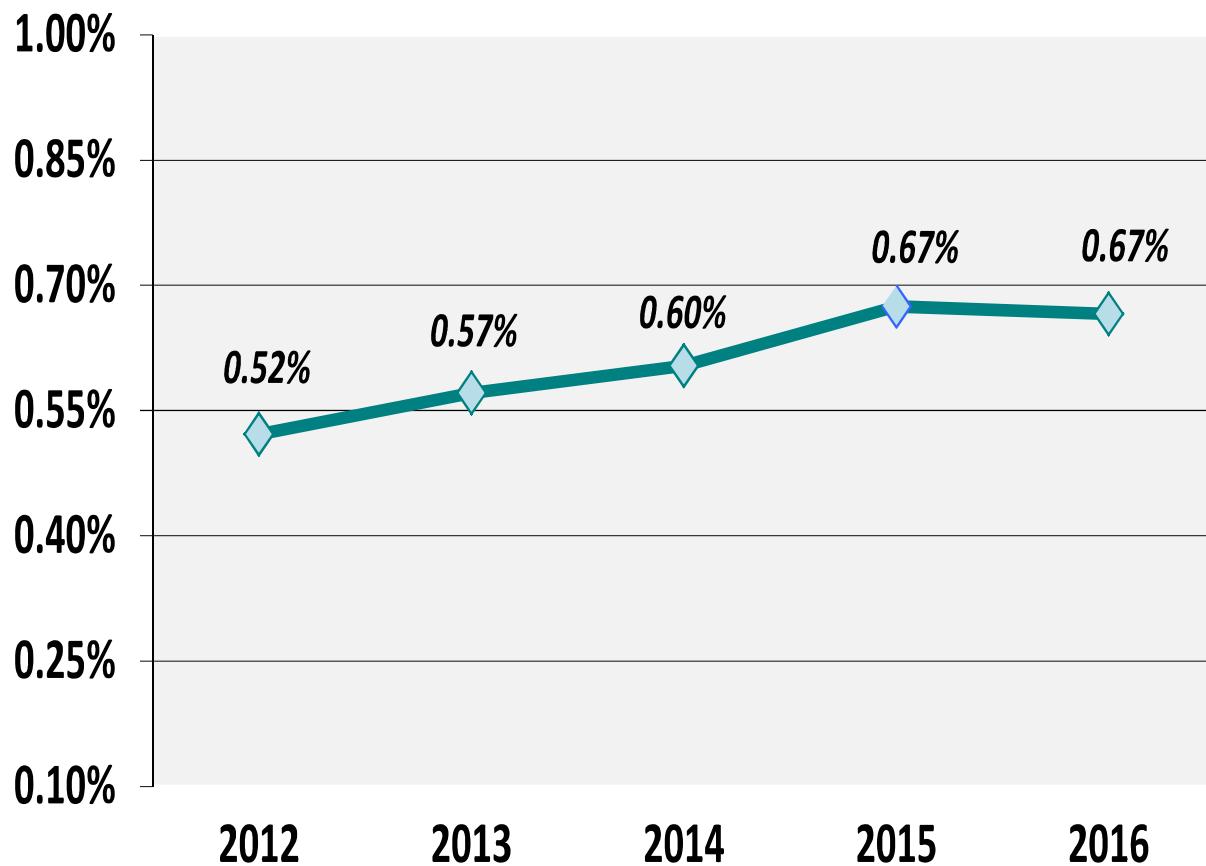
Summit has a 'AAA' bond rating from the three major credit rating agencies. Similar to total debt service, rating agencies look at long term debt per capita. Increased debt per capita presents a threat to the ability of property owners to pay taxes. This may lead to increasing pressure on the municipal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

### NET DEBT AS A PERCENTAGE OF EQUALIZED VALUATION

**Warning Trend:** Increasing net debt as a percentage of average equalized valuation

**Formula:**  

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



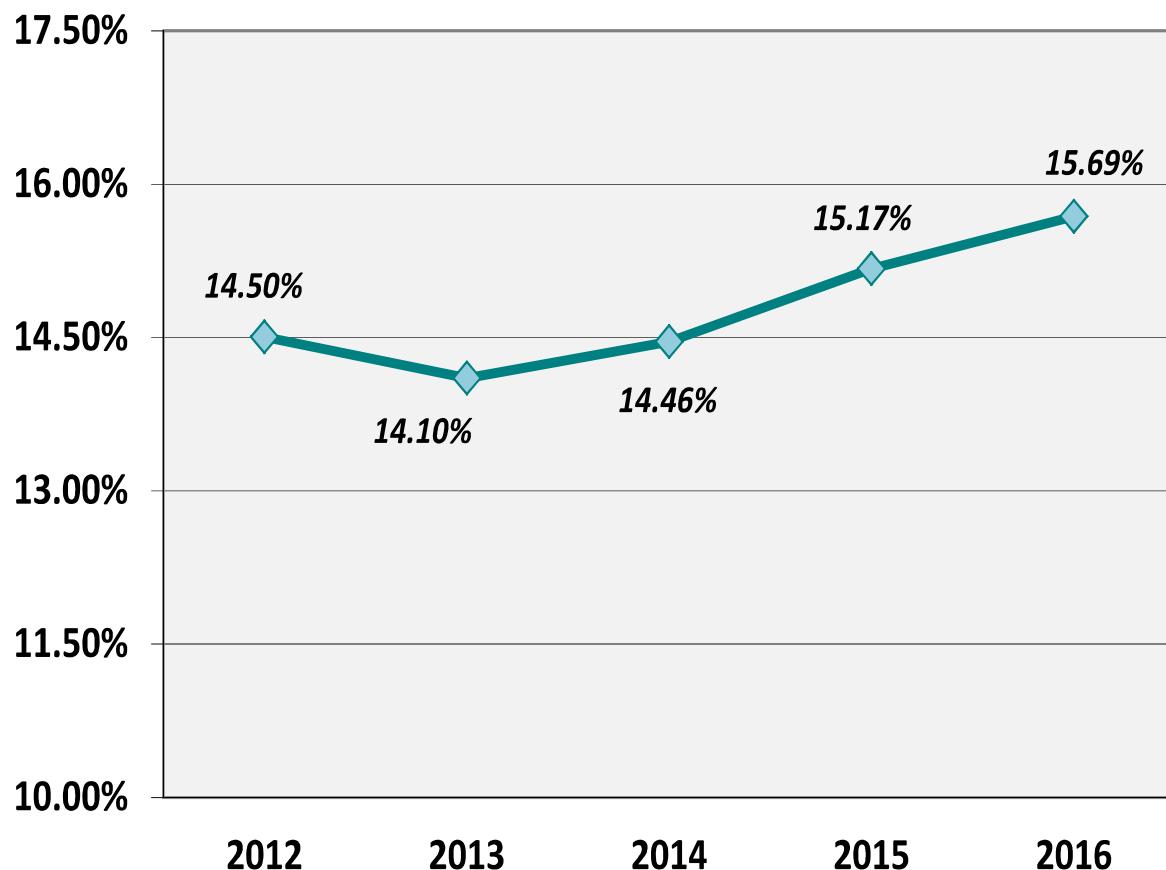
YEAR END	2012	2013	2014	2015	2016
<b>Equalized Valuation (3-Year Average)</b>	\$6,667,180,660	\$6,847,916,262	\$6,858,202,025	\$6,967,242,421	\$7,170,260,367
<b>Net Debt per Annual Debt Statement</b>	\$34,790,264	\$38,920,147	\$41,376,286	\$47,018,282	\$47,733,211
<b>Percentage Change</b>	0.52%	0.57%	0.60%	0.67%	0.67%

DEBT SERVICE EXPENSE AS A PERCENTAGE OF TOTAL OPERATING REVENUE

**Warning Trend:** Increasing debt service expense as a percentage of operating revenue

**Formula:**  

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



YEAR END	2012	2013	2014	2015	2016
Total Operating Revenue*	\$53,142,077	\$55,295,073	\$53,595,239	\$55,479,559	\$55,351,196
Debt Service Expense**	\$7,708,100	\$7,798,330	\$7,750,209	\$8,417,836	\$8,682,701
Trend	14.50%	14.10%	14.46%	15.17%	15.69%

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

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

# BUDGET SNAPSHOT

# BUDGET SNAPSHOT

REVENUES	Anticipated 2017	Anticipated 2016	Realized 2016	% Change from 2016
<b>General Revenues</b>				
Fund Balance (Surplus)	\$ 7,100,000	\$ 7,100,000	\$ 7,100,000	0.0%
Local Revenues	2,562,500	2,556,500	2,566,821	0.2%
State Aid	3,551,257	3,568,257	3,568,257	-0.5%
Interlocal Agreements	0	0	0	0.0%
Grants	81,959	202,361	622,015	-59.5%
Enterprise Funds/ Contributions	3,259,612	2,788,384	2,798,078	16.9%
Prior Year Tax Receipts	500,000	475,000	485,515	5.3%
<i>General Revenues Sub-Total</i>	<b>\$ 17,055,328</b>	<b>\$ 16,690,502</b>	<b>\$ 17,140,687</b>	<b>2.2%</b>
<b>Tax Levy Revenues</b>				
Municipal Tax Levy	\$ 26,214,106	\$ 25,991,437	\$ 25,755,777	0.9%
Local School District Debt Obligation to City	4,287,129	4,244,133	4,449,262	1.0%
Library Tax Levy	2,450,334	2,394,420	2,394,420	2.3%
<i>Tax Levy Sub-Total</i>	<b>\$ 32,951,569</b>	<b>\$ 32,629,990</b>	<b>\$ 32,599,459</b>	<b>1.0%</b>
<b>Total Revenues</b>	<b>\$ 50,006,897</b>	<b>\$ 49,320,492</b>	<b>\$ 49,740,146</b>	<b>1.4%</b>
<b>APPROPRIATIONS</b>				
Proposed 2017	Appropriated 2016	Expended 2016	% Change from 2016	
<b>Municipal Operations (within "CAPS")</b>				
General Government	\$ 1,518,450	\$ 1,458,418	\$ 1,334,179	4.1%
Finance	1,175,200	1,156,800	1,087,182	1.6%
Public Safety	10,910,820	10,865,800	10,740,148	0.4%
Community Services	7,058,200	6,958,500	6,520,582	1.4%
Community Programs	1,114,500	1,038,818	1,029,990	7.3%
Board of Health	373,595	364,078	354,903	2.6%
Municipal Court	326,800	323,800	315,937	0.9%
Utilities	1,161,500	1,187,500	999,591	-2.2%
Insurance	3,874,000	3,920,000	3,920,000	-1.2%
Statutory Expenditures	4,022,302	3,933,065	3,871,076	2.3%
<i>Municipal Operations Sub-Total</i>	<b>\$ 31,535,367</b>	<b>\$ 31,206,779</b>	<b>\$ 30,173,588</b>	<b>1.05%</b>
<b>Other Appropriations (excluded from "CAPS")</b>				
Maintenance of Free Public Library	\$ 2,450,334	\$ 2,394,420	\$ 2,314,310	2.3%
Grants	81,959	202,361	622,015	-59.5%
Interlocal Agreements	895,399	879,950	879,942	1.8%
Capital Improvements	300,000	325,000	325,000	-7.7%
Municipal Debt Service	3,636,337	3,226,568	3,226,568	12.7%
School Debt Service	5,265,129	5,456,133	5,456,133	-3.5%
Deferred Charges & Reserves	625,000	445,000	350,000	40.4%
<i>Other Appropriations Sub-Total</i>	<b>\$ 13,254,158</b>	<b>\$ 12,929,432</b>	<b>\$ 13,173,969</b>	<b>2.5%</b>
Reserve for Uncollected Taxes	\$ 5,217,372	\$ 5,184,281	\$ 5,184,281	0.6%
<b>Total Appropriations</b>	<b>\$ 50,006,897</b>	<b>\$ 49,320,492</b>	<b>\$ 48,531,837</b>	<b>1.4%</b>

# BUDGET OVERVIEW

# BUDGET OVERVIEW

## GENERAL REVENUES 1 OF 2

GENERAL REVENUES	Anticipated 2017	Anticipated 2016	Realized 2016
<b><u>Fund Balance</u></b>			
Fund Balance (Surplus)	\$ 7,100,000	\$ 7,100,000	\$ 7,100,000
<b><u>Local Revenues</u></b>			
Alcoholic Beverage Control Licenses	\$ 40,000	\$ 40,000	\$ 40,158
Other Licenses	66,000	66,000	71,144
Municipal Court	392,000	475,000	392,387
Interest & Costs on Taxes	175,000	175,000	179,782
Interest on Investments	68,000	61,000	72,914
Old Town Hall Rent	33,500	33,500	33,546
Community Services Fees	118,000	132,000	118,805
Drainage & Grading Fees	28,000	20,000	30,000
Briant Park - Emergency Services	12,000	12,000	12,000
Health Fees	170,000	170,000	173,421
Library Fees	0	0	375
Zoning Board Fees	30,000	30,000	30,226
Municipal Golf Course Fees	205,000	205,000	206,954
Family Aquatic Center Fees	505,000	450,000	509,768
Cable TV Franchise Fees (Verizon)	218,000	210,000	210,869
Cable TV Franchise Fees (Comcast)	128,000	130,000	130,927
Sale of Recyclable Materials	74,000	77,000	74,032
Police Off Duty Administration Fees	110,000	110,000	110,385
Hotel/Motel Occupancy Fees	160,000	160,000	169,127
Utility Income Cell Tower	30,000	0	0
<b>TOTAL LOCAL REVENUES</b>	<b>\$ 2,562,500</b>	<b>\$ 2,556,500</b>	<b>\$ 2,566,821</b>
<b><u>State Aid</u></b>			
School Debt Service Aid	\$ 528,000	\$ 545,000	\$ 545,000
Energy Receipts Tax	3,023,257	3,023,257	3,023,257
<b>TOTAL STATE AID</b>	<b>\$ 3,551,257</b>	<b>\$ 3,568,257</b>	<b>\$ 3,568,257</b>
<b><u>Interlocal Agreements</u></b>			
<b>TOTAL INTERLOCAL AGREEMENTS</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b><u>Grants Revenues - Offset by Appropriations</u></b>			
NJ Recycling Tonnage Grant	\$ 31,959	\$ 39,034	\$ 39,034
NJ Body Armor Replacement Fund	0	0	4,269
Cops in Shops	0	0	2,800
Union County Clean Communities	0	13,327	62,162
Union County Infrastructure and Municipal Aid	0	0	100,000
Union County Kids Recreation Grant	50,000	0	0
NJ Forestry	0	0	25,000
NJ DOT Municipal Aid - Various Roads	0	0	187,500
NJ DOT Municipal Aid - DeForest Avenue	0	150,000	201,250
<b>TOTAL GRANTS REVENUES</b>	<b>\$ 81,959</b>	<b>\$ 202,361</b>	<b>\$ 622,015</b>

**Enterprise Funds/ Contributions**

Summit Housing P.I.L.O.T.  
 Parking Utility Share of Debt Service  
 Parking Utility Share of Various Services  
 Parking Utility Share of Pension Costs  
 Parking Utility Contribution  
 Sewer Utility Share of Pension Costs  
 Sewer Utility Share of Various Services  
 Sewer Utility Contribution  
 U.C.C. Share of Pension & Health/Dental Costs  
 General Capital Surplus  
 SDI Share of Debt Service  
 Uniform Safety Act  
 Reserve for Municipal Debt Service  
 Reserve for School Debt Service  
**TOTAL ENTERPRISE FUNDS/ CONTRIBUTIONS**

	Anticipated 2017	Anticipated 2016	Realized 2016
Summit Housing P.I.L.O.T.	\$ 52,000	\$ 50,000	\$ 52,666
Parking Utility Share of Debt Service	421,307	434,461	434,461
Parking Utility Share of Various Services	250,000	201,100	201,100
Parking Utility Share of Pension Costs	55,000	48,900	48,900
Parking Utility Contribution	500,000	450,000	450,000
Sewer Utility Share of Pension Costs	35,105	33,400	33,400
Sewer Utility Share of Various Services	115,000	112,000	112,000
Sewer Utility Contribution	240,000	225,000	225,000
U.C.C. Share of Pension & Health/Dental Costs	46,700	26,000	26,000
General Capital Surplus	475,000	450,000	450,000
SDI Share of Debt Service	29,500	29,700	29,700
Uniform Safety Act	40,000	38,000	45,028
Reserve for Municipal Debt Service	550,000	22,823	22,823
Reserve for School Debt Service	450,000	667,000	667,000
<b>TOTAL ENTERPRISE FUNDS/ CONTRIBUTIONS</b>	<b>\$ 3,259,612</b>	<b>\$ 2,788,384</b>	<b>\$ 2,798,078</b>

**PRIOR YEAR TAX RECEIPTS**

\$ 500,000	\$ 475,000	\$ 485,515
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**General Revenues Sub-Total**

\$ 17,055,328	\$ 16,690,502	\$ 17,140,687
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*Amount To Be Raised By Taxes (Municipal Tax Levy)*

\$ 26,214,106	\$ 25,991,437	\$ 25,755,777
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*Local School District Obligation to City (School District Levy)*

4,287,129	4,244,133	4,449,262
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*Amount to Be Raised By Taxes (Library Tax Levy)*

2,450,334	2,394,420	2,394,420
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*TAX LEVY TOTAL*

\$ 32,951,569	\$ 32,629,990	\$ 32,599,459
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**TOTAL GENERAL REVENUES**

\$ 50,006,897	\$ 49,320,492	\$ 49,740,146
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GENERAL APPROPRIATIONS OPERATIONS WITHIN "CAPS"	Proposed 2017	Adopted Budget 2016	Final w/ Transfers 2016 (As of 12/31/16)	Paid or Charged (As of 12/31/16)	Appropriation Reserves
<b>General Government</b>					
Administrative & Executive					
Salaries & Wages	\$ 351,100	\$ 342,627	\$ 342,627	\$ 325,819	\$ 16,808
Other Expenses	74,800	51,850	48,900	46,387	2,513
<b>Sub-Total</b>	<b>\$ 425,900</b>	<b>\$ 394,477</b>	<b>\$ 391,527</b>	<b>\$ 372,206</b>	<b>\$ 19,321</b>
Employee Assistance Program					
Other Expenses	\$ 5,600	\$ 5,600	\$ 5,600	\$ 5,600	\$ 0
<b>Sub-Total</b>	<b>\$ 5,600</b>	<b>\$ 5,600</b>	<b>\$ 5,600</b>	<b>\$ 5,600</b>	<b>\$ 0</b>
Postage					
Other Expenses	\$ 57,200	\$ 50,000	\$ 50,000	\$ 42,726	\$ 7,274
<b>Sub-Total</b>	<b>\$ 57,200</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 42,726</b>	<b>\$ 7,274</b>
Physical Examinations - Municipal Employees					
Other Expenses	\$ 30,000	\$ 30,000	\$ 30,000	\$ 20,069	\$ 9,931
<b>Sub-Total</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 20,069</b>	<b>\$ 9,931</b>
Technology - Other Expenses					
Other Expenses	\$ 233,300	\$ 236,500	\$ 236,500	\$ 220,874	\$ 15,626
<b>Sub-Total</b>	<b>\$ 233,300</b>	<b>\$ 236,500</b>	<b>\$ 236,500</b>	<b>\$ 220,874</b>	<b>\$ 15,626</b>
HomeTowne TV Service Agreement					
Other Expenses	\$ 86,700	\$ 82,500	\$ 85,450	\$ 85,449	\$ 1
<b>Sub-Total</b>	<b>\$ 86,700</b>	<b>\$ 82,500</b>	<b>\$ 85,450</b>	<b>\$ 85,449</b>	<b>\$ 1</b>
Clerk's Office					
Salaries & Wages	\$ 284,000	\$ 272,000	\$ 272,000	\$ 259,888	\$ 12,113
Other Expenses	122,600	116,000	115,900	86,662	29,238
Codification of Ordinances	10,000	8,200	8,300	8,200	100
<b>Sub-Total</b>	<b>\$ 416,600</b>	<b>\$ 396,200</b>	<b>\$ 396,200</b>	<b>\$ 354,749</b>	<b>\$ 41,451</b>
Legal Services					
Municipal Prosecutor - Salaries & Wages	\$ 34,650	\$ 34,641	\$ 34,641	\$ 34,641	\$ 0
Other Expenses - Legal Professional Contracts	220,000	220,000	220,000	189,376	30,624
Public Defender	8,500	8,500	8,500	8,489	11
<b>Sub-Total</b>	<b>\$ 263,150</b>	<b>\$ 263,141</b>	<b>\$ 263,141</b>	<b>\$ 232,506</b>	<b>\$ 30,635</b>
<b>GENERAL GOVERNMENT TOTAL</b>	<b>\$ 1,518,450</b>	<b>\$ 1,458,418</b>	<b>\$ 1,458,418</b>	<b>\$ 1,334,179</b>	<b>\$ 124,239</b>

# BUDGET OVERVIEW

# GENERAL APPROPRIATIONS 2 OF 7

Proposed 2017	Adopted Budget 2016	Final w/ Transfers 2016 (As of 12/31/16)	Paid or Charged (As of 12/31/16)	Appropriation Reserves
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## Department of Finance

### Financial Administration

Salaries & Wages

Other Expenses

**Sub-Total**

\$ 310,000	\$ 306,000	\$ 306,000	\$ 299,580	\$ 6,420
87,600	96,000	96,000	51,954	44,046
<b>\$ 397,600</b>	<b>\$ 402,000</b>	<b>\$ 402,000</b>	<b>\$ 351,533</b>	<b>\$ 50,467</b>

### Audit Services

Other Expenses

**Sub-Total**

\$ 40,000	\$ 35,000	\$ 35,000	\$ 33,400	\$ 1,600
<b>\$ 40,000</b>	<b>\$ 35,000</b>	<b>\$ 35,000</b>	<b>\$ 33,400</b>	<b>\$ 1,600</b>

### Contingent

Other Expenses

**Sub-Total**

\$ 1,500	\$ 1,500	\$ 1,500	\$ 0	\$ 1,500
<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>\$ 0</b>	<b>\$ 1,500</b>

### Tax Collection

Salaries & Wages

Other Expenses

**Sub-Total**

\$ 149,500	\$ 142,700	\$ 142,700	\$ 141,434	\$ 1,266
19,800	22,200	22,200	14,461	7,739
<b>\$ 169,300</b>	<b>\$ 164,900</b>	<b>\$ 164,900</b>	<b>\$ 155,895</b>	<b>\$ 9,005</b>

### Tax Assessment

Salaries & Wages

Other Expenses

**Sub-Total**

\$ 222,400	\$ 220,000	\$ 220,000	\$ 212,529	\$ 7,471
344,400	333,400	333,400	333,826	(426)
<b>\$ 566,800</b>	<b>\$ 553,400</b>	<b>\$ 553,400</b>	<b>\$ 546,355</b>	<b>\$ 7,045</b>

## FINANCE DEPARTMENT TOTAL

<b>\$ 1,175,200</b>	<b>\$ 1,156,800</b>	<b>\$ 1,156,800</b>	<b>\$ 1,087,182</b>	<b>\$ 69,618</b>
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## Public Safety

### Police

Salaries & Wages

Other Expenses

Crossing Guards - Salaries & Wages

Crossing Guards - Other Expenses

Police Vehicles

**Sub-Total**

\$ 5,916,000	\$ 5,984,000	\$ 5,937,600	\$ 5,925,920	\$ 11,680
344,810	329,000	320,900	315,695	5,205
236,300	223,300	231,400	231,382	18
4,000	2,500	5,500	2,476	3,024
0	0	50,000	50,000	0
<b>\$ 6,501,110</b>	<b>\$ 6,538,800</b>	<b>\$ 6,545,400</b>	<b>\$ 6,525,473</b>	<b>\$ 19,927</b>

### Fire

Salaries & Wages

Other Expenses

Uniform Fire Safety Act - Salaries & Wages

Fire Hydrant Service

**Sub-Total**

\$ 3,797,400	\$ 3,743,000	\$ 3,743,000	\$ 3,678,375	\$ 64,625
287,810	263,000	263,000	222,160	40,840
36,000	36,000	36,000	36,000	0
275,000	271,500	271,500	271,483	17
<b>\$ 4,396,210</b>	<b>\$ 4,313,500</b>	<b>\$ 4,313,500</b>	<b>\$ 4,208,018</b>	<b>\$ 105,482</b>

### Emergency Management

Other Expenses

**Sub-Total**

\$ 13,500	\$ 13,500	\$ 13,500	\$ 6,658	\$ 6,842
<b>\$ 13,500</b>	<b>\$ 13,500</b>	<b>\$ 13,500</b>	<b>\$ 6,658</b>	<b>\$ 6,842</b>

## PUBLIC SAFETY TOTAL

<b>\$ 10,910,820</b>	<b>\$ 10,865,800</b>	<b>\$ 10,872,400</b>	<b>\$ 10,740,148</b>	<b>\$ 132,252</b>
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# BUDGET OVERVIEW

# GENERAL APPROPRIATIONS 3 OF 7

Proposed 2017	Adopted Budget 2016	Final w/ Transfers 2016 (As of 12/31/16)	Paid or Charged (As of 12/31/16)	Appropriation Reserves
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## Department of Community Services

### Community Services Administration

Salaries & Wages	\$ 553,000	\$ 520,000	\$ 520,000	\$ 474,007	\$ 45,993
Other Expenses	91,000	36,500	36,500	20,897	15,603
Downtown Maintenance	8,500	8,800	8,800	1,981	6,819
<b>Sub-Total</b>	<b>\$ 652,500</b>	<b>\$ 565,300</b>	<b>\$ 565,300</b>	<b>\$ 496,885</b>	<b>\$ 68,415</b>

### Engineering

Salaries & Wages	\$ 346,000	\$ 342,000	\$ 342,000	\$ 336,628	\$ 5,372
Other Expenses	26,850	26,150	26,150	24,491	1,659
<b>Sub-Total</b>	<b>\$ 372,850</b>	<b>\$ 368,150</b>	<b>\$ 368,150</b>	<b>\$ 361,119</b>	<b>\$ 7,031</b>

### Roads Unit

Salaries & Wages	\$ 932,500	\$ 950,000	\$ 918,650	\$ 864,876	\$ 53,774
Other Expenses	287,200	284,000	279,000	252,971	26,029
<b>Sub-Total</b>	<b>\$ 1,219,700</b>	<b>\$ 1,234,000</b>	<b>\$ 1,197,650</b>	<b>\$ 1,117,847</b>	<b>\$ 79,803</b>

### Public Works Maintenance Unit

Salaries & Wages	\$ 351,000	\$ 525,000	\$ 598,600	\$ 571,557	\$ 27,043
Other Expenses	77,000	47,300	47,300	32,207	15,093
<b>Sub-Total</b>	<b>\$ 428,000</b>	<b>\$ 572,300</b>	<b>\$ 645,900</b>	<b>\$ 603,764</b>	<b>\$ 42,136</b>

### Garbage & Trash Unit

Salaries & Wages	\$ 709,000	\$ 745,000	\$ 714,150	\$ 708,938	\$ 5,212
Other Expenses	27,800	20,600	24,600	20,599	4,001
<b>Sub-Total</b>	<b>\$ 736,800</b>	<b>\$ 765,600</b>	<b>\$ 738,750</b>	<b>\$ 729,538</b>	<b>\$ 9,212</b>

### Recycling Unit

Salaries & Wages	\$ 75,000	\$ 75,000	\$ 75,000	\$ 74,745	\$ 255
Other Expenses	240,500	239,400	246,200	206,712	39,488
<b>Sub-Total</b>	<b>\$ 315,500</b>	<b>\$ 314,400</b>	<b>\$ 321,200</b>	<b>\$ 281,456</b>	<b>\$ 39,744</b>

### Transfer Station

Salaries & Wages	\$ 285,000	\$ 277,000	\$ 312,300	\$ 294,762	\$ 17,538
Other Expenses	91,300	93,900	96,450	93,720	2,730
Disposal Charges	850,000	850,000	810,000	712,102	97,898
<b>Sub-Total</b>	<b>\$ 1,226,300</b>	<b>\$ 1,220,900</b>	<b>\$ 1,218,750</b>	<b>\$ 1,100,584</b>	<b>\$ 118,166</b>

### Compost Area

Salaries & Wages	\$ 153,000	\$ 147,000	\$ 152,700	\$ 150,975	\$ 1,725
Other Expenses	16,000	14,600	21,600	15,742	5,858
<b>Sub-Total</b>	<b>\$ 169,000</b>	<b>\$ 161,600</b>	<b>\$ 174,300</b>	<b>\$ 166,718</b>	<b>\$ 7,582</b>

# BUDGET OVERVIEW

## GENERAL APPROPRIATIONS 4 OF 7

### Buildings & Grounds Unit

Salaries & Wages  
Other Expenses  
*Sub-Total*

Proposed 2017	Adopted Budget 2016	Final w/ Transfers 2016 (As of 12/31/16)	Paid or Charged (As of 12/31/16)	Appropriation Reserves
\$ 254,500	\$ 0	\$ 0	\$ 0	\$ 0
154,200	215,750	233,750	201,198	32,552
<b>\$ 408,700</b>	<b>\$ 215,750</b>	<b>\$ 233,750</b>	<b>\$ 201,198</b>	<b>\$ 32,552</b>

### Fleet Maintenance Unit

Salaries & Wages  
Other Expenses  
*Sub-Total*

\$ 269,000	\$ 272,000	\$ 277,000	\$ 276,995	\$ 5
42,200	40,800	43,800	34,591	9,209
<b>\$ 311,200</b>	<b>\$ 312,800</b>	<b>\$ 320,800</b>	<b>\$ 311,586</b>	<b>\$ 9,214</b>

### Shade Trees Unit

Salaries & Wages  
Other Expenses  
*Sub-Total*

\$ 587,000	\$ 611,000	\$ 596,500	\$ 570,953	\$ 25,547
253,400	250,200	258,700	243,462	15,238
<b>\$ 840,400</b>	<b>\$ 861,200</b>	<b>\$ 855,200</b>	<b>\$ 814,415</b>	<b>\$ 40,785</b>

### Land Use

Salaries & Wages  
Other Expenses  
*Sub-Total*

\$ 11,500	\$ 11,500	\$ 11,550	\$ 11,532	\$ 18
137,150	132,050	123,050	99,127	23,924
<b>\$ 148,650</b>	<b>\$ 143,550</b>	<b>\$ 134,600</b>	<b>\$ 110,658</b>	<b>\$ 23,942</b>

### Board of Adjustment

Salaries & Wages  
Other Expenses  
*Sub-Total*

\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
29,950	24,200	30,200	27,197	3,003
<b>\$ 29,950</b>	<b>\$ 24,200</b>	<b>\$ 30,200</b>	<b>\$ 27,197</b>	<b>\$ 3,003</b>

### Code Enforcement

Salaries & Wages  
Other Expenses  
*Sub-Total*

\$ 195,400	\$ 196,000	\$ 196,000	\$ 194,894	\$ 1,106
3,250	2,750	5,750	2,723	3,027
<b>\$ 198,650</b>	<b>\$ 198,750</b>	<b>\$ 201,750</b>	<b>\$ 197,617</b>	<b>\$ 4,133</b>

### DEPARTMENT OF COMMUNITY SERVICES TOTAL

<b>\$ 7,058,200</b>	<b>\$ 6,958,500</b>	<b>\$ 7,006,300</b>	<b>\$ 6,520,582</b>	<b>\$ 485,718</b>
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### Department of Community Programs

#### Community Programs

Salaries & Wages  
Other Expenses  
*Sub-Total*

\$ 592,100	\$ 531,918	\$ 536,218	\$ 533,213	\$ 3,005
67,200	61,200	61,200	60,899	301
<b>\$ 659,300</b>	<b>\$ 593,118</b>	<b>\$ 597,418</b>	<b>\$ 594,112</b>	<b>\$ 3,306</b>

#### Golf Course

Salaries & Wages  
Other Expenses  
*Sub-Total*

\$ 127,500	\$ 127,000	\$ 127,000	\$ 122,791	\$ 4,209
59,500	58,500	58,500	54,169	4,331
<b>\$ 187,000</b>	<b>\$ 185,500</b>	<b>\$ 185,500</b>	<b>\$ 176,959</b>	<b>\$ 8,541</b>

#### Family Aquatic Center

Salaries & Wages  
Other Expenses  
*Sub-Total*

\$ 156,000	\$ 151,000	\$ 151,000	\$ 150,996	\$ 4
112,200	109,200	109,200	107,922	1,278
<b>\$ 268,200</b>	<b>\$ 260,200</b>	<b>\$ 260,200</b>	<b>\$ 258,918</b>	<b>\$ 1,282</b>

### DEPARTMENT OF COMMUNITY PROGRAMS TOTAL

<b>\$ 1,114,500</b>	<b>\$ 1,038,818</b>	<b>\$ 1,043,118</b>	<b>\$ 1,029,990</b>	<b>\$ 13,128</b>
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Proposed 2017	Adopted Budget 2016	Final w/ Transfers 2016 (As of 12/31/16)	Paid or Charged (As of 12/31/16)	Appropriation Reserves
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## Board of Health

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

\$ 235,000	\$ 231,000	\$ 231,000	\$ 226,996	\$ 4,004
85,600	85,600	85,600	80,429	5,171
10,000	5,000	5,000	5,000	0
35,105	34,588	34,588	34,588	0
7,890	7,890	7,890	7,890	0
<b>\$ 373,595</b>	<b>\$ 364,078</b>	<b>\$ 364,078</b>	<b>\$ 354,903</b>	<b>\$ 9,175</b>

## Municipal Court

Salaries & Wages  
Other Expenses  
**Sub-Total**

\$ 307,000	\$ 304,000	\$ 304,000	\$ 301,536	\$ 2,464
19,800	19,800	19,800	14,400	5,400
<b>\$ 326,800</b>	<b>\$ 323,800</b>	<b>\$ 323,800</b>	<b>\$ 315,937</b>	<b>\$ 7,863</b>

## Utilities

Electricity  
Street Lighting  
Telephone  
Water  
Fuel  
**Sub-Total**

\$ 372,000	\$ 372,000	\$ 372,000	\$ 349,531	\$ 22,469
153,000	153,000	153,000	151,024	1,976
200,000	220,000	220,000	180,815	39,185
63,500	67,500	67,500	61,871	5,629
373,000	375,000	375,000	256,350	118,650
<b>\$ 1,161,500</b>	<b>\$ 1,187,500</b>	<b>\$ 1,187,500</b>	<b>\$ 999,591</b>	<b>\$ 187,909</b>

## Insurance

General Liability  
Workers Compensation  
Employee Group Health  
Unemployment Insurance  
Other Insurance  
**Sub-Total**

\$ 569,000	\$ 502,000	\$ 502,000	\$ 502,000	\$ 0
525,000	648,000	648,000	648,000	0
2,620,000	2,615,000	2,615,000	2,615,000	0
50,000	45,000	45,000	45,000	0
110,000	110,000	110,000	110,000	0
<b>\$ 3,874,000</b>	<b>\$ 3,920,000</b>	<b>\$ 3,920,000</b>	<b>\$ 3,920,000</b>	<b>\$ 0</b>

## Summary Details:

Salaries & Wages  
Other Expenses

\$ 17,485,350	\$ 17,329,186	\$ 17,338,136	\$ 17,020,450	\$ 317,686
<b>\$ 10,027,715</b>	<b>\$ 9,944,528</b>	<b>\$ 9,994,278</b>	<b>\$ 9,282,061</b>	<b>\$ 712,217</b>

## Total Operations within "CAPS"

<b>\$ 27,513,065</b>	<b>\$ 27,273,714</b>	<b>\$ 27,332,414</b>	<b>\$ 26,302,511</b>	<b>\$ 1,029,903</b>
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# BUDGET OVERVIEW

# GENERAL APPROPRIATIONS 6 OF 7

Statutory Expenditures within "CAPS"	Proposed 2017	Adopted Budget 2016	Final w/ Transfers 2016 (As of 12/31/16)	Paid or Charged (As of 12/31/16)	Appropriation Reserves
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## Pensions/ Social Security

Public Employees Retirement System (PERS)	\$ 1,005,796	\$ 990,065	\$ 990,065	\$ 947,904	\$ 42,161
Police Fire Retirement System (PFRS)	2,206,006	2,134,000	2,134,000	2,133,823	177
Defined Contribution Retirement System (DCRP)	10,500	9,000	9,000	9,809	(809)
Social Security	800,000	800,000	800,000	779,541	20,459
<i>Sub-Total</i>	<b>\$ 4,022,302</b>	<b>\$ 3,933,065</b>	<b>\$ 3,933,065</b>	<b>\$ 3,871,076</b>	<b>\$ 61,989</b>

## Total General Appropriations within "CAPS"

<b>\$ 31,535,367</b>	<b>\$ 31,206,779</b>	<b>\$ 31,265,479</b>	<b>\$ 30,173,588</b>	<b>\$ 1,091,891</b>
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## GENERAL APPROPRIATIONS

### OPERATIONS & DEBT SERVICE EXCLUDED FROM "CAPS"

#### Maintenance of Free Public Library

Salaries & Wages	\$ 1,551,000	\$ 1,518,000	\$ 1,518,000	\$ 1,470,604	\$ 47,396
Other Expenses	899,334	876,420	876,420	843,706	32,714
<i>Sub-Total</i>	<b>\$ 2,450,334</b>	<b>\$ 2,394,420</b>	<b>\$ 2,394,420</b>	<b>\$ 2,314,310</b>	<b>\$ 80,110</b>

#### Grants Appropriations - Offset by Revenues

NJ Recycling Tonnage Grant	\$ 31,959	\$ 39,034	\$ 39,034	\$ 39,034	\$ 0
NJ Body Armor Replacement Fund	0	0	4,269	4,269	0
Cops in Shops	0	0	2,800	2,800	0
Union County Clean Communities	0	13,327	62,162	62,162	0
Union County Infrastructure and Municipal Aid	0	0	100,000	100,000	0
Union County Kids Recreation Grant	50,000	0	0	0	0
NJ Forestry	0	0	25,000	25,000	0
NJ DOT Municipal Aid - Various Roads	0	0	187,500	187,500	0
NJ DOT Municipal Aid - DeForest Avenue	0	150,000	201,250	201,250	0
<i>Sub-Total</i>	<b>\$ 81,959</b>	<b>\$ 202,361</b>	<b>\$ 622,015</b>	<b>\$ 622,015</b>	<b>\$ 0</b>

#### Interlocal Agreements

Joint Meeting - NPSM Emergency Dispatch Center	\$ 895,400	\$ 879,950	\$ 879,950	\$ 879,942	\$ 8
<i>Sub-Total</i>	<b>\$ 895,400</b>	<b>\$ 879,950</b>	<b>\$ 879,950</b>	<b>\$ 879,942</b>	<b>\$ 8</b>

#### Capital Improvements

Capital Improvement Fund	\$ 300,000	\$ 325,000	\$ 325,000	\$ 325,000	\$ 0
<i>Sub-Total</i>	<b>\$ 300,000</b>	<b>\$ 325,000</b>	<b>\$ 325,000</b>	<b>\$ 325,000</b>	<b>\$ 0</b>

Proposed 2017	Adopted Budget 2016	Final w/ Transfers 2016 (As of 12/31/16)	Paid or Charged (As of 12/31/16)	Appropriation Reserves
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**Municipal Debt Service**

Bond Principal  
Bond Anticipation Notes Principal  
Interest on Bonds  
Interest on Bond Anticipation Notes  
Downtown Business Improvement Loan  
*Sub-Total*

\$ 2,965,000	\$ 2,260,000	\$ 2,260,000	\$ 2,260,000	\$ 0
0	288,500	288,500	288,500	0
637,537	597,113	597,113	597,113	0
0	47,655	47,655	47,655	0
33,800	33,300	33,300	33,300	0
<b>\$ 3,636,337</b>	<b>\$ 3,226,568</b>	<b>\$ 3,226,568</b>	<b>\$ 3,226,568</b>	<b>\$ 0</b>

**School Debt Service**

Bond Principal  
Bond Anticipation Notes Principal  
Interest on Bonds  
Interest on Bond Anticipation Notes  
*Sub-Total*

\$ 3,940,000	\$ 3,345,000	\$ 3,345,000	\$ 3,345,000	\$ 0
0	667,000	667,000	667,000	0
1,310,948	1,353,753	1,353,753	1,353,753	0
14,181	90,380	90,380	90,380	0
<b>\$ 5,265,129</b>	<b>\$ 5,456,133</b>	<b>\$ 5,456,133</b>	<b>\$ 5,456,133</b>	<b>\$ 0</b>

**Deferred Charges & Reserves**

Prospective Assessments Canceled  
Deferred Charges (Capital Expenses Unfunded)  
Reserve for Tax Appeals  
Reserve for Salary Adjustments  
*Sub-Total*

\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
100,000	0	0	0	0
325,000	350,000	350,000	350,000	0
200,000	95,000	36,300	0	0
<b>\$ 625,000</b>	<b>\$ 445,000</b>	<b>\$ 386,300</b>	<b>\$ 350,000</b>	<b>\$ 0</b>

**Total General Appropriations excluded from "CAPS" Sub-Total**

\$ 13,254,159	\$ 12,929,432	\$ 13,290,386	\$ 13,173,969	\$ 116,417
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*Reserve for Uncollected Taxes*

\$ 5,217,372	\$ 5,184,281	\$ 5,184,281	\$ 5,184,281	\$ 0
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**TOTAL GENERAL APPROPRIATIONS**

\$ 50,006,897	\$ 49,320,492	\$ 49,740,146	\$ 48,531,837	\$ 1,208,309
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**TAX LEVIES  
&  
RATES**

## TAX LEVIES & RATES

## 2016-2017 COMPARISONS

Tax Levies and Rates	2017 Amounts	2017 Estimated Tax Rates	Estimated % of Total Tax Rate	2016-2017 % Tax Rate Change	2016 Amounts	2016 Tax Rates	2016 % of Total Tax Rate
Local School Tax Levy (estimated)	\$ 67,850,811	\$ 2.183	49.85%	1.96%	\$ 66,610,925	\$ 2.141	49.78%
County Tax Levy (estimated)	38,511,953	1.239	28.30%	2.14%	37,756,816	1.213	28.20%
County Open Space Levy (estimated)	1,104,263	0.035	0.79%	2.94%	1,082,611	0.034	0.79%
Library Tax Levy (estimated)	2,450,334	0.079	1.80%	2.60%	2,394,420	0.077	1.79%
Municipal Appropriations (excludes R.U.T.)	38,052,063				37,497,658		
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 147,969,424</b>				<b>\$ 145,342,430</b>		
Less : Anticipated General Revenues	17,055,328				16,690,502		
<b>CASH REQUIRED TO SUPPORT BUDGET</b>	<b>\$ 130,914,096</b>				<b>\$ 128,651,928</b>		
/ Anticipated Tax Collection Rate	0.9617				0.9612		
<b>TOTAL AMOUNT TO BE RAISED BY TAXES</b>	<b>\$ 136,127,790</b>				<b>\$ 133,836,209</b>		
Less: Total School, County & Library Tax Levies	109,913,684				107,844,772		
<b>MUNICIPAL PURPOSE TAX LEVY</b>	<b>\$ 26,214,106</b>				<b>\$ 25,991,437</b>		
<b>MUNICIPAL TAX RATE</b>		<b>\$ 0.843</b>	<b>19.25%</b>	<b>0.84%</b>		<b>\$ 0.836</b>	<b>19.43%</b>
<b>Total Tax Rate (per \$100 assessment)</b>		<b>\$ 4.379</b>	<b>100.00%</b>	<b>1.88%</b>		<b>\$ 4.301</b>	<b>100.00%</b>
Municipal Net Assessed Valuation (Total Land & Improvements)	\$ 3,108,245,396				\$ 3,109,869,300		

# TAX LEVIES & RATES

## 5-YEAR PROJECTIONS

	Adopted 2016	Proposed 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022	Annual Avg. % Change
<b>TAX LEVY PROJECTIONS</b>								
<b>Appropriations</b>								
Municipal Operations	\$ 31,206,779	\$ 31,535,367	\$ 32,166,074	\$ 32,809,395	\$ 33,465,583	\$ 34,134,895	\$ 34,567,593	2.00%
Other Appropriations	12,929,432	13,254,158	13,519,241	13,789,626	14,065,419	14,346,727	14,383,661	2.00%
<i>Less: Library Appropriations</i>	(2,394,420)	(2,450,334)	(2,499,341)	(2,549,327)	(2,600,314)	(2,652,320)	(2,705,367)	2.00%
<i>Less: School District Debt Obligations</i>	(4,244,133)	(4,287,129)	(4,849,763)	(4,831,816)	(4,707,746)	(3,326,997)	(3,281,890)	4.10%
<b>Municipal Appropriations</b>	<b>\$ 37,497,658</b>	<b>\$ 38,052,062</b>	<b>\$ 38,336,212</b>	<b>\$ 39,217,878</b>	<b>\$ 40,222,942</b>	<b>\$ 42,502,305</b>	<b>\$ 42,963,998</b>	<b>2.52%</b>
<b>Tax Levy Totals</b>	<b>\$ 107,844,772</b>	<b>\$ 109,917,361</b>	<b>\$ 112,504,275</b>	<b>\$ 115,154,550</b>	<b>\$ 117,869,801</b>	<b>\$ 120,651,686</b>	<b>\$ 124,101,907</b>	<b>2.46%</b>
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 145,342,430</b>	<b>\$ 147,969,423</b>	<b>\$ 150,840,487</b>	<b>\$ 154,372,428</b>	<b>\$ 158,092,743</b>	<b>\$ 163,153,991</b>	<b>\$ 167,065,905</b>	<b>2.49%</b>
<b>Non-Tax General Revenues</b>	<b>\$ (16,690,502)</b>	<b>\$ (17,055,328)</b>	<b>\$ (17,063,856)</b>	<b>\$ (17,072,388)</b>	<b>\$ (17,080,924)</b>	<b>\$ (17,089,464)</b>	<b>\$ (17,098,009)</b>	<b>0.05%</b>
Cash Needed to Support Budget	\$ 128,651,928	\$ 130,914,095	\$ 133,776,631	\$ 137,300,041	\$ 141,011,819	\$ 146,064,527	\$ 149,967,896	1.27%
<b>Reserve for Uncollected Taxes</b>	<b>\$ 5,184,281</b>	<b>\$ 5,217,372</b>	<b>\$ 4,581,912</b>	<b>\$ 4,457,783</b>	<b>\$ 4,292,435</b>	<b>\$ 3,964,694</b>	<b>\$ 3,344,703</b>	<b>2.00%</b>
<b>Total Tax Levy</b>	<b>\$ 133,836,209</b>	<b>\$ 136,131,467</b>	<b>\$ 138,358,544</b>	<b>\$ 141,757,823</b>	<b>\$ 145,304,254</b>	<b>\$ 150,029,221</b>	<b>\$ 153,312,599</b>	<b>2.20%</b>
<b>TAX LEVY BREAKDOWN</b>								
Municipal Tax Levy	\$ 25,991,437	\$ 26,214,106	\$ 26,739,673	\$ 27,275,776	\$ 27,822,628	\$ 28,380,444	\$ 29,449,444	2.00%
Local School District Tax Levy	66,610,925	67,850,811	69,211,152	70,598,766	72,014,201	73,458,014	75,230,773	2.00%
County Tax Levy	37,756,816	38,511,953	39,667,311	40,857,330	42,083,050	43,345,542	44,845,908	3.00%
County Open Space Tax Levy	1,082,611	1,104,263	1,126,349	1,148,876	1,171,853	1,195,290	1,319,196	2.00%
Library Tax Levy	2,394,420	2,450,334	2,499,463	2,549,577	2,600,696	2,652,840	2,706,030	2.00%
<b>Total Tax Levy</b>	<b>\$ 133,836,209</b>	<b>\$ 136,131,467</b>	<b>\$ 139,243,948</b>	<b>\$ 142,430,326</b>	<b>\$ 145,692,429</b>	<b>\$ 149,032,130</b>	<b>\$ 153,551,351</b>	<b>2.20%</b>
<b>TAX RATE BREAKDOWN</b>								
Municipal Tax Rate	\$ 0.836	\$ 0.843	\$ 0.860	\$ 0.878	\$ 0.895	\$ 0.913	\$ 0.931	2.00%
Local School District Tax Rate	2.141	2.183	2.227	2.271	2.317	2.363	2.411	2.00%
County Tax Rate	1.213	1.239	1.276	1.314	1.354	1.395	1.436	3.00%
County Open Space Tax Rate	0.034	0.035	0.035	0.036	0.037	0.037	0.038	2.00%
Library Tax Rate	0.077	0.079	0.080	0.082	0.084	0.085	0.087	2.00%
<b>Total Tax Rate</b>	<b>\$ 4.301</b>	<b>\$ 4.379</b>	<b>\$ 4.479</b>	<b>\$ 4.581</b>	<b>\$ 4.686</b>	<b>\$ 4.794</b>	<b>\$ 4.904</b>	<b>2.20%</b>
<b>NET VALUATION TAXABLE</b>	<b>\$ 3,109,869,300</b>	<b>\$ 3,108,245,396</b>	<b>0.00%</b>					
<b>MUNICIPAL TAX POINT INCREASE</b>		\$ 0.008	\$ 0.017	\$ 0.017	\$ 0.018	\$ 0.018	\$ 0.018	
<b>MUNICIPAL TAX % INCREASE</b>		0.91%	2.00%	2.00%	2.00%	2.00%	2.00%	

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

**2017**  
**Reserve for Uncollected Taxes**

Local School Taxes (estimated)	\$ 67,850,811
County Taxes	38,511,953
County Open Space Levy	1,104,263
Library Taxes	2,450,334
Municipal Appropriations (excludes R.U.T.)	38,052,063
 <b>TOTAL APPROPRIATIONS</b>	 <b>147,969,424</b>
<i>Less: Anticipated General Revenues</i>	 17,055,328
 <b>CASH REQUIRED TO SUPPORT BUDGET</b>	 <b>130,914,096</b>
<i>/ Anticipated Tax Collection Rate</i>	 0.9617
 <b>TOTAL AMOUNT TO BE RAISED BY TAXES</b>	 <b>136,127,790</b>
<i>Less: Cash Required to Support Budget</i>	 130,914,096
 <b>RESERVE FOR UNCOLLECTED TAXES (R.U.T.)</b>	 <b>\$ 5,217,372</b>

REVENUES  
&  
APPROPRIATIONS

# REVENUES & APPROPRIATIONS

## 5-YEAR HISTORICAL DATA

### GENERAL REVENUES

Realized 2013	Realized 2014	Realized 2015	Realized 2016	Anticipated 2017	Annual % Change From 2016
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#### Fund Balance

Fund Balance (Surplus)

\$ 6,300,000	\$ 6,300,000	\$ 7,600,000	\$ 7,100,000	\$ 7,100,000	0.0%
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#### Local Revenues

ABC 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  
Utility Income Cell Tower

\$ 40,140	\$ 40,380	\$ 40,860	\$ 40,158	\$ 40,000	-0.4%
70,136	72,872	66,204	71,144	66,000	-7.2%
594,703	583,929	475,482	392,387	392,000	-0.1%
186,282	185,272	181,371	179,782	175,000	-2.7%
16,375	18,111	61,313	72,914	68,000	-6.7%
33,546	33,546	33,546	33,546	33,500	-0.1%
115,241	112,552	136,791	118,805	118,000	-0.7%
23,925	22,200	25,400	30,000	28,000	-6.7%
12,000	12,000	12,000	12,000	12,000	0.0%
155,907	155,419	173,888	173,421	170,000	-2.0%
22,714	17,833	31,198	30,226	30,000	-0.7%
187,958	188,629	214,314	206,954	205,000	-0.9%
472,295	434,958	450,285	509,768	505,000	-0.9%
153,779	173,803	195,811	210,869	218,000	3.4%
149,142	141,830	133,813	130,927	128,000	-2.2%
94,572	84,844	77,714	74,032	74,000	0.0%
131,368	135,559	118,232	110,385	110,000	-0.3%
148,177	159,878	165,780	169,127	160,000	-5.4%
0	0	0	0	30,000	100.0%
<b>TOTAL LOCAL REVENUES</b>	<b>\$ 2,608,259</b>	<b>\$ 2,573,614</b>	<b>\$ 2,594,002</b>	<b>\$ 2,566,446</b>	<b>\$ 2,562,500</b>
					-0.2%

#### State Aid

School Debt Service Aid  
Energy Receipts Tax  
Supplemental Energy Receipts

\$ 649,582	\$ 510,177	\$ 552,532	\$ 545,000	\$ 528,000	-3.1%
2,857,198	2,857,198	3,023,257	3,023,257	3,023,257	0.0%
166,059	166,059	0	0	0	0.0%
<b>TOTAL STATE AID</b>	<b>\$ 3,672,839</b>	<b>\$ 3,533,434</b>	<b>\$ 3,575,789</b>	<b>\$ 3,568,257</b>	<b>\$ 3,551,257</b>
					-0.5%

#### Interlocal Agreements

Millburn Twp. Joint Dispatch

\$ 164,590	\$ 164,590	\$ 41,000	\$ 0	\$ 0	0.0%
<b>TOTAL INTERLOCAL AGREEMENTS</b>	<b>\$ 164,590</b>	<b>\$ 164,590</b>	<b>\$ 41,000</b>	<b>\$ 0</b>	<b>0.0%</b>

#### Grants

Grants

\$ 1,079,280	\$ 63,496	\$ 239,681	\$ 622,015	\$ 81,959	-86.8%
<b>TOTAL GRANT REVENUES</b>	<b>\$ 1,079,280</b>	<b>\$ 63,496</b>	<b>\$ 239,681</b>	<b>\$ 622,015</b>	<b>\$ 81,959</b>

## REVENUES & APPROPRIATIONS

## 5-YEAR HISTORICAL DATA

Realized 2013	Realized 2014	Realized 2015	Realized 2016	Anticipated 2017	Annual % Change From 2016
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### Enterprise Funds/ Contributions

Summit Housing P.I.L.O.T.	\$ 41,848	\$ 46,121	\$ 50,502	\$ 50,000	\$ 52,000	4.0%
Parking Share of Debt Services	480,315	460,768	447,614	210,684	421,307	100.0%
Parking Share of Various Services	201,100	201,100	201,100	201,100	250,000	24.3%
Parking Share of Pension Costs	48,900	48,900	48,900	48,900	55,000	12.5%
Parking Utility Contribution	200,000	250,000	250,000	450,000	500,000	11.1%
Sewer Share Of Pension Costs	24,460	25,548	23,729	30,000	35,105	17.0%
Sewer Share of Various Services	50,000	50,000	55,000	112,000	115,000	2.7%
Sewer Utility Contribution	125,000	125,000	125,000	225,000	240,000	6.7%
UCC Share of Pension Costs	26,000	26,000	26,000	26,000	46,700	79.6%
General Capital Surplus	150,000	545,000	523,500	450,000	475,000	5.6%
SDI Share of Debt Service	66,050	63,950	40,413	29,700	29,500	-0.7%
Uniform Safety Act	48,248	44,706	38,952	38,000	40,000	5.3%
FEMA Storm Reimbursement	0	84,609	0	0	0	0.0%
Reserve for Municipal Debt Service	45,000	0	31,000	250,000	550,000	120.0%
Reserve for School Debt Service	0	0	349,000	667,000	450,000	-32.5%
<b>TOTAL ENTERPRISE FUNDS/ CONTRIBUTIONS</b>	<b>\$ 1,506,921</b>	<b>\$ 1,971,702</b>	<b>\$ 2,210,710</b>	<b>\$ 2,788,384</b>	<b>\$ 3,259,612</b>	<b>16.9%</b>

### Prior Year Tax Receipts

Prior Year Tax Receipts	\$ 555,000	\$ 466,000	\$ 485,515	\$ 475,000	\$ 500,000	5.3%
<b>TOTAL PRIOR YEAR TAX RECEIPTS</b>	<b>\$ 555,000</b>	<b>\$ 466,000</b>	<b>\$ 485,515</b>	<b>\$ 475,000</b>	<b>\$ 500,000</b>	<b>5.3%</b>

### GENERAL REVENUES SUB-TOTAL

\$ 15,886,889	\$ 15,072,836	\$ 16,746,697	\$ 17,120,102	\$ 17,055,328	-0.4%
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### Amount To Be Raised By Taxes (Municipal Tax Levy)

\$ 25,925,905	\$ 25,863,525	\$ 25,754,936	\$ 25,991,438	\$ 26,214,106	0.9%
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### Local School District Obligation to City (School District Levy)

4,291,118	4,196,880	4,449,262	4,244,133	4,287,129	1.0%
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### Amount to Be Raised By Taxes (Library Tax Levy)

2,285,677	2,247,435	2,328,031	2,394,420	2,450,334	2.3%
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### TAX LEVY TOTAL

\$ 32,502,700	\$ 32,307,840	\$ 32,532,229	\$ 32,629,991	\$ 32,951,569	1.0%
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### TOTAL GENERAL REVENUES

\$ 48,389,589	\$ 47,380,676	\$ 49,278,927	\$ 49,750,093	\$ 50,006,897	0.5%
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# REVENUES & APPROPRIATIONS

## 5-YEAR HISTORICAL DATA

### GENERAL APPROPRIATIONS OPERATIONS WITHIN "CAPS"

	Adopted 2013	Adopted 2014	Adopted 2015	Adopted 2016	Proposed 2017	Annual % Change From 2016
<b>General Government</b>						
Administrative & Executive						
Salaries & Wages	\$ 272,000	\$ 356,500	\$ 375,700	\$ 342,627	\$ 351,100	2.5%
Other Expenses	40,250	31,250	31,250	51,850	74,800	44.3%
<b>Sub-Total</b>	<b>\$ 312,250</b>	<b>\$ 387,750</b>	<b>\$ 406,950</b>	<b>\$ 394,477</b>	<b>\$ 425,900</b>	<b>8.0%</b>
Employee Assistance Program						
Other Expenses	\$ 5,400	\$ 5,400	\$ 5,400	\$ 5,600	\$ 5,600.00	0.0%
<b>Sub-Total</b>	<b>\$ 5,400</b>	<b>\$ 5,400</b>	<b>\$ 5,400</b>	<b>\$ 5,600</b>	<b>\$ 5,600.00</b>	<b>0.0%</b>
Postage						
Other Expenses	\$ 42,000	\$ 35,000	\$ 45,000	\$ 50,000	\$ 57,200	14.4%
<b>Sub-Total</b>	<b>\$ 42,000</b>	<b>\$ 35,000</b>	<b>\$ 45,000</b>	<b>\$ 50,000</b>	<b>\$ 57,200</b>	<b>14.4%</b>
Physical Examinations - Municipal Employees						
Other Expenses	\$ 17,000	\$ 17,000	\$ 42,000	\$ 30,000	\$ 30,000	0.0%
<b>Sub-Total</b>	<b>\$ 17,000</b>	<b>\$ 17,000</b>	<b>\$ 42,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>0.0%</b>
Technology - Other Expenses						
Other Expenses	\$ 250,000	\$ 222,500	\$ 220,000	\$ 236,500	\$ 233,300	-1.4%
<b>Sub-Total</b>	<b>\$ 250,000</b>	<b>\$ 222,500</b>	<b>\$ 220,000</b>	<b>\$ 236,500</b>	<b>\$ 233,300</b>	<b>-1.4%</b>
HomeTowne TV Service Agreement						
Other Expenses	\$ 53,063	\$ 60,585	\$ 82,403	\$ 82,500	\$ 86,700	5.1%
<b>Sub-Total</b>	<b>\$ 53,063</b>	<b>\$ 60,585</b>	<b>\$ 82,403</b>	<b>\$ 82,500</b>	<b>\$ 86,700</b>	<b>5.1%</b>
Clerk's Office						
Salaries & Wages	\$ 299,400	\$ 307,000	\$ 289,100	\$ 272,000	\$ 284,000	4.4%
Other Expenses	116,275	107,800	107,900	116,000	122,600	5.7%
Codification of Ordinances	8,500	5,000	10,200	8,200	10,000	22.0%
<b>Sub-Total</b>	<b>\$ 424,175</b>	<b>\$ 419,800</b>	<b>\$ 407,200</b>	<b>\$ 396,200</b>	<b>\$ 416,600</b>	<b>5.1%</b>
Legal Services						
Municipal Prosecutor - Salaries & Wages	\$ 34,000	\$ 34,000	\$ 34,510	\$ 34,641	\$ 34,650	0.0%
Other Expenses - Legal Professional Contracts	375,000	380,000	380,000	220,000	220,000	0.0%
Public Defender	8,500	8,500	8,500	8,500	8,500	0.0%
<b>Sub-Total</b>	<b>\$ 417,500</b>	<b>\$ 422,500</b>	<b>\$ 423,010</b>	<b>\$ 263,141</b>	<b>\$ 263,150</b>	<b>0.0%</b>
<b>GENERAL GOVERNMENT TOTAL</b>	<b>\$ 1,521,388</b>	<b>\$ 1,570,535</b>	<b>\$ 1,631,963</b>	<b>\$ 1,458,418</b>	<b>\$ 1,518,450</b>	<b>4.1%</b>

# REVENUES & APPROPRIATIONS

## 5-YEAR HISTORICAL DATA

	Adopted 2013	Adopted 2014	Adopted 2015	Adopted 2016	Proposed 2017	Annual % Change From 2016
<b>Department of Finance</b>						
<b>Financial Administration</b>						
Salaries & Wages	\$ 279,000	\$ 291,500	\$ 321,100	\$ 306,000	\$ 310,000	1.3%
Other Expenses	48,800	67,000	67,000	96,000	87,600	-8.8%
<i>Sub-Total</i>	<b>\$ 327,800</b>	<b>\$ 358,500</b>	<b>\$ 388,100</b>	<b>\$ 402,000</b>	<b>\$ 397,600</b>	<b>-1.1%</b>
<b>Audit Services</b>						
Other Expenses	\$ 31,750	\$ 32,700	\$ 33,400	\$ 35,000	\$ 40,000	14.3%
<i>Sub-Total</i>	<b>\$ 31,750</b>	<b>\$ 32,700</b>	<b>\$ 33,400</b>	<b>\$ 35,000</b>	<b>\$ 40,000</b>	<b>14.3%</b>
<b>Contingent</b>						
Other Expenses	\$ 0	\$ 1,500	\$ 1,600	\$ 1,500	\$ 1,500	0.0%
<i>Sub-Total</i>	<b>\$ 0</b>	<b>\$ 1,500</b>	<b>\$ 1,600</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>0.0%</b>
<b>Tax Collection</b>						
Salaries & Wages	\$ 122,000	\$ 127,000	\$ 135,300	\$ 142,700	\$ 149,500	4.8%
Other Expenses	20,200	23,100	21,000	22,200	19,800	-10.8%
<i>Sub-Total</i>	<b>\$ 142,200</b>	<b>\$ 150,100</b>	<b>\$ 156,300</b>	<b>\$ 164,900</b>	<b>\$ 169,300</b>	<b>2.7%</b>
<b>Tax Assessment</b>						
Salaries & Wages	\$ 184,000	\$ 207,000	\$ 194,100	\$ 220,000	\$ 222,400	1.1%
Other Expenses	48,850	66,000	82,050	333,400	344,400	3.3%
<i>Sub-Total</i>	<b>\$ 232,850</b>	<b>\$ 273,000</b>	<b>\$ 276,150</b>	<b>\$ 553,400</b>	<b>\$ 566,800</b>	<b>2.4%</b>
<b>FINANCE DEPARTMENT TOTAL</b>	<b>\$ 734,600</b>	<b>\$ 815,800</b>	<b>\$ 855,550</b>	<b>\$ 1,156,800</b>	<b>\$ 1,175,200</b>	<b>1.6%</b>
<b>Public Safety</b>						
<b>Police</b>						
Salaries & Wages	\$ 5,832,500	\$ 5,760,000	\$ 5,816,300	\$ 5,984,000	\$ 5,916,000	-1.1%
Other Expenses	351,000	344,500	337,500	329,000	344,810	4.8%
Crossing Guards - Salaries & Wages	199,000	220,000	223,300	223,300	236,300	5.8%
Crossing Guards - Other Expenses	4,000	2,500	2,500	2,500	4,000	60.0%
Police Vehicles	73,000	73,000	90,000	0	0	0.0%
<i>Sub-Total</i>	<b>\$ 6,459,500</b>	<b>\$ 6,400,000</b>	<b>\$ 6,469,600</b>	<b>\$ 6,538,800</b>	<b>\$ 6,501,110</b>	<b>-0.6%</b>
<b>Fire</b>						
Salaries & Wages	\$ 3,753,000	\$ 3,760,700	\$ 3,816,801	\$ 3,743,000	\$ 3,797,400	1.5%
Other Expenses	242,500	260,500	269,000	263,000	287,810	9.4%
Uniform Fire Safety Act - Salaries & Wages	35,000	40,000	36,000	36,000	36,000	0.0%
Fire Hydrant Service	270,500	271,000	271,500	271,500	275,000	1.3%
<i>Sub-Total</i>	<b>\$ 4,301,000</b>	<b>\$ 4,332,200</b>	<b>\$ 4,393,301</b>	<b>\$ 4,313,500</b>	<b>\$ 4,396,210</b>	<b>1.9%</b>
<b>Emergency Management</b>						
Other Expenses	\$ 20,000	\$ 17,500	\$ 17,500	\$ 13,500	\$ 13,500	0.0%
<i>Sub-Total</i>	<b>\$ 20,000</b>	<b>\$ 17,500</b>	<b>\$ 17,500</b>	<b>\$ 13,500</b>	<b>\$ 13,500</b>	<b>0.0%</b>
<b>PUBLIC SAFETY TOTAL</b>	<b>\$ 10,780,500</b>	<b>\$ 10,749,700</b>	<b>\$ 10,880,401</b>	<b>\$ 10,865,800</b>	<b>\$ 10,910,820</b>	<b>0.4%</b>

# REVENUES & APPROPRIATIONS

## 5-YEAR HISTORICAL DATA

Adopted 2013	Adopted 2014	Adopted 2015	Adopted 2016	Proposed 2017	Annual % Change From 2016
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### Department of Community Services

#### Community Services Administration

Salaries & Wages	\$ 551,000	\$ 568,000	\$ 577,000	\$ 520,000	\$ 553,000	6.3%
Other Expenses	34,200	33,900	35,500	36,500	91,000	149.3%
Downtown Maintenance	6,000	8,600	8,600	8,800	8,500	-3.4%
<b>Sub-Total</b>	<b>\$ 591,200</b>	<b>\$ 610,500</b>	<b>\$ 621,100</b>	<b>\$ 565,300</b>	<b>\$ 652,500</b>	<b>15.4%</b>

#### Engineering

Salaries & Wages	\$ 274,000	\$ 286,000	\$ 299,100	\$ 342,000	\$ 346,000	1.2%
Other Expenses	38,500	38,400	33,800	26,150	26,850	2.7%
<b>Sub-Total</b>	<b>\$ 312,500</b>	<b>\$ 324,400</b>	<b>\$ 332,900</b>	<b>\$ 368,150</b>	<b>\$ 372,850</b>	<b>1.3%</b>

#### Roads Unit

Salaries & Wages	\$ 695,266	\$ 755,100	\$ 851,450	\$ 950,000	\$ 932,500	-1.8%
Other Expenses	354,000	366,500	374,500	284,000	287,200	1.1%
<b>Sub-Total</b>	<b>\$ 1,049,266</b>	<b>\$ 1,121,600</b>	<b>\$ 1,225,950</b>	<b>\$ 1,234,000</b>	<b>\$ 1,219,700</b>	<b>-1.2%</b>

#### Public Works Maintenance Unit

Salaries & Wages	\$ 444,477	\$ 452,800	\$ 486,225	\$ 525,000	\$ 351,000	-33.1%
Other Expenses	48,200	48,200	49,500	47,300	77,000	62.8%
<b>Sub-Total</b>	<b>\$ 492,677</b>	<b>\$ 501,000</b>	<b>\$ 535,725</b>	<b>\$ 572,300</b>	<b>\$ 428,000</b>	<b>-25.2%</b>

#### Garbage & Trash Unit

Salaries & Wages	\$ 686,200	\$ 682,600	\$ 715,000	\$ 745,000	\$ 709,000	-4.8%
Other Expenses	18,300	20,500	20,700	20,600	27,800	35.0%
<b>Sub-Total</b>	<b>\$ 704,500</b>	<b>\$ 703,100</b>	<b>\$ 735,700</b>	<b>\$ 765,600</b>	<b>\$ 736,800</b>	<b>-3.8%</b>

#### Recycling Unit

Salaries & Wages	\$ 69,000	\$ 69,000	\$ 72,000	\$ 75,000	\$ 75,000	0.0%
Other Expenses	151,600	155,800	214,100	239,400	240,500	0.5%
<b>Sub-Total</b>	<b>\$ 220,600</b>	<b>\$ 224,800</b>	<b>\$ 286,100</b>	<b>\$ 314,400</b>	<b>\$ 315,500</b>	<b>0.3%</b>

#### Transfer Station

Salaries & Wages	\$ 251,000	\$ 262,100	\$ 268,390	\$ 277,000	\$ 285,000	2.9%
Other Expenses	82,000	82,700	111,500	93,900	91,300	-2.8%
Disposal Charges	873,000	925,000	825,000	850,000	850,000	0.0%
<b>Sub-Total</b>	<b>\$ 1,206,000</b>	<b>\$ 1,269,800</b>	<b>\$ 1,204,890</b>	<b>\$ 1,220,900</b>	<b>\$ 1,226,300</b>	<b>0.4%</b>

#### Compost Area

Salaries & Wages	\$ 139,000	\$ 142,100	\$ 145,015	\$ 147,000	\$ 153,000	4.1%
Other Expenses	15,650	15,700	17,200	14,600	16,000	9.6%
<b>Sub-Total</b>	<b>\$ 154,650</b>	<b>\$ 157,800</b>	<b>\$ 162,215</b>	<b>\$ 161,600</b>	<b>\$ 169,000</b>	<b>4.6%</b>

## REVENUES & APPROPRIATIONS

## 5-YEAR HISTORICAL DATA

Adopted 2013	Adopted 2014	Adopted 2015	Adopted 2016	Proposed 2017	Annual % Change From 2016
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### Buildings & Grounds Unit

Salaries & Wages	\$ 76,600	\$ 62,000	\$ 0	\$ 0	\$ 254,500	100.0%
Other Expenses	200,750	210,150	199,200	215,750	154,200	-28.5%
<i>Sub-Total</i>	<b>\$ 277,350</b>	<b>\$ 272,150</b>	<b>\$ 199,200</b>	<b>\$ 215,750</b>	<b>\$ 408,700</b>	<b>89.4%</b>

### Fleet Maintenance Unit

Salaries & Wages	\$ 258,000	\$ 265,100	\$ 269,105	\$ 272,000	\$ 276,995	1.8%
Other Expenses	28,950	37,400	42,000	40,800	34,591	-15.2%
<i>Sub-Total</i>	<b>\$ 286,950</b>	<b>\$ 302,500</b>	<b>\$ 311,105</b>	<b>\$ 312,800</b>	<b>\$ 311,200</b>	<b>-0.5%</b>

### Shade Trees Unit

Salaries & Wages	\$ 523,000	\$ 575,000	\$ 593,300	\$ 611,000	\$ 587,000	-3.9%
Other Expenses	246,600	250,000	252,700	250,200	253,400	1.3%
<i>Sub-Total</i>	<b>\$ 769,600</b>	<b>\$ 825,000</b>	<b>\$ 846,000</b>	<b>\$ 861,200</b>	<b>\$ 840,400</b>	<b>-2.4%</b>

### Land Use

Salaries & Wages	\$ 11,000	\$ 12,000	\$ 13,900	\$ 11,500	\$ 11,500	0.0%
Other Expenses	87,200	85,750	111,800	132,050	137,150	3.9%
<i>Sub-Total</i>	<b>\$ 98,200</b>	<b>\$ 97,750</b>	<b>\$ 125,700</b>	<b>\$ 143,550</b>	<b>\$ 148,650</b>	<b>3.6%</b>

### Board of Adjustment

Salaries & Wages	\$ 18,700	\$ 18,700	\$ 0	\$ 0	\$ 0	0.0%
Other Expenses	2,350	2,350	21,000	24,200	29,950	23.8%
<i>Sub-Total</i>	<b>\$ 21,050</b>	<b>\$ 21,050</b>	<b>\$ 21,000</b>	<b>\$ 24,200</b>	<b>\$ 29,950</b>	<b>23.8%</b>

### Code Enforcement

Salaries & Wages	\$ 183,200	\$ 188,000	\$ 193,100	\$ 196,000	\$ 195,400.00	-0.3%
Other Expenses	1,750	2,250	2,250	2,750	3,250	18.2%
<i>Sub-Total</i>	<b>\$ 184,950</b>	<b>\$ 190,250</b>	<b>\$ 195,350</b>	<b>\$ 198,750</b>	<b>\$ 198,650</b>	<b>-0.1%</b>

### DEPARTMENT OF COMMUNITY SERVICES TOTAL

	\$ 6,369,493	\$ 6,621,700	\$ 6,802,935	\$ 6,958,500	\$ 7,058,200	1.4%
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# REVENUES & APPROPRIATIONS

## 5-YEAR HISTORICAL DATA

Adopted 2013	Adopted 2014	Adopted 2015	Adopted 2016	Proposed 2017	Annual % Change From 2016
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### Department of Community Programs

#### Community Programs

Salaries & Wages	\$ 465,000	\$ 472,000	\$ 488,000	\$ 531,918	\$ 592,100	11.3%
Other Expenses	32,900	32,900	47,200	61,200	67,200	9.8%
<b>Sub-Total</b>	<b>\$ 497,900</b>	<b>\$ 504,900</b>	<b>\$ 535,200</b>	<b>\$ 593,118</b>	<b>\$ 659,300</b>	<b>11.2%</b>

#### Golf Course

Salaries & Wages	\$ 112,500	\$ 116,500	\$ 121,500	\$ 127,000	\$ 127,500	0.4%
Other Expenses	48,820	48,820	58,500	58,500	59,500	1.7%
<b>Sub-Total</b>	<b>\$ 161,320</b>	<b>\$ 165,320</b>	<b>\$ 180,000</b>	<b>\$ 185,500</b>	<b>\$ 187,000</b>	<b>0.8%</b>

#### Family Aquatic Center

Salaries & Wages	\$ 146,000	\$ 146,000	\$ 146,000	\$ 151,000	\$ 156,000	3.3%
Other Expenses	92,000	95,500	103,200	109,200	112,200	2.7%
<b>Sub-Total</b>	<b>\$ 238,000</b>	<b>\$ 241,500</b>	<b>\$ 249,200</b>	<b>\$ 260,200</b>	<b>\$ 268,200</b>	<b>3.1%</b>

#### DEPARTMENT OF COMMUNITY PROGRAMS TOTAL

	\$ 897,220	\$ 911,720	\$ 964,400	\$ 1,038,818	\$ 1,114,500	7.3%
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### Board of Health

Salaries & Wages	\$ 217,500	\$ 224,000	\$ 229,100	\$ 231,000	\$ 235,000	1.7%
Other Expenses	73,590	76,152	77,600	85,600	85,600	0.0%
Dog Regulation	38,300	10,000	10,000	5,000	10,000	100.0%
Social Services - S.A.G.E.	34,000	34,000	34,100	34,587	35,105	1.5%
Prevention of Drug & Alcohol Abuse	7,890	7,890	7,890	7,890	7,890	0.0%
<b>Sub-Total</b>	<b>\$ 371,280</b>	<b>\$ 352,042</b>	<b>\$ 358,690</b>	<b>\$ 364,077</b>	<b>\$ 373,595</b>	<b>2.6%</b>

### Municipal Court

Salaries & Wages	\$ 350,000	\$ 355,000	\$ 370,000	\$ 304,000	\$ 307,000	1.0%
Other Expenses	21,525	19,725	19,800	19,800	19,800	0.0%
<b>Sub-Total</b>	<b>\$ 371,525</b>	<b>\$ 374,725</b>	<b>\$ 389,800</b>	<b>\$ 323,800</b>	<b>\$ 326,800</b>	<b>0.9%</b>

### Utilities

Electricity	\$ 301,000	\$ 320,000	\$ 356,800	\$ 372,000	\$ 372,000	0.0%
Street Lighting	170,000	170,000	166,800	153,000	153,000	0.0%
Telephone	200,000	215,000	219,300	220,000	200,000	-9.1%
Water	66,000	66,000	66,990	67,500	63,500	-5.9%
Fuel	432,000	435,000	412,000	375,000	373,000	-0.5%
<b>Sub-Total</b>	<b>\$ 1,169,000</b>	<b>\$ 1,206,000</b>	<b>\$ 1,221,890</b>	<b>\$ 1,187,500</b>	<b>\$ 1,161,500</b>	<b>-2.2%</b>

# REVENUES & APPROPRIATIONS

## 5-YEAR HISTORICAL DATA

Adopted 2013	Adopted 2014	Adopted 2015	Adopted 2016	Proposed 2017	Annual % Change From 2016
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### Insurance

General Liability	\$ 433,000	\$ 460,600	\$ 474,200	\$ 502,000	\$ 569,000	13.3%
Workers Compensation	658,000	648,000	648,700	648,000	525,000	-19.0%
Employee Group Health	2,919,280	2,728,900	2,654,400	2,615,000	2,620,000	0.2%
Unemployment Insurance	40,000	45,000	45,000	45,000	50,000	11.1%
Other Insurance	0	123,361	118,000	110,000	110,000	0.0%
<b>Sub-Total</b>	<b>\$ 4,050,280</b>	<b>\$ 4,005,861</b>	<b>\$ 3,940,300</b>	<b>\$ 3,920,000</b>	<b>\$ 3,874,000</b>	<b>-1.2%</b>

### Summary Details:

Salaries & Wages	\$ 16,446,343	\$ 16,755,700	\$ 17,080,396	\$ 17,320,686	\$ 17,485,350	1.0%
Other Expenses	9,783,943	9,852,383	9,965,533	9,953,027	10,027,715	0.8%
<b>Total Operations within "CAPS"</b>						
	<b>\$ 26,230,286</b>	<b>\$ 26,608,083</b>	<b>\$ 27,045,929</b>	<b>\$ 27,273,713</b>	<b>\$ 27,513,065</b>	<b>0.9%</b>

### Statutory Expenditures within "CAPS"

### Pensions/ Social Security

Public Employees Retirement System (PERS)	\$ 898,960	\$ 817,955	\$ 934,372	\$ 990,065	\$ 1,005,796	1.6%
Police Fire Retirement System (PFRS)	2,066,900	1,887,969	2,018,053	2,134,000	2,206,006	3.4%
Defined Contribution Retirement System (DCRP)	2,500	2,600	5,850	9,000	10,500	16.7%
Social Security	686,500	712,000	748,050	800,000	800,000	0.0%
<b>Sub-Total</b>	<b>\$ 3,654,860</b>	<b>\$ 3,420,524</b>	<b>\$ 3,706,325</b>	<b>\$ 3,933,065</b>	<b>\$ 4,022,302</b>	<b>2.3%</b>
<b>Total General Appropriations within "CAPS"</b>	<b>\$ 29,885,146</b>	<b>\$ 30,028,607</b>	<b>\$ 30,752,254</b>	<b>\$ 31,206,778</b>	<b>\$ 31,535,367</b>	<b>1.1%</b>

### GENERAL APPROPRIATIONS

### OPERATIONS & DEBT SERVICE EXCLUDED FROM "CAPS"

### Maintenance of Free Public Library

Salaries & Wages	\$ 1,312,786	\$ 1,451,205	\$ 1,490,000	\$ 1,518,000	\$ 1,551,000	2.2%
Other Expenses	972,891	796,230	838,031	876,420	899,334	2.6%
<b>Sub-Total</b>	<b>\$ 2,285,677</b>	<b>\$ 2,247,435</b>	<b>\$ 2,328,031</b>	<b>\$ 2,394,420</b>	<b>\$ 2,450,334</b>	<b>2.3%</b>

### Grants Appropriations - Offset by Revenues

Grants	\$ 1,079,280	\$ 63,496	\$ 52,350	\$ 202,361	\$ 81,959	-59.5%
<b>Sub-Total</b>	<b>\$ 1,079,280</b>	<b>\$ 63,496</b>	<b>\$ 52,350</b>	<b>\$ 202,361</b>	<b>\$ 81,959</b>	<b>-59.5%</b>

# REVENUES & APPROPRIATIONS

## 5-YEAR HISTORICAL DATA

Adopted 2013	Adopted 2014	Adopted 2015	Adopted 2016	Proposed 2017	Annual % Change From 2016
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### Interlocal Agreements

Joint Meeting - NPSM Emergency Dispatch Center	\$ 0	\$ 180,000	\$ 589,882	\$ 879,950	\$ 895,400	1.8%
<b>Sub-Total</b>	<b>\$ 0</b>	<b>\$ 180,000</b>	<b>\$ 589,882</b>	<b>\$ 879,950</b>	<b>\$ 895,400</b>	<b>1.8%</b>

### Capital Improvements

Capital Improvement Fund	\$ 350,000	\$ 325,000	\$ 325,000	\$ 325,000	\$ 300,000	-7.7%
<b>Sub-Total</b>	<b>\$ 350,000</b>	<b>\$ 325,000</b>	<b>\$ 325,000</b>	<b>\$ 325,000</b>	<b>\$ 300,000</b>	<b>-7.7%</b>

### Municipal Debt Service

Bond Principal	\$ 1,986,000	\$ 1,796,000	\$ 2,168,000	\$ 2,260,000	\$ 2,965,000	31.2%
Bond Anticipation Notes Principal	316,800	302,300	302,300	288,500	0	-100.0%
Interest on Bonds	489,938	508,390	511,594	597,113	637,537	6.8%
Interest on Bond Anticipation Notes	31,592	403,164	52,000	47,655	0	-100.0%
Downtown Business Improvement Loan	33,300	33,300	33,300	33,300	33,800	1.5%
<b>Sub-Total</b>	<b>\$ 2,857,630</b>	<b>\$ 3,043,154</b>	<b>\$ 3,067,194</b>	<b>\$ 3,226,568</b>	<b>\$ 3,636,337</b>	<b>12.7%</b>

### School Debt Service

Bond Principal	\$ 3,475,000	\$ 3,200,000	\$ 3,340,000	\$ 3,345,000	\$ 3,940,000	17.8%
Bond Anticipation Notes Principal	0	0	847,000	667,000	0	-100.0%
Interest on Bonds	1,438,775	1,318,057	1,098,794	1,353,753	1,310,948	-3.2%
Interest on Bond Anticipation Notes	26,925	189,000	65,000	90,380	14,181	-84.3%
<b>Sub-Total</b>	<b>\$ 4,940,700</b>	<b>\$ 4,707,057</b>	<b>\$ 5,350,794</b>	<b>\$ 5,456,133</b>	<b>\$ 5,265,129</b>	<b>-3.5%</b>

### Deferred Charges & Reserves

Prospective Assessments Canceled	\$ 74,000	\$ 74,000	\$ 37,000	\$ 0	\$ 0	0.0%
Deferred Charges (Capital Expenses Unfunded)	50,000	75,000	100,000	0	100,000	100.0%
Reserve for Tax Appeals	250,000	200,000	200,000	350,000	325,000	-7.1%
Reserve for Salary Adjustments	0	0	0	95,000	200,000	110.5%
<b>Sub-Total</b>	<b>\$ 374,000</b>	<b>\$ 349,000</b>	<b>\$ 337,000</b>	<b>\$ 445,000</b>	<b>\$ 625,000</b>	<b>40.4%</b>

**Total General Appropriations excluded from "CAPS" Sub-Total**      \$ 11,887,287      \$ 10,915,142      \$ 12,050,251      \$ 12,929,432      \$ 13,254,159      2.5%

**Reserve for Uncollected Taxes**      \$ 6,300,000      \$ 6,300,000      \$ 6,300,000      \$ 5,184,281      \$ 5,217,372      0.6%

**TOTAL GENERAL APPROPRIATIONS**      \$ 48,072,433      \$ 47,243,749      \$ 49,102,505      \$ 49,320,492      \$ 50,006,897      1.4%

# REVENUES & APPROPRIATIONS

## 5-YEAR PROJECTIONS

	Adopted Budget 2016	Realized YTD through 12/31/16	Anticipated 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022	Annual Average % Change
<b>General Revenues</b>									
<b>Fund Balance</b>									
Fund Balance (Surplus)	\$ 7,100,000	\$ 7,100,000	\$ 7,100,000	\$ 6,958,000	\$ 6,818,840	\$ 6,682,463	\$ 6,548,814	\$ 6,417,838	-2.00%
<b>TOTAL FUND BALANCE</b>									
<b>Local Revenue</b>									
ABC Licenses	\$ 40,000	\$ 40,158	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	0.00%
Other Licenses	66,000	71,144	66,000	66,660	67,327	68,000	68,680	69,367	1.00%
Municipal Court	475,000	392,387	392,000	395,920	399,879	403,878	407,917	411,996	1.00%
Interest & Costs on Taxes	175,000	179,782	175,000	176,750	178,518	180,303	182,106	183,927	1.00%
Interest on Investments	61,000	72,914	68,000	68,680	69,367	70,060	70,761	71,469	1.00%
Old Town Hall Rent	33,500	33,546	33,500	33,835	34,173	34,515	34,860	35,209	1.00%
Community Services Fees	132,000	118,805	118,000	119,180	120,372	121,576	122,791	124,019	1.00%
Drainage & Grading Fees	20,000	30,000	28,000	28,280	28,563	28,848	29,137	29,428	1.00%
Briant Park - Emergency Services	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	0.00%
Health Fees	170,000	173,421	170,000	171,700	173,417	175,151	176,903	178,672	1.00%
Zoning Board Fees	30,000	30,226	30,000	30,300	30,603	30,909	31,218	31,530	1.00%
Municipal Golf Course Fees	205,000	206,954	205,000	207,050	209,121	211,212	213,324	215,457	1.00%
Family Aquatic Center Fees	450,000	509,768	505,000	510,050	515,151	520,302	525,505	530,760	1.00%
Cable TV Franchise Fees (Verizon)	210,000	210,869	218,000	220,180	222,382	224,606	226,852	229,120	1.00%
Cable TV Franchise Fees (Comcast)	130,000	130,927	128,000	128,000	128,000	128,000	128,000	128,000	0.00%
Sale of Recyclable Materials	77,000	74,032	74,000	74,000	74,000	74,000	74,000	74,000	0.00%
Police Off-Duty Administration Fees	110,000	110,385	110,000	111,100	112,211	113,333	114,466	115,611	1.00%
Hotel/Motel Occupancy Fees	160,000	169,127	160,000	161,600	163,216	164,848	166,497	168,162	1.00%
Utility Income Cell Tower	0	0	30,000	30,300	30,603	30,909	31,218	31,530	1.00%
<b>TOTAL LOCAL REVENUE</b>									
	<b>\$ 2,556,500</b>	<b>\$ 2,566,446</b>	<b>\$ 2,562,500</b>	<b>\$ 2,585,585</b>	<b>\$ 2,608,901</b>	<b>\$ 2,632,450</b>	<b>\$ 2,656,234</b>	<b>\$ 2,680,257</b>	<b>0.90%</b>
<b>State Aid</b>									
School Debt Service Aid	\$ 545,000	\$ 545,000	\$ 528,000	\$ 528,000	\$ 528,000	\$ 528,000	\$ 528,000	\$ 528,000	0.00%
Energy Receipts Tax	3,023,257	3,023,257	3,023,257	3,023,257	3,023,257	3,023,257	3,023,257	3,023,257	0.00%
<b>TOTAL STATE AID</b>									
	<b>\$ 3,568,257</b>	<b>\$ 3,568,257</b>	<b>\$ 3,551,257</b>	<b>0.00%</b>					
<b>Grants</b>									
Grants	\$ 202,361	\$ 622,015	\$ 81,959	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
<b>TOTAL GRANT REVENUES</b>									
	<b>\$ 202,361</b>	<b>\$ 622,015</b>	<b>\$ 81,959</b>	<b>\$ 0</b>	<b>0.00%</b>				

## REVENUES & APPROPRIATIONS

## 5-YEAR PROJECTIONS

	Adopted Budget 2016	Realized YTD through 12/31/16	Anticipated 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022	Annual Avg. % Change
<b><u>Enterprise Funds/ Contributions</u></b>									
Summit Housing P.I.L.O.T.	\$ 50,000	\$ 50,000	\$ 52,000	\$ 52,000	\$ 52,000	\$ 52,000	\$ 52,000	\$ 52,000	0.00%
Parking Share of Debt Services	210,684	210,684	421,307	421,307	421,307	421,307	421,307	421,307	0.00%
Parking Share of Various Services	201,100	201,100	250,000	250,000	250,000	250,000	250,000	250,000	0.00%
Parking Share of Pension Costs	48,900	48,900	55,000	55,000	55,000	55,000	55,000	55,000	0.00%
Parking Utility Contribution	450,000	450,000	500,000	500,000	500,000	500,000	500,000	500,000	0.00%
Sewer Share Of Pension Costs	30,000	30,000	35,105	35,105	35,105	35,105	35,105	35,105	0.00%
Sewer Share of Various Services	112,000	112,000	115,000	115,000	115,000	115,000	115,000	115,000	0.00%
Sewer Utility Contribution	225,000	225,000	240,000	240,000	240,000	240,000	240,000	240,000	0.00%
U.C.C. Share of Pension Costs	26,000	26,000	46,700	46,700	46,700	46,700	46,700	46,700	0.00%
General Capital Surplus	450,000	450,000	475,000	475,000	475,000	475,000	475,000	475,000	0.00%
SDI Share of Debt Service	29,700	29,700	29,500	29,500	29,500	29,500	29,500	29,500	0.00%
Uniform Safety Act	38,000	38,000	40,000	40,000	40,000	40,000	40,000	40,000	0.00%
Reserve for Municipal Debt Service	250,000	250,000	550,000	550,000	550,000	550,000	550,000	550,000	0.00%
Reserve for School Debt Service	667,000	667,000	450,000	450,000	450,000	450,000	450,000	450,000	0.00%
<b>TOTAL ENTERPRISE FUNDS/CONTRIBUTIONS</b>	<b>\$ 2,788,384</b>	<b>\$ 2,788,384</b>	<b>\$ 3,259,612</b>	<b>0.00%</b>					
<b><u>Prior Year Tax Receipts</u></b>									
<b>TOTAL PRIOR YEAR TAX RECEIPTS</b>	<b>\$ 475,000</b>	<b>\$ 475,000</b>	<b>\$ 500,000</b>	<b>0.00%</b>					
<b>General Revenues Sub-Total</b>	<b>\$ 16,690,502</b>	<b>\$ 17,120,102</b>	<b>\$ 17,055,328</b>	<b>\$ 16,854,454</b>	<b>\$ 16,738,610</b>	<b>\$ 16,625,782</b>	<b>\$ 16,515,917</b>	<b>\$ 16,408,963</b>	<b>-0.77%</b>
<i>Amount To Be Raised By Taxes (Municipal Tax Levy)</i>	\$ 25,991,438	\$ 25,991,438	\$ 26,214,106	\$ 26,476,247	\$ 26,741,010	\$ 27,008,420	\$ 27,278,504	\$ 27,551,289	1.00%
<i>Local School District Obligation to City (School District Levy)</i>	4,244,133	4,244,133	4,287,129	4,372,872	4,460,329	4,549,536	4,640,526	4,733,337	2.00%
<i>Amount to Be Raised By Taxes (Library Tax Levy)</i>	2,394,420	2,394,420	2,450,334	2,474,837	2,499,586	2,524,582	2,549,827	2,575,326	1.00%
<b>TAX LEVY TOTAL</b>	<b>\$ 32,629,991</b>	<b>\$ 32,629,991</b>	<b>\$ 32,951,569</b>	<b>\$ 33,323,956</b>	<b>\$ 33,700,924</b>	<b>\$ 34,082,537</b>	<b>\$ 34,468,858</b>	<b>\$ 34,859,952</b>	<b>1.13%</b>
<b>TOTAL GENERAL REVENUES</b>	<b>\$ 49,320,492</b>	<b>\$ 49,750,093</b>	<b>\$ 50,006,897</b>	<b>\$ 50,178,410</b>	<b>\$ 50,439,535</b>	<b>\$ 50,708,318</b>	<b>\$ 50,984,775</b>	<b>\$ 51,268,916</b>	<b>0.50%</b>

# REVENUES & APPROPRIATIONS

## 5-YEAR PROJECTIONS

### GENERAL APPROPRIATIONS

#### OPERATIONS WITHIN "CAPS"

	Adopted 2016	Final w/ Transfers 2016 12/31/2016	Proposed 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022	Annual Average % Change
<b>General Government</b>									
<b>Administrative &amp; Executive</b>									
Salaries & Wages	\$ 342,627	\$ 342,627	\$ 351,100	\$ 356,367	\$ 361,712	\$ 367,138	\$ 372,645	\$ 378,234	1.50%
Other Expenses	51,850	48,900	74,800	76,296	77,822	79,378	80,966	82,585	2.00%
<b>Sub-Total</b>	<b>\$ 394,477</b>	<b>\$ 391,527</b>	<b>\$ 425,900</b>	<b>\$ 432,663</b>	<b>\$ 439,534</b>	<b>\$ 446,516</b>	<b>\$ 453,611</b>	<b>\$ 460,820</b>	<b>1.59%</b>
<b>Employee Assistance Program</b>									
Other Expenses	\$ 5,600	\$ 5,600	\$ 5,600	\$ 5,712	\$ 5,826	\$ 5,943	\$ 6,062	\$ 6,183	2.00%
<b>Sub-Total</b>	<b>\$ 5,600</b>	<b>\$ 5,600</b>	<b>\$ 5,600</b>	<b>\$ 5,712</b>	<b>\$ 5,826</b>	<b>\$ 5,943</b>	<b>\$ 6,062</b>	<b>\$ 6,183</b>	<b>2.00%</b>
<b>Postage</b>									
Other Expenses	\$ 50,000	\$ 50,000	\$ 57,200	\$ 58,344	\$ 59,511	\$ 60,701	\$ 61,915	\$ 63,153	2.00%
<b>Sub-Total</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 57,200</b>	<b>\$ 58,344</b>	<b>\$ 59,511</b>	<b>\$ 60,701</b>	<b>\$ 61,915</b>	<b>\$ 63,153</b>	<b>2.00%</b>
<b>Physical Examinations - Municipal Employees</b>									
Other Expenses	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,600	\$ 31,212	\$ 31,836	\$ 32,473	\$ 33,122	2.00%
<b>Sub-Total</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,600</b>	<b>\$ 31,212</b>	<b>\$ 31,836</b>	<b>\$ 32,473</b>	<b>\$ 33,122</b>	<b>2.00%</b>
<b>Technology - Other Expenses</b>									
Other Expenses	\$ 236,500	\$ 236,500	\$ 233,300	\$ 237,966	\$ 242,725	\$ 247,580	\$ 252,531	\$ 257,582	2.00%
<b>Sub-Total</b>	<b>\$ 236,500</b>	<b>\$ 236,500</b>	<b>\$ 233,300</b>	<b>\$ 237,966</b>	<b>\$ 242,725</b>	<b>\$ 247,580</b>	<b>\$ 252,531</b>	<b>\$ 257,582</b>	<b>2.00%</b>
<b>HomeTowne TV Service Agreement</b>									
Other Expenses	\$ 82,500	\$ 85,450	\$ 86,700	\$ 88,434	\$ 90,203	\$ 92,007	\$ 93,847	\$ 95,724	2.00%
<b>Sub-Total</b>	<b>\$ 82,500</b>	<b>\$ 85,450</b>	<b>\$ 86,700</b>	<b>\$ 88,434</b>	<b>\$ 90,203</b>	<b>\$ 92,007</b>	<b>\$ 93,847</b>	<b>\$ 95,724</b>	<b>2.00%</b>
<b>Clerk's Office</b>									
Salaries & Wages	\$ 272,000	\$ 272,000	\$ 284,000	\$ 288,260	\$ 292,584	\$ 296,973	\$ 301,427	\$ 305,949	1.50%
Other Expenses	116,000	115,900	122,600	125,052	127,553	130,104	132,706	135,360	2.00%
Codification of Ordinances	8,200	8,300	10,000	10,200	10,404	10,612	10,824	11,041	2.00%
<b>Sub-Total</b>	<b>\$ 396,200</b>	<b>\$ 396,200</b>	<b>\$ 416,600</b>	<b>\$ 423,512</b>	<b>\$ 430,541</b>	<b>\$ 437,689</b>	<b>\$ 444,958</b>	<b>\$ 452,350</b>	<b>1.66%</b>
<b>Legal Services</b>									
Municipal Prosecutor - Salaries & Wages	\$ 34,641	\$ 34,641	\$ 34,650	\$ 35,170	\$ 35,697	\$ 36,233	\$ 36,776	\$ 37,328	1.50%
Other Expenses - Legal Professional Contracts	220,000	220,000	220,000	224,400	228,888	233,466	238,135	242,898	2.00%
Public Defender	8,500	8,500	8,500	8,670	8,843	9,020	9,201	9,385	2.00%
<b>Sub-Total</b>	<b>\$ 263,141</b>	<b>\$ 263,141</b>	<b>\$ 263,150</b>	<b>\$ 268,240</b>	<b>\$ 273,429</b>	<b>\$ 278,719</b>	<b>\$ 284,112</b>	<b>\$ 289,610</b>	<b>1.93%</b>
<b>GENERAL GOVERNMENT TOTAL</b>									
	<b>\$ 1,458,418</b>	<b>\$ 1,458,418</b>	<b>\$ 1,518,450</b>	<b>\$ 1,545,470</b>	<b>\$ 1,572,981</b>	<b>\$ 1,600,990</b>	<b>\$ 1,629,508</b>	<b>\$ 1,658,544</b>	<b>1.78%</b>

# REVENUES & APPROPRIATIONS

## 5-YEAR PROJECTIONS

	Adopted 2016	Final w/ Transfers 2016 (As of 12/31/2016)	Proposed 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022	Annual Average % Change
<b>Department of Finance</b>									
Financial Administration									
Salaries & Wages	\$ 306,000	\$ 306,000	\$ 310,000	\$ 314,650	\$ 319,370	\$ 324,160	\$ 329,023	\$ 333,958	1.50%
Other Expenses	96,000	96,000	87,600	89,352	91,139	92,962	94,821	96,717	2.00%
Sub-Total	<b>\$ 402,000</b>	<b>\$ 402,000</b>	<b>\$ 397,600</b>	<b>\$ 404,002</b>	<b>\$ 410,509</b>	<b>\$ 417,122</b>	<b>\$ 423,844</b>	<b>\$ 430,676</b>	<b>1.61%</b>
Audit Services									
Other Expenses	\$ 35,000	\$ 35,000	\$ 40,000	\$ 40,800	\$ 41,616	\$ 42,448	\$ 43,297	\$ 44,163	2.00%
Sub-Total	<b>\$ 35,000</b>	<b>\$ 35,000</b>	<b>\$ 40,000</b>	<b>\$ 40,800</b>	<b>\$ 41,616</b>	<b>\$ 42,448</b>	<b>\$ 43,297</b>	<b>\$ 44,163</b>	<b>2.00%</b>
Contingent									
Other Expenses	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,530	\$ 1,561	\$ 1,592	\$ 1,624	\$ 1,656	2.00%
Sub-Total	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>\$ 1,530</b>	<b>\$ 1,561</b>	<b>\$ 1,592</b>	<b>\$ 1,624</b>	<b>\$ 1,656</b>	<b>2.00%</b>
Tax Collection									
Salaries & Wages	\$ 142,700	\$ 142,700	\$ 149,500	\$ 151,743	\$ 154,019	\$ 156,329	\$ 158,674	\$ 161,054	1.50%
Other Expenses	22,200	22,200	19,800	20,196	20,600	21,012	21,432	21,861	2.00%
Sub-Total	<b>\$ 164,900</b>	<b>\$ 164,900</b>	<b>\$ 169,300</b>	<b>\$ 171,939</b>	<b>\$ 174,619</b>	<b>\$ 177,341</b>	<b>\$ 180,106</b>	<b>\$ 182,915</b>	<b>1.56%</b>
Tax Assessment									
Salaries & Wages	\$ 220,000	\$ 220,000	\$ 222,400	\$ 225,736	\$ 229,122	\$ 232,559	\$ 236,047	\$ 239,588	1.50%
Other Expenses	333,400	333,400	344,400	351,288	358,314	365,480	372,790	380,245	2.00%
Sub-Total	<b>\$ 553,400</b>	<b>\$ 553,400</b>	<b>\$ 566,800</b>	<b>\$ 577,024</b>	<b>\$ 587,436</b>	<b>\$ 598,039</b>	<b>\$ 608,837</b>	<b>\$ 619,833</b>	<b>1.80%</b>
<b>FINANCE DEPARTMENT TOTAL</b>	<b>\$ 1,156,800</b>	<b>\$ 1,156,800</b>	<b>\$ 1,175,200</b>	<b>\$ 1,195,295</b>	<b>\$ 1,215,740</b>	<b>\$ 1,236,542</b>	<b>\$ 1,257,708</b>	<b>\$ 1,279,243</b>	<b>1.71%</b>
<b>Public Safety</b>									
Police									
Salaries & Wages	\$ 5,984,000	\$ 5,937,600	\$ 5,916,000	\$ 6,004,740	\$ 6,094,811	\$ 6,186,233	\$ 6,279,027	\$ 6,373,212	1.50%
Other Expenses	329,000	320,900	344,810	351,706	358,740	365,915	373,233	380,698	2.00%
Crossing Guards - Salaries & Wages	223,300	231,400	236,300	236,300	236,300	236,300	236,300	236,300	0.00%
Crossing Guards - Other Expenses	2,500	5,500	4,000	4,080	4,162	4,245	4,330	4,416	2.00%
Police Vehicles	0	50,000	0	0	0	0	0	0	0.00%
Sub-Total	<b>\$ 6,538,800</b>	<b>\$ 6,545,400</b>	<b>\$ 6,501,110</b>	<b>\$ 6,596,826</b>	<b>\$ 6,694,013</b>	<b>\$ 6,792,693</b>	<b>\$ 6,892,890</b>	<b>\$ 6,994,627</b>	<b>1.47%</b>
Fire									
Salaries & Wages	\$ 3,743,000	\$ 3,743,000	\$ 3,797,400	\$ 3,873,348	\$ 3,950,815	\$ 4,029,831	\$ 4,110,428	\$ 4,192,636	2.00%
Other Expenses	263,000	263,000	287,810	293,566	299,438	305,426	311,535	317,765	2.00%
Uniform Fire Safety Act - Salaries & Wages	36,000	36,000	36,000	36,540	37,088	37,644	38,209	38,782	1.50%
Fire Hydrant Service	271,500	271,500	275,000	280,500	286,110	291,832	297,669	303,622	2.00%
Sub-Total	<b>\$ 4,313,500</b>	<b>\$ 4,313,500</b>	<b>\$ 4,396,210</b>	<b>\$ 4,483,954</b>	<b>\$ 4,573,451</b>	<b>\$ 4,664,734</b>	<b>\$ 4,757,841</b>	<b>\$ 4,852,806</b>	<b>2.00%</b>
Emergency Management									
Other Expenses	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,770	\$ 14,045	\$ 14,326	\$ 14,613	\$ 14,905	2.00%
Sub-Total	<b>\$ 13,500</b>	<b>\$ 13,500</b>	<b>\$ 13,500</b>	<b>\$ 13,770</b>	<b>\$ 14,045</b>	<b>\$ 14,326</b>	<b>\$ 14,613</b>	<b>\$ 14,905</b>	<b>2.00%</b>
<b>PUBLIC SAFETY TOTAL</b>	<b>\$ 10,865,800</b>	<b>\$ 10,872,400</b>	<b>\$ 10,910,820</b>	<b>\$ 11,094,550</b>	<b>\$ 11,281,509</b>	<b>\$ 11,471,754</b>	<b>\$ 11,665,343</b>	<b>\$ 11,862,338</b>	<b>1.82%</b>

# REVENUES & APPROPRIATIONS

## 5-YEAR PROJECTIONS

	Adopted 2016	Final w/ Transfers 2016 (As of 12/31/2016)	Proposed 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022	Annual Average % Change
<b>Department of Community Services</b>									
Community Services Administration									
Salaries & Wages	\$ 520,000	\$ 520,000	\$ 553,000	\$ 561,295	\$ 569,714	\$ 578,260	\$ 586,934	\$ 595,738	1.50%
Other Expenses	36,500	36,500	91,000	92,820	94,676	96,570	98,501	100,471	2.00%
Downtown Maintenance	8,800	8,800	8,500	8,670	8,843	9,020	9,201	9,385	2.00%
Sub-Total	<b>\$ 565,300</b>	<b>\$ 565,300</b>	<b>\$ 652,500</b>	<b>\$ 662,785</b>	<b>\$ 673,234</b>	<b>\$ 683,850</b>	<b>\$ 694,636</b>	<b>\$ 705,594</b>	<b>1.58%</b>
Engineering									
Salaries & Wages	\$ 342,000	\$ 342,000	\$ 346,000	\$ 351,190	\$ 356,458	\$ 361,805	\$ 367,232	\$ 372,740	1.50%
Other Expenses	26,150	26,150	26,850	27,387	27,935	28,493	29,063	29,645	2.00%
Sub-Total	<b>\$ 368,150</b>	<b>\$ 368,150</b>	<b>\$ 372,850</b>	<b>\$ 378,577</b>	<b>\$ 384,393</b>	<b>\$ 390,298</b>	<b>\$ 396,295</b>	<b>\$ 402,385</b>	<b>1.54%</b>
Roads Unit									
Salaries & Wages	\$ 950,000	\$ 918,650	\$ 932,500	\$ 946,488	\$ 960,685	\$ 975,095	\$ 989,722	\$ 1,004,567	1.50%
Other Expenses	284,000	279,000	287,200	292,944	298,803	304,779	310,875	317,092	2.00%
Sub-Total	<b>\$ 1,234,000</b>	<b>\$ 1,197,650</b>	<b>\$ 1,219,700</b>	<b>\$ 1,239,432</b>	<b>\$ 1,259,488</b>	<b>\$ 1,279,874</b>	<b>\$ 1,300,596</b>	<b>\$ 1,321,659</b>	<b>1.62%</b>
Public Works Maintenance Unit									
Salaries & Wages	\$ 525,000	\$ 598,600	\$ 351,000	\$ 356,265	\$ 361,609	\$ 367,033	\$ 372,539	\$ 378,127	1.50%
Other Expenses	47,300	47,300	77,000	78,540	80,111	81,713	83,347	85,014	2.00%
Sub-Total	<b>\$ 572,300</b>	<b>\$ 645,900</b>	<b>\$ 428,000</b>	<b>\$ 434,805</b>	<b>\$ 441,720</b>	<b>\$ 448,746</b>	<b>\$ 455,886</b>	<b>\$ 463,141</b>	<b>1.59%</b>
Garbage & Trash Unit									
Salaries & Wages	\$ 745,000	\$ 714,150	\$ 709,000	\$ 719,635	\$ 730,430	\$ 741,386	\$ 752,507	\$ 763,794	1.50%
Other Expenses	20,600	24,600	27,800	28,356	28,923	29,502	30,092	30,693	2.00%
Sub-Total	<b>\$ 765,600</b>	<b>\$ 738,750</b>	<b>\$ 736,800</b>	<b>\$ 747,991</b>	<b>\$ 759,353</b>	<b>\$ 770,888</b>	<b>\$ 782,598</b>	<b>\$ 794,488</b>	<b>1.52%</b>
Recycling Unit									
Salaries & Wages	\$ 75,000	\$ 75,000	\$ 75,000	\$ 76,125	\$ 77,267	\$ 78,426	\$ 79,602	\$ 80,796	1.50%
Other Expenses	239,400	246,200	240,500	245,310	250,216	255,221	260,325	265,531	2.00%
Sub-Total	<b>\$ 314,400</b>	<b>\$ 321,200</b>	<b>\$ 315,500</b>	<b>\$ 321,435</b>	<b>\$ 327,483</b>	<b>\$ 333,646</b>	<b>\$ 339,927</b>	<b>\$ 346,328</b>	<b>1.88%</b>
Transfer Station									
Salaries & Wages	\$ 277,000	\$ 312,300	\$ 285,000	\$ 289,275	\$ 293,614	\$ 298,018	\$ 302,489	\$ 307,026	1.50%
Other Expenses	93,900	96,450	91,300	93,126	94,989	96,888	98,826	100,803	2.00%
Disposal Charges	850,000	810,000	850,000	867,000	884,340	902,027	920,067	938,469	2.00%
Sub-Total	<b>\$ 1,220,900</b>	<b>\$ 1,218,750</b>	<b>\$ 1,226,300</b>	<b>\$ 1,249,401</b>	<b>\$ 979,329</b>	<b>\$ 998,915</b>	<b>\$ 1,018,893</b>	<b>\$ 1,039,271</b>	<b>2.00%</b>
Compost Area									
Salaries & Wages	\$ 147,000	\$ 152,700	\$ 153,000	\$ 155,295	\$ 157,624	\$ 159,989	\$ 162,389	\$ 164,824	1.50%
Other Expenses	14,600	21,600	16,000	16,320	16,646	16,979	17,319	17,665	2.00%
Sub-Total	<b>\$ 161,600</b>	<b>\$ 174,300</b>	<b>\$ 169,000</b>	<b>\$ 171,615</b>	<b>\$ 174,271</b>	<b>\$ 176,968</b>	<b>\$ 179,708</b>	<b>\$ 182,490</b>	<b>1.55%</b>

# REVENUES & APPROPRIATIONS

## 5-YEAR PROJECTIONS

	Adopted 2016	Final w/ Transfers 2016 (As of 12/31/2016)	Proposed 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022	Annual Average % Change
<b>Buildings &amp; Grounds Unit</b>									
Salaries & Wages	\$ 0	\$ 0	\$ 254,500	\$ 258,318	\$ 262,192	\$ 266,125	\$ 270,117	\$ 274,169	1.50%
Other Expenses	215,750	233,750	154,200	156,513	158,861	161,244	163,662	166,117	1.50%
<b>Sub-Total</b>	<b>\$ 215,750</b>	<b>\$ 233,750</b>	<b>\$ 408,700</b>	<b>\$ 414,831</b>	<b>\$ 421,053</b>	<b>\$ 427,369</b>	<b>\$ 433,779</b>	<b>\$ 440,286</b>	<b>1.50%</b>
<b>Fleet Maintenance Unit</b>									
Salaries & Wages	\$ 272,000	\$ 277,000	\$ 269,000	\$ 273,035	\$ 277,131	\$ 281,287	\$ 285,507	\$ 289,789	1.50%
Other Expenses	40,800	43,800	42,200	43,044	43,905	44,783	45,679	46,592	2.00%
<b>Sub-Total</b>	<b>\$ 312,800</b>	<b>\$ 320,800</b>	<b>\$ 311,200</b>	<b>\$ 316,079</b>	<b>\$ 321,035</b>	<b>\$ 326,070</b>	<b>\$ 331,185</b>	<b>\$ 336,382</b>	<b>1.57%</b>
<b>Shade Trees Unit</b>									
Salaries & Wages	\$ 611,000	\$ 596,500	\$ 587,000	\$ 595,805	\$ 604,742	\$ 613,813	\$ 623,020	\$ 632,366	1.50%
Other Expenses	250,200	258,700	253,400	258,468	263,637	268,910	274,288	279,774	2.00%
<b>Sub-Total</b>	<b>\$ 861,200</b>	<b>\$ 855,200</b>	<b>\$ 840,400</b>	<b>\$ 854,273</b>	<b>\$ 868,379</b>	<b>\$ 882,723</b>	<b>\$ 897,309</b>	<b>\$ 912,140</b>	<b>1.65%</b>
<b>Land Use</b>									
Salaries & Wages	\$ 11,500	\$ 11,550	\$ 11,500	\$ 11,673	\$ 11,848	\$ 12,025	\$ 12,206	\$ 12,389	1.50%
Other Expenses	132,050	123,050	137,150	139,893	142,691	145,545	148,456	151,425	2.00%
<b>Sub-Total</b>	<b>\$ 143,550</b>	<b>\$ 134,600</b>	<b>\$ 148,650</b>	<b>\$ 151,566</b>	<b>\$ 154,538</b>	<b>\$ 157,570</b>	<b>\$ 160,661</b>	<b>\$ 163,813</b>	<b>1.96%</b>
<b>Board of Adjustment</b>									
Salaries & Wages	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
Other Expenses	24,200	30,200	29,950	30,549	31,160	31,783	32,419	33,067	2.00%
<b>Sub-Total</b>	<b>\$ 24,200</b>	<b>\$ 30,200</b>	<b>\$ 29,950</b>	<b>\$ 30,549</b>	<b>\$ 31,160</b>	<b>\$ 31,783</b>	<b>\$ 32,419</b>	<b>\$ 33,067</b>	<b>2.00%</b>
<b>Code Enforcement</b>									
Salaries & Wages	\$ 196,000	\$ 196,000	\$ 195,400	\$ 198,331	\$ 201,306	\$ 204,326	\$ 207,390	\$ 210,501	1.50%
Other Expenses	2,750	5,750	3,250	3,315	3,381	3,449	3,518	3,588	2.00%
<b>Sub-Total</b>	<b>\$ 198,750</b>	<b>\$ 201,750</b>	<b>\$ 198,650</b>	<b>\$ 201,646</b>	<b>\$ 204,687</b>	<b>\$ 207,774</b>	<b>\$ 210,908</b>	<b>\$ 214,090</b>	<b>1.51%</b>
<b>DEPARTMENT OF COMMUNITY SERVICES TOTAL</b>									
	<b>\$ 6,958,500</b>	<b>\$ 7,006,300</b>	<b>\$ 7,058,200</b>	<b>\$ 7,174,984</b>	<b>\$ 7,000,123</b>	<b>\$ 7,116,476</b>	<b>\$ 7,234,801</b>	<b>\$ 7,355,133</b>	<b>0.84%</b>
<b>Department of Community Programs</b>									
<b>Community Programs</b>									
Salaries & Wages	\$ 531,918	\$ 536,218	\$ 592,100	\$ 600,982	\$ 609,996	\$ 619,146	\$ 628,433	\$ 637,860	1.50%
Other Expenses	61,200	61,200	67,200	68,544	69,915	71,313	72,739	74,194	2.00%
<b>Sub-Total</b>	<b>\$ 593,118</b>	<b>\$ 597,418</b>	<b>\$ 659,300</b>	<b>\$ 669,526</b>	<b>\$ 679,911</b>	<b>\$ 690,459</b>	<b>\$ 701,173</b>	<b>\$ 712,054</b>	<b>1.55%</b>
<b>Golf Course</b>									
Salaries & Wages	\$ 127,000	\$ 127,000	\$ 127,500	\$ 129,413	\$ 131,354	\$ 133,324	\$ 135,324	\$ 137,354	1.50%
Other Expenses	58,500	58,500	59,500	60,690	61,904	63,142	64,405	65,693	2.00%
<b>Sub-Total</b>	<b>\$ 185,500</b>	<b>\$ 185,500</b>	<b>\$ 187,000</b>	<b>\$ 190,103</b>	<b>\$ 193,257</b>	<b>\$ 196,466</b>	<b>\$ 199,729</b>	<b>\$ 203,047</b>	<b>1.66%</b>
<b>Family Aquatic Center</b>									
Salaries & Wages	\$ 151,000	\$ 151,000	\$ 156,000	\$ 158,340	\$ 160,715	\$ 163,126	\$ 165,573	\$ 168,056	1.50%
Other Expenses	109,200	109,200	112,200	114,444	116,733	119,068	121,449	123,878	2.00%
<b>Sub-Total</b>	<b>\$ 260,200</b>	<b>\$ 260,200</b>	<b>\$ 268,200</b>	<b>\$ 272,784</b>	<b>\$ 277,448</b>	<b>\$ 282,193</b>	<b>\$ 287,022</b>	<b>\$ 291,934</b>	<b>1.71%</b>
<b>DEPARTMENT OF COMMUNITY PROGRAMS TOTAL</b>									
	<b>\$ 1,038,818</b>	<b>\$ 1,043,118</b>	<b>\$ 1,114,500</b>	<b>\$ 1,132,412</b>	<b>\$ 1,150,617</b>	<b>\$ 1,169,119</b>	<b>\$ 1,187,923</b>	<b>\$ 1,207,035</b>	<b>1.61%</b>

# REVENUES & APPROPRIATIONS

# 5-YEAR PROJECTIONS

	Adopted 2016	Final w/ Transfers 2016 (As of 12/31/2016)	Proposed 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022	Annual Average % Change
<b>Board of Health</b>									
Salaries & Wages	\$ 231,000	\$ 231,000	\$ 235,000	\$ 238,525	\$ 242,103	\$ 245,734	\$ 249,420	\$ 253,162	1.50%
Other Expenses	85,600	85,600	85,600	87,312	89,058	90,839	92,656	94,509	2.00%
Dog Regulation	5,000	5,000	10,000	10,200	10,404	10,612	10,824	11,041	2.00%
Social Services - S.A.G.E.	34,588	34,588	35,105	35,807	36,523	37,254	37,999	38,759	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%
<i>Sub-Total</i>	<b>\$ 364,078</b>	<b>\$ 364,078</b>	<b>\$ 373,595</b>	<b>\$ 379,892</b>	<b>\$ 386,297</b>	<b>\$ 392,813</b>	<b>\$ 399,440</b>	<b>\$ 406,182</b>	<b>1.69%</b>
<b>Municipal Court</b>									
Salaries & Wages	\$ 304,000	\$ 304,000	\$ 307,000	\$ 311,605	\$ 316,279	\$ 321,023	\$ 325,838	\$ 330,726	1.50%
Other Expenses	19,800	19,800	19,800	20,196	20,600	21,012	21,432	21,861	2.00%
<i>Sub-Total</i>	<b>\$ 323,800</b>	<b>\$ 323,800</b>	<b>\$ 326,800</b>	<b>\$ 331,801</b>	<b>\$ 336,879</b>	<b>\$ 342,035</b>	<b>\$ 347,270</b>	<b>\$ 352,587</b>	<b>1.53%</b>
<b>Utilities</b>									
Electricity	\$ 372,000	\$ 372,000	\$ 372,000	\$ 379,440	\$ 387,029	\$ 394,769	\$ 402,665	\$ 410,718	2.00%
Street Lighting	153,000	153,000	153,000	156,060	159,181	162,365	165,612	168,924	2.00%
Telephone	220,000	220,000	200,000	204,000	208,080	212,242	216,486	220,816	2.00%
Water	67,500	67,500	63,500	64,770	66,065	67,387	68,734	70,109	2.00%
Fuel	375,000	375,000	373,000	380,460	388,069	395,831	403,747	411,822	2.00%
<i>Sub-Total</i>	<b>\$ 1,187,500</b>	<b>\$ 1,187,500</b>	<b>\$ 1,161,500</b>	<b>\$ 1,184,730</b>	<b>\$ 1,208,425</b>	<b>\$ 1,232,593</b>	<b>\$ 1,257,245</b>	<b>\$ 1,282,390</b>	<b>2.00%</b>
<b>Insurance</b>									
General Liability	\$ 502,000	\$ 502,000	\$ 569,000	\$ 580,380	\$ 591,988	\$ 603,827	\$ 615,904	\$ 628,222	2.00%
Workers Compensation	648,000	648,000	525,000	535,500	546,210	557,134	568,277	579,642	2.00%
Employee Group Health	2,615,000	2,615,000	2,620,000	2,764,100	2,916,126	3,076,512	3,245,721	3,424,235	5.50%
Unemployment Insurance	45,000	45,000	50,000	50,500	51,005	51,515	52,030	52,551	1.00%
Other Insurance	110,000	110,000	110,000	112,200	114,444	116,733	119,068	121,449	2.00%
<i>Sub-Total</i>	<b>\$ 3,920,000</b>	<b>\$ 3,920,000</b>	<b>\$ 3,874,000</b>	<b>\$ 4,042,680</b>	<b>\$ 4,219,772</b>	<b>\$ 4,405,722</b>	<b>\$ 4,600,999</b>	<b>\$ 4,806,099</b>	<b>4.41%</b>
<b>Summary Details:</b>									
Salaries & Wages	<b>\$ 17,329,186</b>	<b>\$ 17,338,136</b>	<b>\$ 17,485,350</b>	<b>\$ 17,763,115</b>	<b>\$ 18,045,427</b>	<b>\$ 18,332,362</b>	<b>\$ 18,623,998</b>	<b>\$ 18,920,411</b>	<b>1.59%</b>
Other Expenses	<b>\$ 9,944,528</b>	<b>\$ 9,994,278</b>	<b>\$ 10,027,715</b>	<b>\$ 10,327,368</b>	<b>\$ 10,629,372</b>	<b>\$ 10,942,719</b>	<b>\$ 11,267,930</b>	<b>\$ 11,605,550.23</b>	<b>2.97%</b>
<b>Total Operations within "CAPS"</b>	<b>\$ 27,273,714</b>	<b>\$ 27,332,414</b>	<b>\$ 27,513,065</b>	<b>\$ 28,090,483</b>	<b>\$ 28,674,799</b>	<b>\$ 29,275,081</b>	<b>\$ 29,891,928</b>	<b>\$ 30,525,961</b>	<b>2.10%</b>

# REVENUES & APPROPRIATIONS

## 5-YEAR PROJECTIONS

Statutory Expenditures within "CAPS"	Adopted 2016	Final w/ Transfers 2016 (As of 12/31/2016)	Proposed 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2021	Annual Average % Change
<b>Pensions/ Social Security</b>									
Public Employees Retirement System (PERS)	\$ 990,065	\$ 990,065	\$ 1,005,796	\$ 1,056,086	\$ 1,108,890	\$ 1,164,335	\$ 1,222,551	\$ 1,283,679	5.00%
Police Fire Retirement System (PFRS)	2,134,000	2,134,000	2,206,006	2,316,306	2,432,122	2,553,728	2,681,414	2,815,485	5.00%
Defined Contribution Retirement System (DCRP)	9,000	9,000	10,500	11,025	11,576	12,155	12,763	13,401	5.00%
Social Security	800,000	800,000	800,000	812,000	824,180	836,543	849,091	861,827	1.50%
<i>Sub-Total</i>	<b>\$ 3,933,065</b>	<b>\$ 3,933,065</b>	<b>\$ 4,022,302</b>	<b>\$ 4,195,417</b>	<b>\$ 4,376,768</b>	<b>\$ 4,566,760</b>	<b>\$ 4,765,819</b>	<b>\$ 4,974,392</b>	<b>4.34%</b>
<b>Total General Appropriations within "CAPS"</b>	<b>\$ 31,206,779</b>	<b>\$ 31,265,479</b>	<b>\$ 31,535,367</b>	<b>\$ 32,285,900</b>	<b>\$ 33,051,567</b>	<b>\$ 33,841,842</b>	<b>\$ 34,657,747</b>	<b>\$ 35,500,353</b>	<b>2.40%</b>
<b>GENERAL APPROPRIATIONS</b>									
<b>OPERATIONS &amp; DEBT SERVICE EXCLUDED FROM "CAPS"</b>									
<i>Maintenance of Free Public Library</i>									
Salaries & Wages	\$ 1,518,000	\$ 1,518,000	\$ 1,551,000	\$ 1,574,265	\$ 1,597,879	\$ 1,621,847	\$ 1,646,175	\$ 1,670,867	1.50%
Other Expenses	876,420	876,420	899,334	917,321	935,667	954,380	973,468	992,937	2.00%
<i>Sub-Total</i>	<b>\$ 2,394,420</b>	<b>\$ 2,394,420</b>	<b>\$ 2,450,334</b>	<b>\$ 2,491,586</b>	<b>\$ 2,533,546</b>	<b>\$ 2,576,228</b>	<b>\$ 2,619,643</b>	<b>\$ 2,663,805</b>	<b>1.68%</b>
<i>Grants Appropriations - Offset by Revenues</i>									
Grants	\$ 202,361	\$ 622,015	\$ 81,959	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
<i>Sub-Total</i>	<b>\$ 202,361</b>	<b>\$ 622,015</b>	<b>\$ 81,959</b>	<b>\$ 0</b>	<b>0.00%</b>				
<i>Interlocal Agreements</i>									
Joint Meeting - NPSM Emergency Dispatch Center	\$ 879,950	\$ 879,950	\$ 895,400	\$ 913,308	\$ 931,574	\$ 950,206	\$ 969,210	\$ 988,594	2.00%
<i>Sub-Total</i>	<b>\$ 879,950</b>	<b>\$ 879,950</b>	<b>\$ 895,400</b>	<b>\$ 913,308</b>	<b>\$ 931,574</b>	<b>\$ 950,206</b>	<b>\$ 969,210</b>	<b>\$ 988,594</b>	<b>2.00%</b>
<i>Capital Improvements</i>									
Capital Improvement Fund	\$ 325,000	\$ 325,000	\$ 300,000	\$ 306,000	\$ 312,120	\$ 318,362	\$ 324,730	\$ 331,224	2.00%
<i>Sub-Total</i>	<b>\$ 325,000</b>	<b>\$ 325,000</b>	<b>\$ 300,000</b>	<b>\$ 306,000</b>	<b>\$ 312,120</b>	<b>\$ 318,362</b>	<b>\$ 324,730</b>	<b>\$ 331,224</b>	<b>2.00%</b>
<i>Municipal Debt Service</i>									
Bond Principal	\$ 2,260,000	\$ 2,260,000	\$ 2,965,000	\$ 2,785,000	\$ 2,055,000	\$ 2,090,000	\$ 2,140,000	\$ 2,190,000	-5%
Bond Anticipation Notes Principal	288,500	288,500	0	0	0	94,492	92,890	91,316	19%
Interest on Bonds	597,113	597,113	637,537	492,038	427,900	385,888	338,988	287,457	-15%
Interest on Bond Anticipation Notes	47,655	47,655	0	73,860	206,850	201,850	188,170	181,680	53%
Downtown Business Improvement Loan	33,300	33,300	33,800	0	0	0	0	0	0%
<i>Sub-Total</i>	<b>\$ 3,226,568</b>	<b>\$ 3,226,568</b>	<b>\$ 3,636,337</b>	<b>\$ 3,350,898</b>	<b>\$ 2,689,750</b>	<b>\$ 2,772,230</b>	<b>\$ 2,760,048</b>	<b>\$ 2,750,453</b>	<b>-5.06%</b>

## REVENUES & APPROPRIATIONS

## 5-YEAR PROJECTIONS

Adopted 2016	Final w/ Transfers 2016 (As of 12/31/2016)	Proposed 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022	Annual Average % Change
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### School Debt Service

Bond Principal	\$ 3,345,000	\$ 3,345,000	\$ 3,940,000	\$ 4,255,000	\$ 4,340,000	\$ 4,360,000	\$ 3,105,000	\$ 3,165,000	-3.28%
Bond Anticipation Notes Principal	667,000	667,000	0	0	27,628	27,159	26,699	26,196	18.94%
Interest on Bonds	1,353,753	1,353,753	1,310,948	1,106,463	975,888	832,563	707,575	603,238	-14.37%
Interest on Bond Anticipation Notes	90,380	90,380	14,181	16,300	16,300	16,024	15,723	15,456	1.93%
<b>Sub-Total</b>	<b>\$ 5,456,133</b>	<b>\$ 5,456,133</b>	<b>\$ 5,265,129</b>	<b>\$ 5,377,763</b>	<b>\$ 5,359,816</b>	<b>\$ 5,235,746</b>	<b>\$ 3,854,997</b>	<b>\$ 3,809,890</b>	<b>-5.61%</b>

### Deferred Charges & Reserves

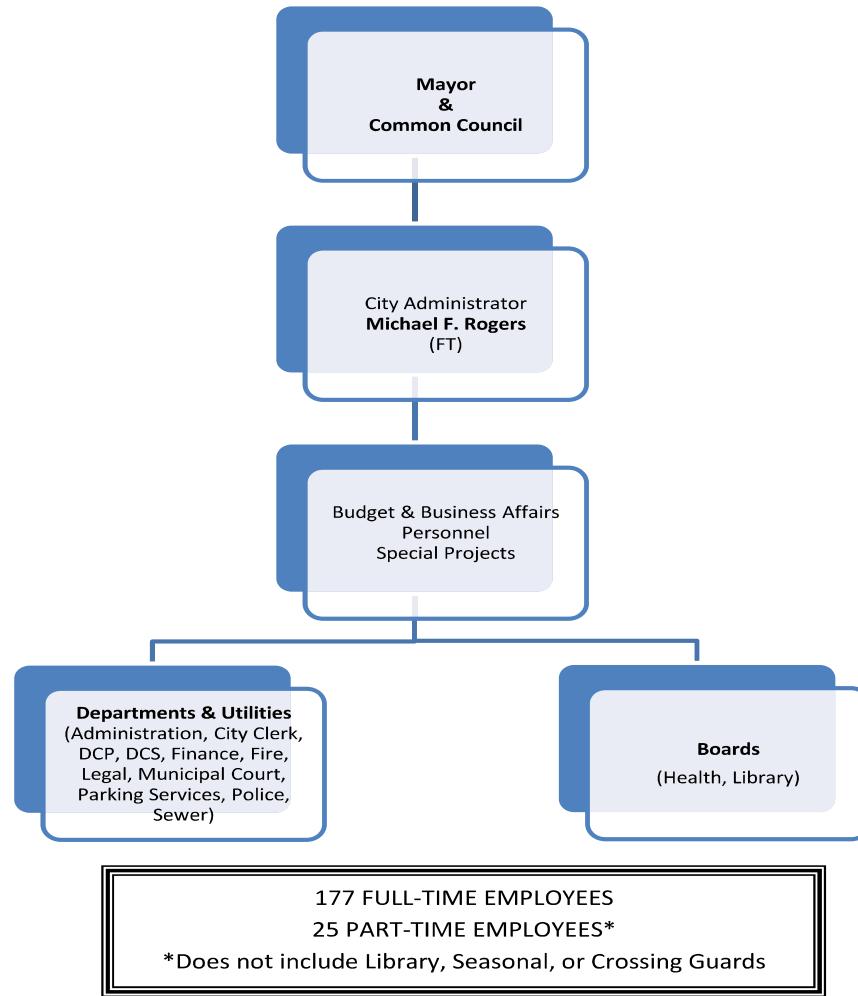
Prospective Assessments Canceled	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
Deferred Charges (Capital Expenses Unfunded)	0	0	100,000	100,000	100,000	100,000	100,000	100,000	0.00%
Reserve for Tax Appeals	350,000	350,000	325,000	325,000	325,000	325,000	325,000	325,000	0.00%
Reserve for Salary Adjustments	95,000	36,300	200,000	200,000	200,000	200,000	200,000	200,000	0.00%
<b>Sub-Total</b>	<b>\$ 445,000</b>	<b>\$ 386,300</b>	<b>\$ 625,000</b>	<b>0.00%</b>					
<b>Total General Appropriations excluded from "CAPS" Sub-Total</b>	<b>\$ 12,929,432</b>	<b>\$ 13,290,386</b>	<b>\$ 13,254,159</b>	<b>\$ 13,064,554</b>	<b>\$ 12,451,806</b>	<b>\$ 12,477,772</b>	<b>\$ 11,153,627</b>	<b>\$ 11,168,966</b>	<b>-3.28%</b>
Reserve for Uncollected Taxes	\$ 5,184,281	\$ 5,184,281	\$ 5,217,372	\$ 5,321,719	\$ 5,428,153	\$ 5,536,716	\$ 5,647,451	\$ 5,760,400	2.00%
<b>TOTAL GENERAL APPROPRIATIONS</b>	<b>\$ 49,320,492</b>	<b>\$ 49,740,146</b>	<b>\$ 50,006,897</b>	<b>\$ 50,672,173</b>	<b>\$ 50,931,526</b>	<b>\$ 51,856,330</b>	<b>\$ 51,458,825</b>	<b>\$ 52,429,719</b>	<b>0.96%</b>

# ORGANIZATIONAL STRUCTURE

## CITY ORGANIZATIONAL STRUCTURE

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# CITY OF SUMMIT



# ADMINISTRATION

# Office of the City Administrator

Michael F. Rogers, City Administrator



## WHAT WE DO

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

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

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

## OUR MISSION

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

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

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

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

## 2016 ACCOMPLISHMENTS

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

- Launched redesigned city website to better relay information to key community stakeholders.
- Utilized technology to introduce new “Report a Concern” app and gather feedback among internal and external constituents.

Supported the City of Summit Planning Board in the Master Plan re-examination process that generated substantial community participation and engagement.

- Worked with planning consultant Topology and city staff to rethink and refresh the Master Plan re-examination process with a focus on subcommittee development and participation.
- More than 200 area residents, business and property owners participated; additional feedback was gathered online from 400+ respondents, utilizing multiple communications channels and vehicles to extend outreach to all segments of the population.
- Master Plan re-examination plan was approved unanimously by the Planning Board.

Introduced a ridesharing solution to help alleviate parking congestion within the city's parking infrastructure.

- Developed a request for proposals from qualified vendors to provide customized technology software as a service that enabled resident long-term commuters to connect with a registered group of drivers to share a ride, within reasonably short notice, using mobile communication technology.
- Through a competitive contracting process, Rasier, LLC (a subsidiary of Uber Technologies) was awarded a contract for its dynamic ridesharing technology to allow for up to 100 Summit resident commuters to participate in a unique pilot program to book a ride from anywhere in the city to and from the Summit Train Station.

Created a new comprehensive municipal budget document and financial trend monitoring report for greater fiscal accountability and transparency.

Retained a grants consultant to research and apply for department-specific project funding.

## 2017 PERFORMANCE GOALS

### Goal 1 *Develop a centralized approach to human resources management.*

- Designate staff person for human resources role and responsibility across departments to be a central point of contact to handle city personnel policy and procedural issues, track department training and development, maintain employee time and attendance and ensure organizational compliance as it relates to federal and state labor regulations.
- Increase staff development and focus on customer service improvements.

- Identify and select a human resources software solution that offers applicant tracking, integrates with existing payroll and benefits administration, and provides for performance management functionality.

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

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

**Goal 3** *Develop more proficient technology management.*

- Assess technology profile and risk maturity.
- Working with IT consultant and technology advisory committee, create a plan that addresses technology risks and goals that include cyber hygiene activities and actions to meet technical competency needs.
- Train and test employees to ensure a high level of security.

**Goal 4** *Ensure that recommendations from the Master Plan re-examination are accessed during decision-making across all departments and integrated into existing project work.*

**Goal 5** *Evaluate and expand the existing ridesharing pilot program to increase participation by long term resident commuters.*

- Explore opportunity of developing a ridesharing for resident employees in central retail business district.

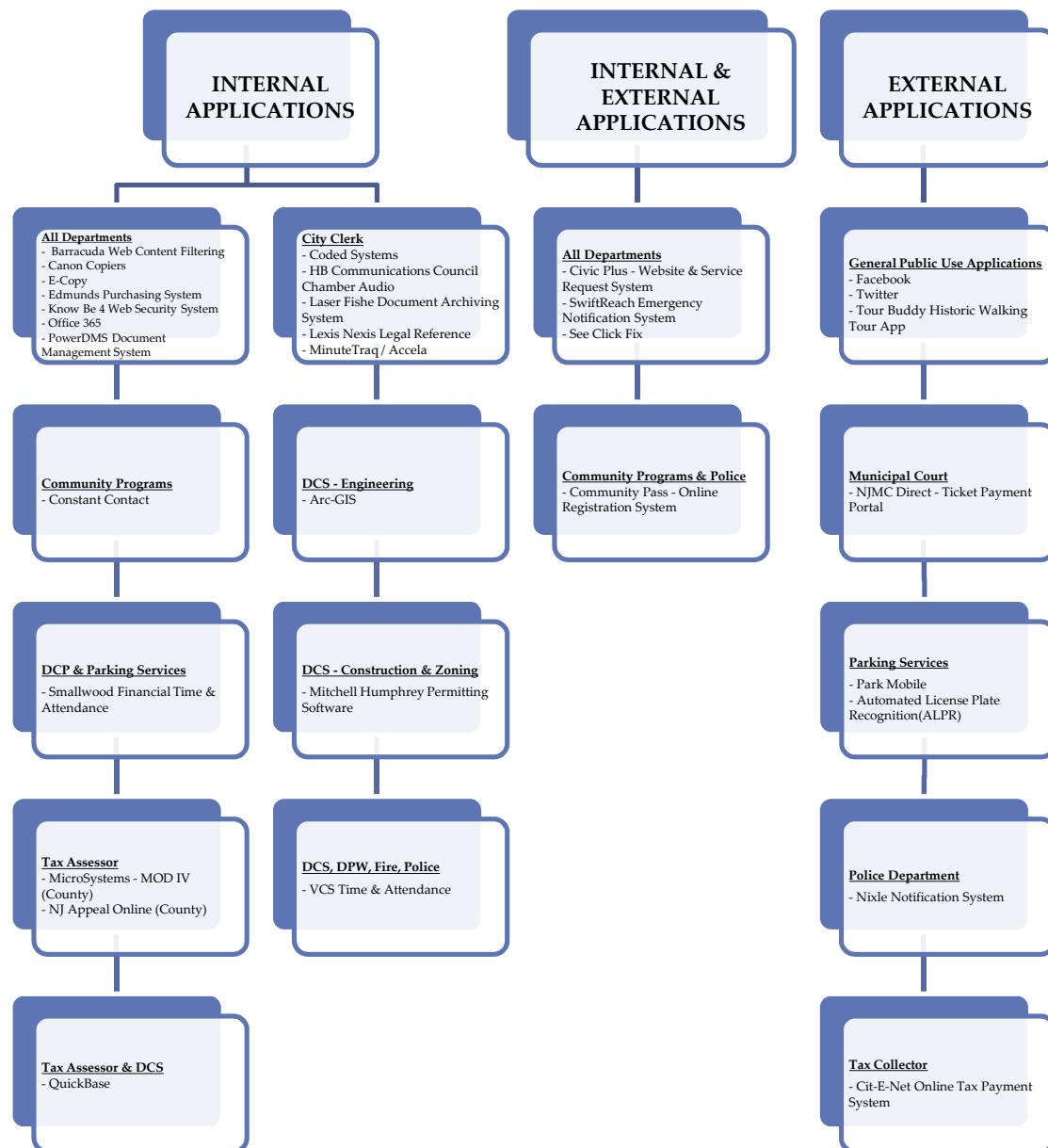
**Goal 6** *Provide support for Technology Advisory Committee (TAC) initiatives, and designate a staff liaison to facilitate project work.*

- Work with the TAC to generate concrete, actionable ideas on upgrading and enhancing the city's technology infrastructure to use for negotiating the city's cable franchise renewal agreement with Comcast.
- Develop a framework for a strategic technology plan for the city.

**Goal 7** *Maximize the efficacy of the Joint Insurance Fund liability and worker's compensation management, providing training to improve service and minimize claims.*

## CITY TECHNOLOGY SNAPSHOT

The city organization uses various software platforms and systems to provide employees with best technological tools possible 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



## 2016 Accomplishments

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

- 109 news releases in 2016.
- 148,819 citizens visited cityofsummit.org in 2016; 12,402 (average) website sessions monthly.



- 2,828 Facebook likes; weekly reached 20,000+ sometimes as high as 30,000+; some videos receive 1,000 to 3,000+ views.



- 1,451 twitter City of Summit followers, consistent retweets; manage Parking Services twitter account.
- 3,586 Civic Send subscribers for targeted website content by category.
- 150+ key stakeholder contacts in email distribution channels includes civic groups, non-profits, businesses and other organizations.
- 6,000+ registered Swift Reach users for distribution of emergency information.

• • •

*"Striving for new and enhanced forms of citizen engagement"*

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

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

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

Provide ongoing strategy, recommendations and support.

• • •

Led project management team for website re-launch, including selection of “Report a Concern” module and app.

Office played integral project management role for Master Plan re-examination process; led outreach effort to gather feedback from members of residential and business community through use of coUrbanize, online surveys, regular mail and in community meetings.

Relayed timely information on projects and other events that impacted members of the residential and business community to enhance outreach efforts.

- Met with individual department heads weekly, and members of the governing body and Board of Education as needed.
- Attended pre-construction meetings, participated in community organization initiatives.
- Maintained relationships with Board of Education communications staff as well as community organizations and non-profits groups.

## 2017 Performance Goals

**Goal 1** *Enhance and expand communications and brand development efforts.*

- Reinforce messages that establish and promote the City of Summit as the official source for general and emergency information for our municipality.
- Through marketing and publicity efforts, reinforce Summit as a “city of innovation” and destination, offering business a strategic advantage.

**Goal 2** *Introduce new initiatives for the benefit of staff and citizenry.*

- Expand outreach to emphasize communications connections and push content.
- Track media exposure and mentions through the use of a paid service provider.

**Goal 3** *Further develop website to improve content offerings.*

- Integrate video from internal and external sources.
- Establish intranet and an internal portal for communications and human resources use.
- Create section on website to highlight media placements.

**Goal 4** *Continue interfacing with other department heads and division managers to assess and understand current and future objectives, and support department/divisional leaders with all aspects of communication plans and service goals.*

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

**Goal 5** Increase interaction with Common Council to better convey ongoing work and issues being handled by governing body.

- 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.
- Develop roadmap for newly elected officials including communications policies and standards.

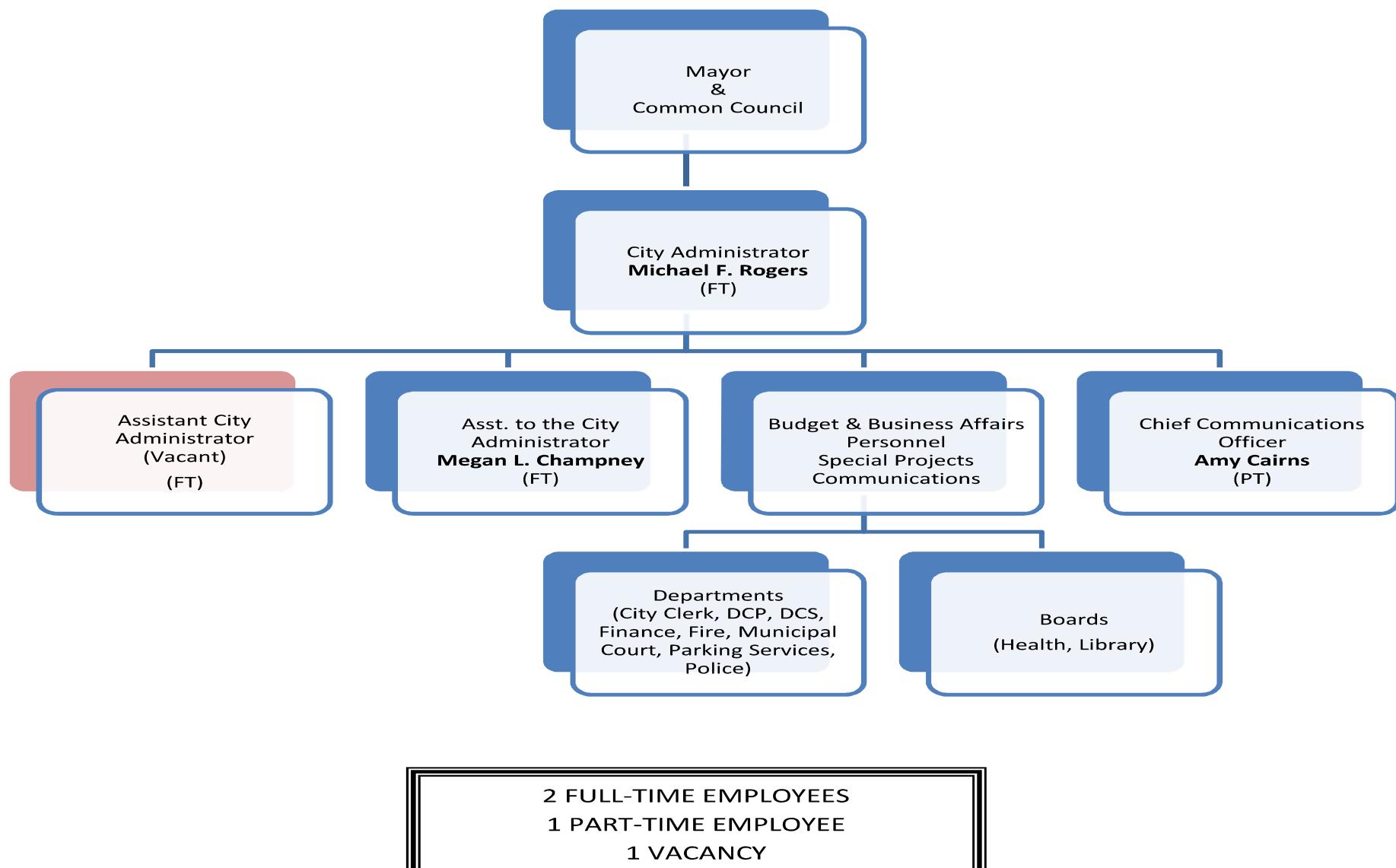
**Goal 6** Represent the city and its interests at various professional, industry, and community associations to further enhance positive relationships and partnerships.

- Attend Rotary, Summit Downtown Inc., Chamber of Commerce and related organization meetings.
- Communicate through email updates on city services and initiatives to key community contacts.

**Goal 7** Ongoing development of communications office staff.

- Identify workshops and/or onsite development opportunities for Public Information Associate.
- Take a speech writing class either online or in NYC.

## OFFICE OF THE CITY ADMINISTRATOR



# 100-000 ADMINISTRATION & EXECUTIVE

## LINE-ITEM BUDGET

	2016			2017		2016-2017 Budget Variance	
	Final Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>							
101	Full-Time	\$ 272,000	\$ 270,192	\$ 1,808	\$ 260,500	\$ 260,500	\$ (11,500) -4.23%
102	Part-Time	55,627	55,627	0	70,600	70,600	14,973 26.92%
103	Temporary P-T	15,000	0	15,000	20,000	20,000	5,000 33.33%
	<b>Total Salary &amp; Wages</b>	<b>\$ 342,627</b>	<b>\$ 325,819</b>	<b>\$ 16,808</b>	<b>\$ 351,100</b>	<b>\$ 351,100</b>	<b>\$ 8,473 2.47%</b>
<b><u>Other Expenses</u></b>							
201	Supplies and Materials	\$ 5,000	\$ 7,334	\$ (2,333)	\$ 7,000	\$ 7,000	\$ 2,000 40.00%
301	Printing	5,000	7,308	(2,308)	7,000	7,000	2,000 40.00%
309	Miscellaneous Services	1,500	1,100	400	1,500	1,500	0 0.00%
500	Contract Services	24,000	20,200	3,800	42,000	42,000	18,000 75.00%
804	Training & Seminars	10,600	4,194	6,406	10,000	10,000	(600) -5.66%
806	Memberships	2,000	1,263	737	2,500	2,500	500 25.00%
807	Subscriptions	250	300	(50)	300	300	50 20.00%
809	Conference & Meetings	3,500	4,689	(1,189)	4,500	4,500	1,000 28.57%
	<b>Total Other Expenses</b>	<b>\$ 51,850</b>	<b>\$ 46,387</b>	<b>\$ 5,463</b>	<b>\$ 74,800</b>	<b>\$ 74,800</b>	<b>\$ 22,950 44.26%</b>
	<b>Department Total</b>	<b>\$ 394,477</b>	<b>\$ 372,206</b>	<b>\$ 22,271</b>	<b>\$ 425,900</b>	<b>\$ 425,900</b>	<b>\$ 31,423 7.97%</b>

# 100-000 ADMINISTRATION & EXECUTIVE

## LINE-ITEM BUDGET

		2016			2017		2016-2017 Budget Variance	
		Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
100-001								
200	<u>Employee Assistance Program</u>	\$ 5,600	\$ 5,600	\$ 0	\$ 5,600	\$ 5,600	\$ 0	0.00%
100-002	<u>Postage - Other Expenses</u>							
201	Postage	\$ 50,000	\$ 42,726	\$ 7,274	\$ 50,000	\$ 50,000	\$ 0	0.00%
202	Postage Meter	0	0	0	2,400	2,400	2,400	100.00%
203	Postage Machine	0	0	0	4,800	4,800	4,800	100.00%
	Total Other Expenses	\$ 50,000	\$ 42,726	\$ 7,274	\$ 57,200	\$ 57,200	\$ 7,200	14.40%
100-003								
200	<u>Physical Exams - Municipal Employees</u>	\$ 30,000	\$ 20,069	\$ 9,931	\$ 30,000	\$ 30,000	\$ 0	0.00%
100-004								
	<u>Technology - Other Expenses</u>							
200	Other Expenses	\$ 500	\$ 2,220	\$ (1,720)	\$ 500	\$ 500	\$ 0	0.00%
210	Operation Support (Shared Svcs Consultant)	105,000	110,000	(5,000)	90,000	90,000	(15,000)	-14.29%
230	Equipment & Hardware	20,000	10,546	9,454	20,000	20,000	0	0.00%
240	Supplies & Materials	6,000	376	5,624	6,000	6,000	0	0.00%
250	Tech & Software Licenses	75,000	69,801	5,199	110,000	110,000	35,000	46.67%
500	Contract Services	25,000	27,931	(2,931)	1,800	1,800	(23,200)	-92.80%
804	Training & Seminars	5,000	0	5,000	5,000	5,000	0	0.00%
	Total Other Expenses	\$ 236,500	\$ 220,874	\$ 15,626	\$ 233,300	\$ 233,300	\$ (3,200)	-1.35%
100-005								
200	<u>HomeTowne TV Service Agreement</u>	\$ 82,500	\$ 85,449	\$ (2,949)	\$ 86,700	\$ 86,700	\$ 4,200	5.09%
30-420-200								
200	<u>Employee Appreciation Events</u>	\$ 0	\$ 0	\$ 0	\$ 7,500	\$ 7,500	\$ 7,500	100.00%
	Overall Admin. & Exec. Total	\$ 799,077	\$ 746,924	\$ 52,153	\$ 846,200	\$ 846,200	\$ 47,123	5.90%

## 100-000 ADMINISTRATION & EXECUTIVE

## EMPLOYEE SALARY & WAGES

Status	Title	Base + Longevity	2016			2017			2017 Total
			Base	Grade	Step	Longevity			
Cairns, Amy	Part-Time	Chief Communications Officer	\$ 55,627			\$ 0			\$ 70,598
Champney, Megan	Full-Time	Assistant to the City Administrator	80,163			0			81,246
Rogers, Michael	Full-Time	City Administrator	175,000			0			178,887
<i>Salaries &amp; Wages Total</i>		<b>\$ 310,790</b>				<b>\$ 0</b>			<b>\$ 330,731</b>

# CITY CLERK

# OFFICE OF THE CITY CLERK

## Rosemary Licatese, City Clerk



### WHAT WE DO

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

As secretary to the governing body, the City Clerk coordinates and attends all meetings of the Common Council, prepares the agendas 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.

### OUR FOCUS

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

### OUR SERVICES & GOALS

#### SERVICE 1 Assist City Departments with Operational Needs

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

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

#### SERVICE 2 Provide Exemplary Customer Service

**Goal 2A** Provide efficient and timely assistance and response to applicants in the processing of licenses and permits issued by the City Clerk's Office.

#### SERVICE 3 Reduce Paper

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

**Goal 3B** Implement software to accept transactions through the city website for license and permit fee 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** Streamline OPRA request process to create centralized database for all requests received by all city departments (excluding Police and Court requests)

#### SERVICE 5 Council Chamber and WCR Equipment Upgrade

**Goal 5A** Explore the need to upgrade existing broadcasting equipment in Council Chamber and feasibility of improving presentation ability in the Whitman Community Room.

#### SERVICE 6 Election Results

**Goal 6A** Improved use and application of technology.

## 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 2016, the City Clerk's Office processed 518 resolutions, 23 regulatory ordinances, four (4) bond ordinances, 101 contracts and approximately 13 bids. A majority of these items require significant follow-up by City Clerk staff, such as placement of legal advertisements, processing of contracts, reviewing bid documents, conducting research of state regulations, resolution and ordinance creation and follow-up with municipal, county and state agencies.

The Clerk's Office will continue to work with all departments in the processing of its requests for purchasing or regulation through resolutions and ordinances.

### SERVICE 2 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 2016 the City Clerk's Office processed 16 property use applications for 29 events held on city property; 310 licenses, consisting of restaurant/food establishments licenses; sidewalk café permits, peddler's licenses, taxi and limousine driver licenses; taxi & limo vehicle licenses, and liquor licenses. All applicants are treated with respect and cooperation. Understanding that many of these licenses are their livelihood, the City Clerk staff goes to great lengths to process such applicants as efficiently as possible, which many times 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 services to the public.

### SERVICE 3 Reduce Paper

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

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

Before the introduction of certain technology the City Clerk's Office produced approximately 27-30 agenda packets for each council meeting which were provided to each member of the governing body and department head, which copies were also made available for public inspection at city hall and at the public library. Due to staff reduction in 1998, the City Clerk's Office had to find ways to maintain its high level service delivery for which the governing body, city staff and the public expected, but with less manpower. One way was to reduce the number of agenda packets being produced. Today, the City Clerk's Office produces less than half the number of packets – 11 copies, and makes the full packet available to all by posting it on the city's website.

The City is seeking to install touch screen technology (iPads or tablets) at city hall and at the library for use by the public to view pdf formatted agenda packets via the city's website. By installing such technology, the total number of agenda packets could be reduced by another two, leaving more time for staff to attend to other duties, thereby increasing employee production in other areas such as scanning of archives or customer service.

## **SERVICE 4    Records Management/Access to Public Records**

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

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

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 by applying for necessary permissions with the State of New Jersey once certain records have reached their mandatory retention period.

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

In 2016 the Clerk's Office reconvened the city-established Records Management Committee, a group that is comprised of representatives from each city department. Plans for continued discussion will include best practices for good records management - a critical part of efficient storage and retrieval of records, especially when responding to OPRA requests.

In 2016 the City Clerk's Office received and processed approximately 205 OPRA requests and, in 2017 and forward, will continue to explore ways in which to streamline the process of responding to such requests.

In 2017, the Clerk's Office's goal is to continue scanning archived documents into this system and expand the logging of all OPRA requests including those submitted directly to city departments (excluding Police and Court requests).

## **SERVICE 5    Council Chamber & Whitman Community Room Presentation Equipment**

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

When presentations are given in the council chamber by various city groups, such as Common Council, Planning and Zoning Boards, and city departments, the current equipment utilized includes a laptop and projector and the images are shown on one wall. In the first quarter of 2017, the City Clerk's Office will be overseeing the installation of an improved presentation capability in the Council Chamber with the purchase of flat screens and a new presenter's podium that is sure to provide ease and convenience for presenters while maximizing viewing ability from different angles: the dais, the council chamber audience and television audience.

The Clerk's Office is also exploring a similar system for the Whitman Community Room where many presentations are made, including the city's budget workshop and the display of election results.

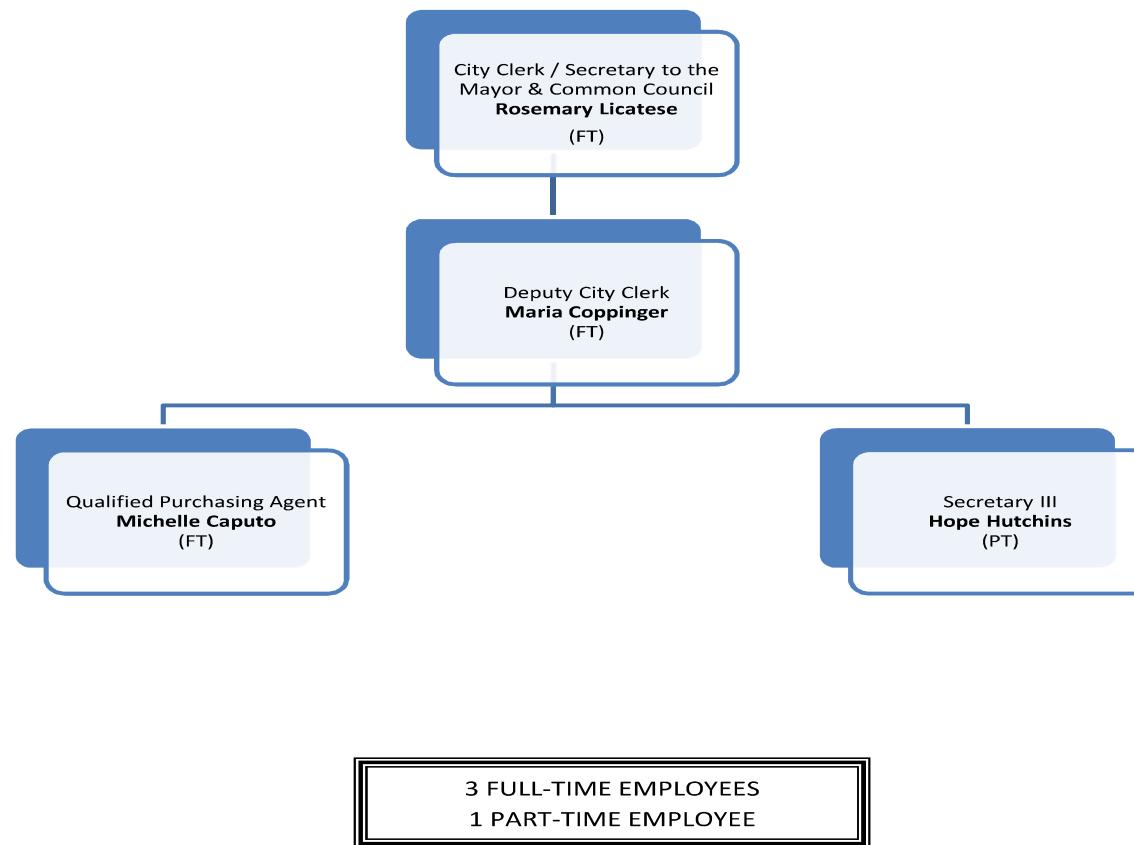
## **SERVICE 6    Election Results**

**Goal 6A** *Improved use and application of technology.*

The City Clerk's Office has for many years provided the public with unofficial election results for both the June primary and November general election. In 2016 the City Clerk's Office, with the assistance of the city's information technology manager, was successful in implementing a new elections database. Among other improved features, the new database allows the Clerk's Office to provide a link on the city website to real-time election tallies and results.

Each election season, the election results are tallied by the City Clerk's Office, and the results are displayed on projector screens in the Whitman Community Room on election night. Citizens and elected officials come to City Hall on election night to watch the results as they come in. Votes are entered by Ward and District into a database. The new and improved database now allows the public to view the results from wherever they might be, from a computer, tablet or smart phone.

**OFFICE OF THE CITY CLERK**



# 120-000 CITY CLERK

## LINE-ITEM BUDGET

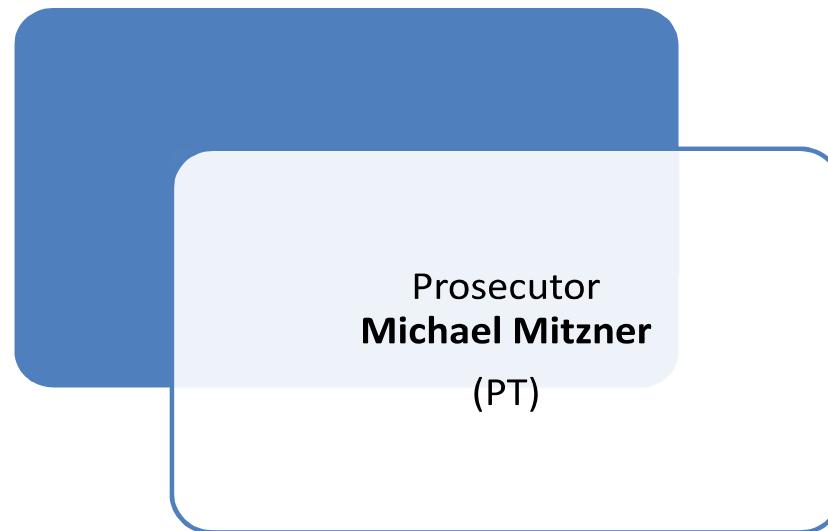
		2016			2017		2016-2017 Budget Variance	
		Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>								
101	Full-Time	\$ 236,000	\$ 225,453	\$ 10,547	\$ 247,000	\$ 247,000	\$ 11,000	4.66%
102	Part-Time	31,000	30,059	941	31,900	32,000	1,000	3.23%
114	Election Expenses Payroll	5,000	4,375	625	5,000	5,000	0	0.00%
	<b>Total Salary &amp; Wages</b>	<b>\$ 272,000</b>	<b>\$ 259,888</b>	<b>\$ 12,113</b>	<b>\$ 283,900</b>	<b>\$ 284,000</b>	<b>\$ 12,000</b>	<b>4.41%</b>
<b><u>Other Expenses</u></b>								
201	Supplies and Materials	\$ 34,000	\$ 26,073	\$ 7,927	\$ 25,000	\$ 25,000	\$ (9,000)	-26.47%
202	Mayor Expenses	1,000	255	745	1,000	1,000	0	0.00%
209	Miscellaneous Services	3,500	693	2,807	3,500	3,500	0	0.00%
210	Advertising	9,000	5,422	3,578	9,000	9,000	0	0.00%
212	Dues	1,600	1,863	(263)	1,900	1,900	300	18.75%
213	Miscellaneous Boards	1,000	0	1,000	1,000	1,000	0	0.00%
214	Election Expense	20,000	17,017	2,983	21,000	21,000	1,000	5.00%
403	Equipment Service	12,500	4,960	7,540	10,000	10,000	(2,500)	-20.00%
429	Lease Equipment	8,200	8,184	16	8,200	8,200	0	0.00%
500	Contract Service	15,000	11,826	3,174	27,500	28,500	13,500	90.00%
700	Equipment	2,000	2,624	(624)	2,000	3,000	1,000	50.00%
808	Travel/Personal Expenses	700	573	127	500	500	(200)	-28.57%
809	Conference & Meetings	7,500	7,171	329	10,000	10,000	2,500	33.33%
	<b>Total Other Expenses</b>	<b>\$ 116,000</b>	<b>\$ 86,662</b>	<b>\$ 29,338</b>	<b>\$ 120,600</b>	<b>\$ 122,600</b>	<b>\$ 6,600</b>	<b>5.69%</b>
	<b>Department Total</b>	<b>\$ 388,000</b>	<b>\$ 346,549</b>	<b>\$ 41,451</b>	<b>\$ 404,500</b>	<b>\$ 406,600</b>	<b>\$ 18,600</b>	<b>4.79%</b>
120-001								
200	<i>Codification of Ordinances</i>	\$ 8,200	\$ 8,200	\$ 0	\$ 10,000	\$ 10,000	\$ 1,800	21.95%
	<b>Overall City Clerk Total</b>	<b>\$ 396,200</b>	<b>\$ 354,749</b>	<b>\$ 41,451</b>	<b>\$ 414,500</b>	<b>\$ 416,600</b>	<b>\$ 20,400</b>	<b>5.15%</b>

**120-000 CITY CLERK****EMPLOYEE SALARY & WAGES**

Status	Title	Base + Longevity	2016			2017			2017	
			Base	Grade	Step	Longevity			Total	
Caputo, Michelle	Full-Time	Qualified Purchasing Agent	\$ 63,836	\$ 70,516	9	19	\$ 0	\$ 70,516		
Coppinger, Maria	Full-Time	Deputy City Clerk	55,601	58,360	9	7	0	58,360		
Hutchins, Hope	Part-Time	Secretary III	30,510	31,818	5	17	0	31,818		
Licatese, Rosalia	Full-Time	City Clerk/Sec. to Mayor & Council	112,343	107,238	17	7	10,724	117,962		
<i>Salaries &amp; Wages Total</i>		<b>\$ 262,290</b>	<b>\$ 267,932</b>			<b>\$ 10,724</b>		<b>\$ 278,656</b>		

# LEGAL SERVICES

**LEGAL SERVICES**



1 PART-TIME EMPLOYEE

# 155-000 LEGAL SERVICES

## LINE-ITEM BUDGET

			2016			2017		2016-2017 Budget Variance	
			Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u><b>Salaries and Wages</b></u>									
101	Payroll	\$ 34,641	\$ 34,641	\$ 0		\$ 34,650	\$ 34,650	\$ 9	0.03%
	<b>Total Salary &amp; Wages</b>	<b>\$ 34,641</b>	<b>\$ 34,641</b>	<b>\$ 0</b>		<b>\$ 34,650</b>	<b>\$ 34,650</b>	<b>\$ 9</b>	<b>0.03%</b>
<u><b>Other Expenses</b></u>									
500	Contract Services	\$ 200,000	\$ 189,376	\$ 10,624		\$ 210,000	\$ 210,000	\$ 10,000	5.00%
509	Miscellaneous Services	20,000	0	20,000		10,000	10,000	(10,000)	-50.00%
	<b>Total Other Expenses</b>	<b>\$ 220,000</b>	<b>\$ 189,376</b>	<b>\$ 30,624</b>		<b>\$ 220,000</b>	<b>\$ 220,000</b>	<b>\$ 0</b>	<b>0.00%</b>
	<b>Department Total</b>	<b>\$ 254,641</b>	<b>\$ 224,017</b>	<b>\$ 30,624</b>		<b>\$ 254,650</b>	<b>\$ 254,650</b>	<b>\$ 9</b>	<b>0.00%</b>
<b>495-000</b>									
101	<u><b>Public Defender</b></u>	\$ 8,500	\$ 8,489	\$ 11		\$ 8,500	\$ 8,500	\$ 0	0.00%
	<b>Overall Legal Services Total</b>	<b>\$ 263,141</b>	<b>\$ 232,506</b>	<b>\$ 30,635</b>		<b>\$ 263,150</b>	<b>\$ 263,150</b>	<b>\$ 9</b>	<b>0.00%</b>

**155-000 LEGAL SERVICES****EMPLOYEE SALARY & WAGES**

Status	Title	2016		2017			2017	
		Base + Longevity		Base	Grade	Step	Longevity	Total
Mitzner, Michael	Part-Time Prosecutor	\$ 34,641		\$ 34,641			\$ 0	\$ 34,641
	<i>Salaries &amp; Wages Total</i>	<b>\$ 34,641</b>		<b>\$ 34,641</b>			<b>\$ 0</b>	<b>\$ 34,641</b>

# FINANCE

# FINANCE DEPARTMENT

## Margaret V. Gerba, City Treasurer/CFO



### WHAT WE DO

The Finance Department consists of three offices:

#### *Office of the Tax Collector*

The Office of the Tax Collector is responsible for the collection of city tax levies. In 2016 the total tax levy was over \$134 million, with an additional sewer utility levy of over \$3 million. The office consistently maintains a collection rate of over 99%.

#### *Office of the Tax Assessor*

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.

#### *Office of the City Treasurer*

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

#### **Fiscal Responsibility**

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

#### **Financial Management**

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

## Performance Goals Review

### Office of Tax Collector

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

#### 2016

- ***Tax Levy - \$134,113,088.36***
- ***Added & Omitted - \$669,058.20***
- ***Tax Collection Rate - 99.61%***

- Domestic sewer utility billing resulted in a levy of \$2,396,256 for Summit, and a levy of \$722,482 for New Providence.
- Special assessments billed and recorded for 37 confirmed open assessments.
- Tax sale had four parcels sold with a premium collected of \$608,000.
- Processed 37 tax court and 42 county board judgments.
- Along with the ability to pay online via e-check, we now offer the convenience of online credit card payments.

### Office of the Tax Assessor

In 2016, the Office of the Tax Assessor processed over 1,900 building permits, resulting in 206 properties receiving an addition to its assessment, totaling \$20,522,800. Another 129 were evaluated with assessments deemed accurate and no value change applied. There were also nine new dwellings completed this year, contributing a change in assessments of over \$7,000,000.

Also, in 2016, 106 county tax appeals were filed: 39 cases were settled by stipulation agreement, 7 were dismissed, 19 were withdrawn, 39 were affirmed to tax court and 2 were found to be out of range by the county. Total ratable change from the county tax season saw a decline of \$4,244,700.

On the state tax court level, 138 cases were resolved on 51 properties with assessments totaling \$139,101,600. There are currently 60 cases with approximately 16 expected to be settled early in 2017. There are seven cases remaining from 2015, and the balance was filed in 2016.

In 2017, it is a high priority to resolve the city's tax appeal against Overlook Medical Center challenging the tax exempt status of its various real estate property holdings. Further, the Office of the Tax Assessor is actively engaged in negotiations with Celgene Corp. regarding its tax appeal of the 2016 net assessed valuation (\$152 million) of its Morris Avenue west campus. Ultimately, the city seeks to structure a settlement of this tax appeal that minimizes property valuation and municipal tax revenue loss annually over the next few years.

## Office of the City Treasurer

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

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

The annual audit for the fiscal year 2015 (received in 2016) contained nine recommendations. All have been addressed, eight resolved and one is an ongoing process.

In 2016, the treasurer's office issued general serial bonds totaling \$29,832,000 with a net interest cost of 1.82%. It also issued a one year school temporary note for \$1,630,000 at an annual interest rate of 0.87%.

In 2017, it plans to issue bond anticipation notes for municipal, school, sewer, and parking uses totaling \$26,844,000.

## 2017 Objectives

Keep municipal tax rate under \$0.01, maintain AAA credit rating, and secure short-term financing through bond anticipation notes.

Appoint a Qualified Purchasing Agent in the first quarter of 2017.

Work with the housing authority to process its own payroll.

Determine options for better utilization of Edmunds software, including evaluation of:

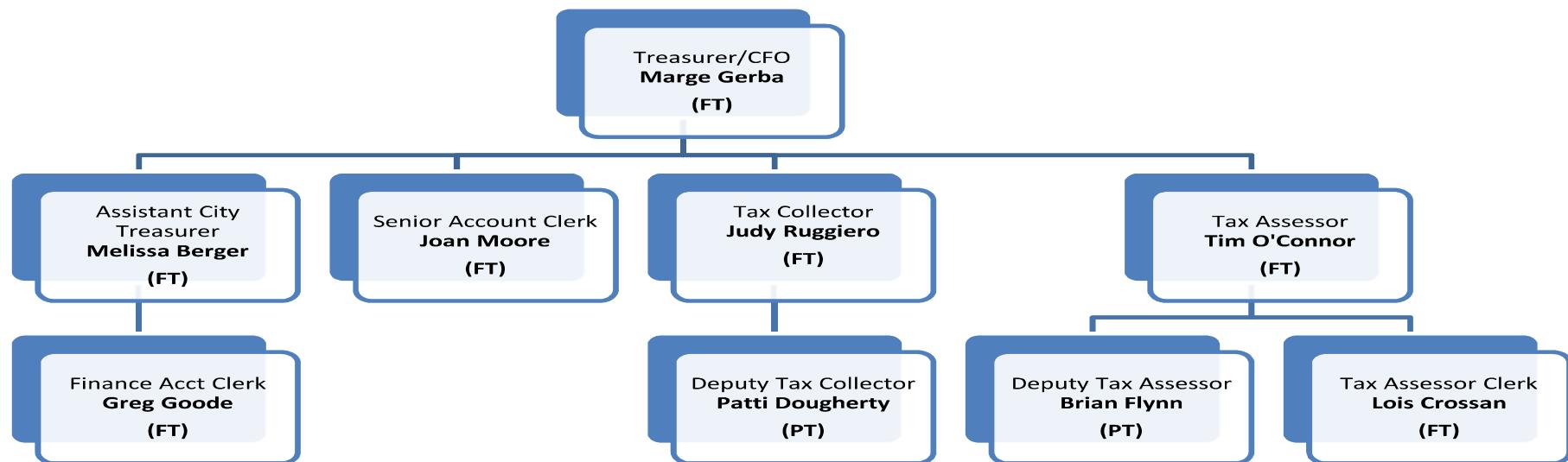
- Land use/developer's escrow module; and
- Revenue and expenditures dashboard to upload information daily to the city website.

Re-evaluate city purchasing procedures; compile a processing and procedures manual for the finance department.

Investigate ability to make ACH accounts payable vendor payments.

Determine feasibility of activating "positive pay" for all checks issued by the city.

## FINANCE DEPARTMENT



7 FULL-TIME EMPLOYEES  
2 PART-TIME EMPLOYEES

# 130-000 FINANCIAL ADMINISTRATION

## LINE-ITEM BUDGET

		2016			2017		2016-2017 Budget Variance	
		Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>								
101	Full-Time	\$ 298,000	\$ 297,020	\$ 980	\$ 308,900	\$ 308,900	\$ 10,900	3.66%
102	Part-Time	6,000	2,560	3,440	1,100	1,100	(4,900)	-81.67%
110	Overtime	2,000	0	2,000	0	0	(2,000)	-100.00%
<b>Total Salary &amp; Wages</b>		<b>\$ 306,000</b>	<b>\$ 299,580</b>	<b>\$ 6,420</b>	<b>\$ 310,000</b>	<b>\$ 310,000</b>	<b>\$ 4,000</b>	<b>1.31%</b>
<b><u>Other Expenses</u></b>								
201	Supplies and Materials	\$ 800	\$ 562	\$ 238	\$ 5,000	\$ 5,000	\$ 4,200	525.00%
203	Medical Kit Supplies	0	0	0	1,500	1,500	1,500	100.00%
403	Financial Software Maintenance	7,500	7,194	306	8,000	8,000	500	6.67%
450	Financial Advisor Services	12,500	10,750	1,750	12,500	12,500	0	0.00%
500	Fixed Assets	8,500	8,500	0	3,500	3,500	(5,000)	-58.82%
501	Payroll Services (Clearing Acct)	40,000	0	40,000	30,000	30,000	(10,000)	-25.00%
502	Alarm Registration Merchant Fees	900	94	806	1,000	1,000	100	11.11%
503	Court Merchant Fees (Fees Acct)	900	173	727	1,200	1,200	300	33.33%
505	Additional Financial Services	17,500	17,500	0	17,500	17,500	0	0.00%
808	Travel Expenses	1,000	833	167	1,000	1,000	0	0.00%
809	Conferences/Meetings & Dues	6,000	5,998	2	6,000	6,000	0	0.00%
840	Miscellaneous	400	350	50	400	400	0	0.00%
<b>Total Other Expenses</b>		<b>\$ 96,000</b>	<b>\$ 51,954</b>	<b>\$ 44,046</b>	<b>\$ 87,600</b>	<b>\$ 87,600</b>	<b>\$ (8,400)</b>	<b>-8.75%</b>
<b>Department Total</b>		<b>\$ 402,000</b>	<b>\$ 351,533</b>	<b>\$ 50,467</b>	<b>\$ 397,600</b>	<b>\$ 397,600</b>	<b>\$ (4,400)</b>	<b>-1.09%</b>
<b>135-000</b>								
200	<b><u>Audit Services</u></b>	<b>\$ 35,000</b>	<b>\$ 33,400</b>	<b>\$ 1,600</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 5,000</b>	<b>14.29%</b>
<b>35-470-000</b>								
10	<b><u>Contingent</u></b>	<b>\$ 1,500</b>	<b>\$ 0</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>\$ 0</b>	<b>0.00%</b>
<b>Overall Financial Admin. Total</b>		<b>\$ 438,500</b>	<b>\$ 384,933</b>	<b>\$ 53,567</b>	<b>\$ 439,100</b>	<b>\$ 439,100</b>	<b>\$ 600</b>	<b>0.14%</b>

## 130-000 FINANCIAL ADMINISTRATION

## EMPLOYEE SALARY & WAGES

Status	Title	Base + Longevity	2016			2017			2017 Total
			Base	Grade	Step	Longevity			
Berger, Melissa	Full-Time	Assistant City Treasurer	\$ 70,548	\$ 76,306	13	4	\$ 0	\$ 76,306	
Gerba, Marge	Full-Time	Chief Financial Officer/Treasurer	100,283	113,887	18	7	0	113,887	
Goode, Gregory	Full-Time	Finance Account Clerk	48,342	50,294	6	4	0	50,294	
Moore, Joan	Full-Time	Senior Account Clerk	70,406	66,421	8	19	4,649	71,070	
<i>Salaries &amp; Wages Total</i>		<b>\$ 289,579</b>	<b>\$ 306,908</b>				<b>\$ 4,649</b>	<b>\$ 311,557</b>	

# 145-000 TAX COLLECTION

## LINE-ITEM BUDGET

		2016			2017		2016-2017 Budget Variance	
		Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>								
101	Full-Time	\$ 88,000	\$ 87,678	\$ 322	\$ 91,800	\$ 91,800	\$ 3,800	4.32%
102	Part-Time	54,700	53,756	944	57,700	57,700	3,000	5.48%
	<b>Total Salary &amp; Wages</b>	<b>\$ 142,700</b>	<b>\$ 141,434</b>	<b>\$ 1,266</b>	<b>\$ 149,500</b>	<b>\$ 149,500</b>	<b>\$ 6,800</b>	<b>4.77%</b>
<b><u>Other Expenses</u></b>								
201	Supplies and Materials	\$ 5,000	\$ 4,186	\$ 814	\$ 5,000	\$ 5,000	\$ 0	0.00%
300	Printing Costs	4,000	2,227	1,773	3,000	3,000	(1,000)	-25.00%
500	Collection Software Fees	5,000	4,395	605	3,850	3,850	(1,150)	-23.00%
501	Credit Card Set-up Costs	1,200	0	1,200	1,200	1,200	0	0.00%
502	Collector Services	2,500	2,419	81	2,250	2,250	(250)	-10.00%
808	Travel Expenses	500	0	500	500	500	0	0.00%
809	Conferences/Meetings & Dues	4,000	1,234	2,766	4,000	4,000	0	0.00%
	<b>Total Other Expenses</b>	<b>\$ 22,200</b>	<b>\$ 14,461</b>	<b>\$ 7,739</b>	<b>\$ 19,800</b>	<b>\$ 19,800</b>	<b>\$ (2,400)</b>	<b>-10.81%</b>
	<b>Division Total</b>	<b>\$ 164,900</b>	<b>\$ 155,895</b>	<b>\$ 9,006</b>	<b>\$ 169,300</b>	<b>\$ 169,300</b>	<b>\$ 4,400</b>	<b>2.67%</b>

## 145-000 TAX COLLECTION

### EMPLOYEE SALARY & WAGES

Status	Title	Base + Longevity	2016			2017			2017 Total
			Base	Grade	Step	Longevity			
Dougherty, Patricia	Part-Time Deputy Tax Collector	\$ 53,756	\$ 56,092	9	16	\$ 0		\$ 56,092	
Ruggiero, Juliet	Full-Time Tax Collector	87,678	91,782	14	11	0		91,782	
<i>Salaries &amp; Wages Total</i>		<b>\$ 141,434</b>	<b>\$ 147,874</b>			<b>\$ 0</b>		<b>\$ 147,874</b>	

# 150-000 TAX ASSESSMENT

## LINE-ITEM BUDGET

		2016			2017		2016-2017 Budget Variance	
		Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>								
101	Full-Time	\$ 160,000	\$ 155,567	\$ 4,433	\$ 161,700	\$ 161,700	\$ 1,700	1.06%
102	Part-Time	60,000	56,962	3,038	60,700	60,700	700	1.17%
	<b>Total Salary &amp; Wages</b>	<b>\$ 220,000</b>	<b>\$ 212,529</b>	<b>\$ 7,471</b>	<b>\$ 222,400</b>	<b>\$ 222,400</b>	<b>\$ 2,400</b>	<b>1.09%</b>
<b><u>Other Expenses</u></b>								
201	Supplies and Materials	\$ 6,000	\$ 2,333	\$ 3,667	\$ 6,000	\$ 6,000	\$ 0	0.00%
300	Office Services	2,400	352	2,048	2,400	2,400	0	100.00%
350	Field Inspections	5,000	0	5,000	5,000	5,000	0	0.00%
500	Contract Services Appraisers	90,000	82,381	7,619	100,000	100,000	10,000	11.11%
503	Contract Services Legal	200,000	200,000	0	185,000	185,000	(15,000)	-7.50%
504	Tax Appeals Legal Services	25,000	45,633	(20,633)	40,000	40,000	15,000	60.00%
804	Training Seminars	2,000	380	1,620	2,000	2,000	0	0.00%
807	Subscriptions	500	465	35	500	500	0	0.00%
808	Transportation	1,000	686	314	2,000	2,000	1,000	100.00%
809	Conference & Meetings	1,500	1,595	(95)	1,500	1,500	0	0.00%
	<b>Total Other Expenses</b>	<b>\$ 333,400</b>	<b>\$ 333,826</b>	<b>\$ (426)</b>	<b>\$ 344,400</b>	<b>\$ 344,400</b>	<b>\$ 11,000</b>	<b>3.30%</b>
	<b>Division Total</b>	<b>\$ 553,400</b>	<b>\$ 546,355</b>	<b>\$ 7,045</b>	<b>\$ 566,800</b>	<b>\$ 566,800</b>	<b>\$ 13,400</b>	<b>2.42%</b>

## 150-000 TAX ASSESSMENT

## EMPLOYEE SALARY & WAGES

Status	Title	Base + Longevity	2016			2017			2017 Total
			Base	Grade	Step	Longevity			
Crossan, Lois	Full-Time	Tax Assessor Clerk	\$ 63,836	\$ 63,836	7	19	\$ 0	\$ 63,836	
Flynn, Bryan	Part-Time	Deputy Tax Assessor	59,196	60,675	12	7	0	60,675	
O'Connor, Timothy	Full-Time	Tax Assessor	95,324	97,708	16	7	0	97,708	
<i>Salaries &amp; Wages Total</i>		<b>\$ 218,356</b>	<b>\$ 222,219</b>				<b>\$ 0</b>	<b>\$ 222,219</b>	

**POLICE**



# SUMMIT POLICE DEPARTMENT

## Police Chief Robert K. Weck

### WHAT WE DO

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

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

### OUR FOCUS

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

### MISSION STATEMENT

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

### VALUE STATEMENT

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

## OUR SERVICES AND GOALS

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

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

Goal 1B: Continue to implement new technology that will enhance communications and efficiency between citizens and the police department.

### **SERVICE 2: Manage public safety programs related to traffic safety.**

Goal 2A: Reduce the incidence of traffic collisions, injuries and fatalities.

### **SERVICE 3: Manage public safety programs related to criminal activity.**

Goal 3A: Reduce the incidence of crime.

Goal 3B: Respond to police emergencies and calls for service quickly and efficiently.

# PERFORMANCE GOALS REVIEW

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

### **Goal1A**

*Continue to enhance the strong police and community relationships.*

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

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

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

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

### **Goal1B**

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

As the technology world continues to introduce new and exciting, innovative programs, the Summit Police Department has and will continue to look towards technology that will bring added efficiency as well as assist officers to serve their communities better. Some of the technology that is being researched by the department is a license plate recognition (LPR) camera system that provides strategic monitoring and high-volume data gathering within our City. This system would allow our department to proactively prevent crime and improve safety by strategically positioning LPR cameras at entries and exits, thus creating a virtual fence. We would receive alerts when vehicles of interest enter the City of Summit; such as stolen motor vehicles etc. Another new concept being considered is an app that would allow individuals to contact our communications center directly through text. This format would not only allow a conversation without "excitement/adrenaline" or language barriers, it would also allow photos/video to be sent as well. In today's world, texting has become a mainstream in which people communicate and law enforcement will need to look toward it so that we can serve the community better than we already do.

## SERVICE 2

## Manage public safety programs related to traffic safety.

### Goal 2A

*Reduce the incidence of traffic collisions, injuries and fatalities.*

The City of Summit is proud to host numerous visitors throughout the year. Whether a visitor or resident is working in the city, attending a production at the Summit Play House, or enjoying a meal at one of the city's many fine dining restaurants, there is a continuous flow of travel utilizing the roadways and sidewalks throughout Summit. Given this high volume of motor vehicle and pedestrian traffic, in 2016, the department created a Traffic Unit that places targeted focus on ensuring that traffic laws are enforced throughout the city in order to provide a safe traveling environment for all. Additionally, the unit engages in educational campaigns that serve to enhance motorist and pedestrian awareness of these laws. These responsibilities, combined with ensuring roadway safety, conducting traffic volume studies, and placing appropriate traffic signage throughout the city, assist the police department in its mission to deter crime and ensure public safety.

### **TRAFFIC ENFORCEMENT/MOTOR VEHICLE LAW**

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

### **PEDESTRIAN SAFETY CAMPAIGNS**

Summit is host to thousands of people who come to the city to enjoy the many different entertainment and social opportunities the city has to offer. In addition to sharing fun times with family and friends, Summit also hosts a vibrant corporate community which attracts employees from throughout the Tri-State area. The high level of interest in the city also gives rise to an increased number of pedestrians using sidewalks and street crossings to reach their destinations. The Traffic Unit recognizes it is important to protect everyone who visits and works in Summit and organizes pedestrian safety campaigns throughout the year to further this goal. By conducting motor vehicle enforcement at high traffic intersections and roadways and through distribution of educational material encouraging pedestrians and motorists to "Share the Road," the Traffic Unit is able to address the important safety concerns and ensure everyone in Summit enjoys their time spent in 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 motorist and pedestrian targeted messages) to quickly and effectively target high volume traffic areas in order to relay important information. The Traffic Unit is responsible for managing the department's fleet of message boards, programming the boards, and deploying them at predetermined locations throughout the city.

## **SPEED and VOLUME ROADWAY SURVEYS**

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

## **ROADWAY ENGINEERING EVALUATIONS**

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

## **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 in order 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 in order to complete a highly detailed analysis of the crash. These services serve to promote traffic safety within the city as well as support the department's Patrol Bureau when responding to calls concerning motor vehicle collisions.

### ***Traffic Year in Review 2015 compared to 2016:***

<b>Traffic Enforcement</b>		
<b>Motor Vehicle Summons Issued</b>	<b>Year: 2015</b>	<b>Year: 2016</b>
Moving Violations	1,759	1,633
Parking Violations	3,064	2,265
<b>TOTAL</b>	<b>4,823</b>	<b>3,898</b>

<b>Motor Vehicle Accidents</b>		
<b>Type of Accident</b>	<b>Year: 2015</b>	<b>Year: 2016</b>
Reportable Accidents	601	691
Non-Reportable Accidents	222	205
Number of Fatalities	0	0
<b>TOTAL</b>	<b>823</b>	<b>896</b>

<b>Pedestrian Involved Accidents*</b>		
	<b>Year: 2015</b>	<b>Year: 2016</b>
<b>Intersection</b>	10	8
Injuries	10	9*
Fatalities	0	0
<b>Non-Intersection</b>	3	5
Injuries	2	5
Fatalities	0	0

<b>Driving Under the Influence (D.W.I.)</b>		
	<b>Year: 2015</b>	<b>Year: 2016</b>
<b>TOTAL ARRESTS:</b>	<b>19</b>	<b>8</b>

\* Nine (9) injuries in 2016- Two (2) pedestrians from one accident.  
*New Jersey Traffic Report – One (NJTR- 1) report guideline used for all pedestrian accidents.*

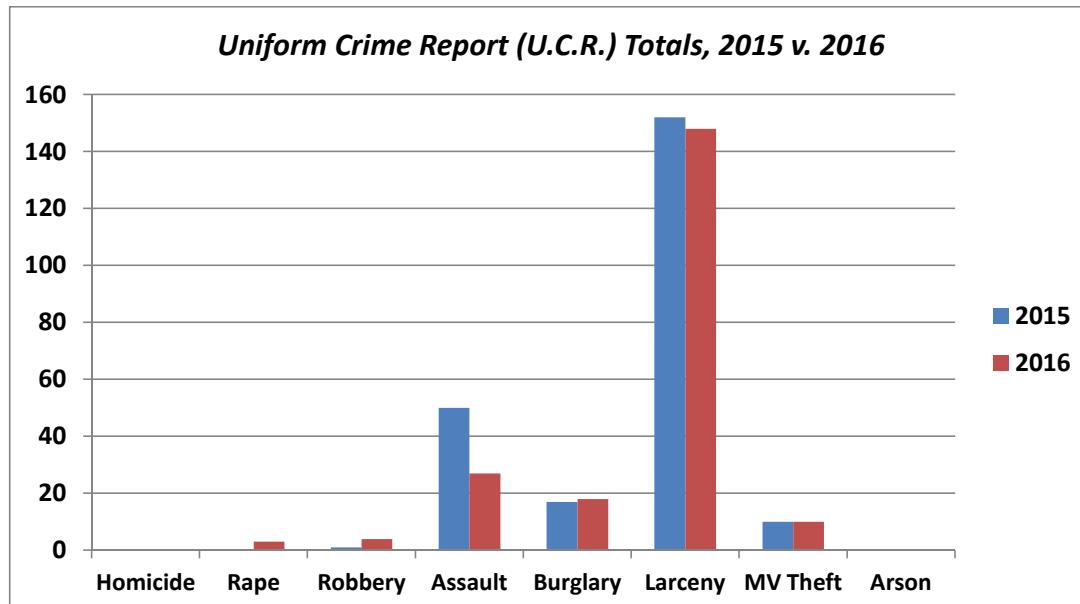
## SERVICE 3      **Manage public safety programs related to criminal activity.**

### **Goal 3A**      *Reduce the incidence of crime.*

The Summit Police Department, through innovative anti-crime strategies, strives to continue reductions in crime that occurs in the City of Summit. The Summit Police Department continues to introduce new tools with which the department can work with residents and local merchants to reach consensus on the most critical issues and crimes in order to adapt to more effective police operations.

#### ***State of New Jersey- Uniform Crime Reporting Statistics, 2015 v. 2016***

<b>Classification of Part I Offenses</b>	<b>2015</b>	<b>2016</b>
Homicide	0	0
Rape	0	3
Robbery	1	4
Assault	50	27
Burglary	17	18
Larceny	152	148
Motor Vehicle Theft	10	10
Arson	0	0
<b>TOTAL</b>	<b>230</b>	<b>210</b>



**Arrests Made (Criminal, Motor Vehicle and Municipal), 2015 v. 2016**

Persons Arrested	Total 2015	Total 2016
Adult Arrests	177	108
Juvenile Arrests	24	10
<b>TOTAL</b>	<b>201</b>	<b>118</b>

**Charges Filed (Criminal, Motor Vehicle and Municipal), 2015 v. 2016**

Charges Filed	Total 2015	Total 2016
Adult Complaints	279	172
Juvenile Complaints	96	33
<b>TOTAL</b>	<b>375</b>	<b>205</b>

**Goal 3B**

*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 also ensuring that the public is provided with optimal levels of police service at each instance where the assistance of the police department is required. As with any police department, the “backbone” is the patrol division. The patrol officers are the most visible arm of local government, as officers work around the clock and perform the most vital role of the police department. This group of men and women are expected to handle many types of incidents and provide a variety of services. The patrol function of the Summit Police Department embraces the philosophy that patrolling our streets remains the vital task of ensuring public safety through the proven deterrence of aggressive, intelligent law enforcement. Patrol officers are expected to accomplish a number of clearly defined objectives, some of which are: the protection of life and property, the prevention of crime, the enforcement of laws and the detection and apprehension of criminals. In addition to the obvious day-to-day tasks, patrol officers also dedicate a

significant amount of time to various services for the public. These services range from simple tasks such as providing directions to lost citizens, to life saving efforts such as assisting paramedics with a medical emergency.

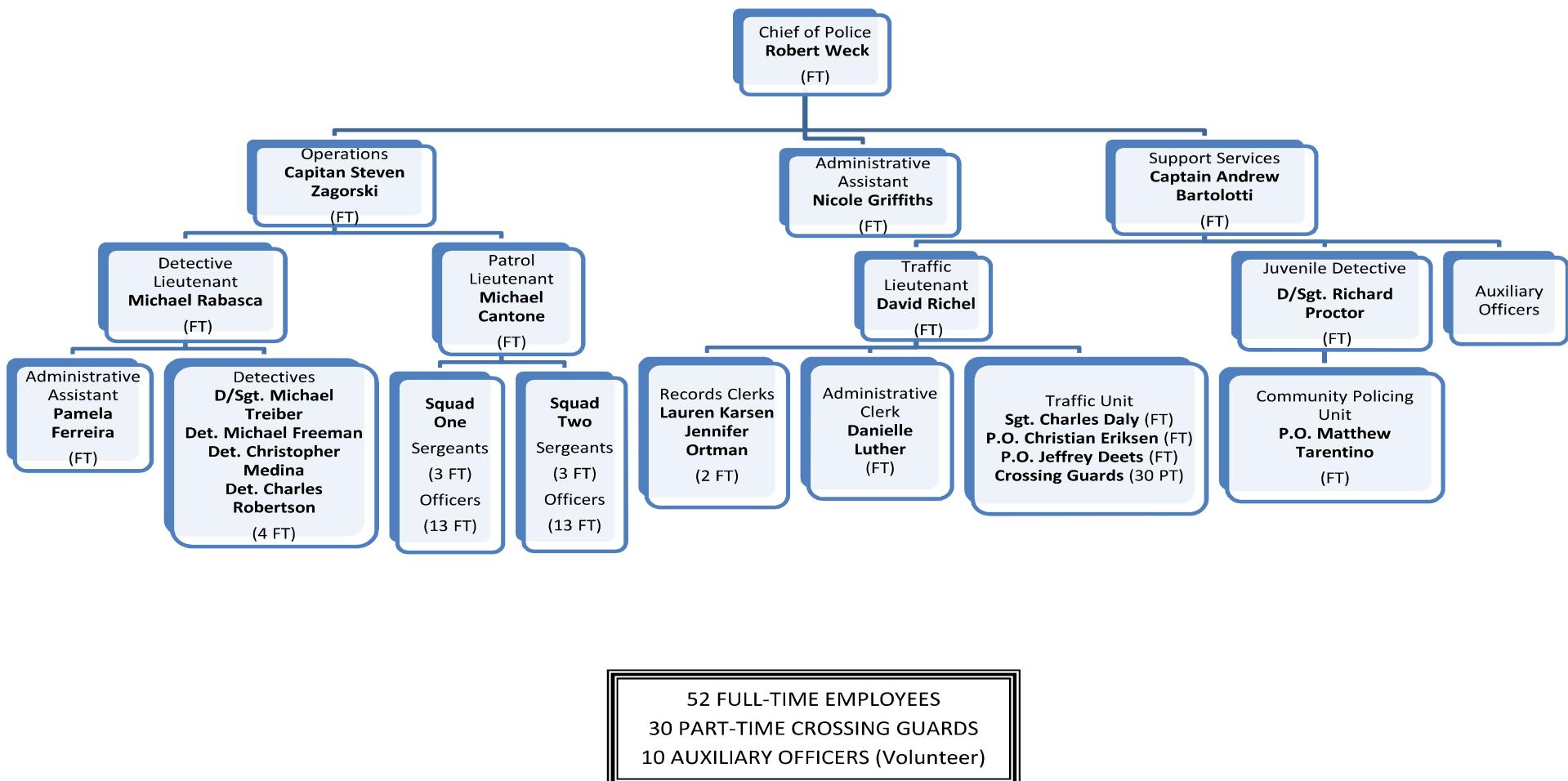
<b>Calls for Service</b>	<b>TOTAL</b>
Year: 2014	32,655
Year: 2015	28,432*
Year: 2016	25,518

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

## **SUMMARY:**

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

## Police Department



# 240-000 POLICE DEPARTMENT

## LINE-ITEM BUDGET

			2016			2017			2016-2017 Budget Variance	
			Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget		\$	%
<b><u>Salaries and Wages</u></b>										
101	Full-Time	\$ 5,300,000	\$ 5,201,266	\$ 98,734		\$ 5,210,000	\$ 5,210,000		\$ (90,000)	-1.70%
104	Overtime	210,000	319,517	(109,517)		220,000	220,000		10,000	4.76%
106	Sick Leave Incentive	25,000	30,250	(5,250)		35,000	35,000		10,000	40.00%
108	Special Law Enforcement Officer 1	70,000	0	70,000		40,000	40,000		(30,000)	-42.86%
109	Other Pay - Court Overtime	12,000	7,439	4,561		10,000	10,000		(2,000)	-16.67%
111	Auxiliary Police Chief	2,000	0	2,000		2,000	2,000		0	0.00%
114	Off Duty (Clearing Acct)	20,000	17,385	2,615		20,000	20,000		0	0.00%
121	Civilian Administration	305,000	303,457	1,543		309,000	309,000		4,000	1.31%
141	Rabbi Trust Contribution	40,000	40,000	0		64,000	64,000		24,000	60.00%
194	OT July 4th	0	6,606	(6,606)		6,000	6,000		6,000	100.00%
Total Salary & Wages			\$ 5,984,000	\$ 5,925,920	\$ 58,080	\$ 5,916,000	\$ 5,916,000		\$ (68,000)	-1.14%
<b><u>Other Expenses</u></b>										
201	Supplies and Materials	\$ 9,000	\$ 9,595	\$ (595)		\$ 11,000	\$ 11,000		\$ 2,000	22.22%
206	Street Signs	11,000	12,026	(1,026)		11,000	11,000		0	0.00%
224	Ordnance & Range	32,000	32,490	(490)		32,000	32,000		0	0.00%
225	Detective Bureau/Photo Equip	2,000	1,319	681		1,000	1,000		(1,000)	-50.00%
301	Printing	2,000	1,458	542		1,000	1,000		(1,000)	-50.00%
500	Contract Services	60,000	57,661	2,339		60,000	60,000		0	0.00%
501	Revision Program	3,000	404	2,596		3,000	3,000		0	0.00%
502	Community Policing	3,000	2,767	233		3,000	3,000		0	0.00%
505	E-Ticketing	32,000	20,412	11,588		32,000	32,000		0	0.00%
700	Equipment	10,000	11,047	(1,047)		10,000	10,000		0	0.00%
703	Vehicle Maintenance	35,000	35,633	(633)		35,000	35,000		0	0.00%
800	Employee Support	3,000	2,901	99		3,000	3,000		0	0.00%
803	Clothing Allowance	6,000	5,566	434		6,000	6,000		0	0.00%
804	Training & Seminars	15,000	10,509	4,491		15,000	15,000		0	0.00%
805	Tuition Reimbursement	22,000	21,268	732		35,000	35,000		13,000	59.09%
806	Memberships	3,000	2,696	304		3,000	3,000		0	0.00%
809	Clothing Allowance (Payroll Acct.)	76,000	76,388	(388)		76,000	76,000		0	0.00%
841	Rabbi Trust Administration fees	0	2,810	(2,810)		2,810	2,810		2,810	100.00%
900	Miscellaneous (Promo. Exams)	5,000	8,744	(3,744)		5,000	5,000		0	0.00%
Total Other Expenses			\$ 329,000	\$ 315,695	\$ 13,305	\$ 344,810	\$ 344,810		\$ 15,810	4.81%

## 240-000 POLICE DEPARTMENT

## LINE-ITEM BUDGET

			2016			2017			2016-2017 Budget Variance	
			Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget		\$	%
<b>240-001 Crossing Guards</b>										
<i><u>Salaries and Wages</u></i>										
100	Crossing Guards	\$ 223,300	\$ 218,621	\$ 4,679		\$ 223,300	\$ 223,300	\$ 0	0.00%	
110	Off Duty Coverage	0	12,761	(12,761)		13,000	13,000	13,000	100.00%	
		<b>\$ 223,300</b>	<b>\$ 231,382</b>	<b>\$ (8,082)</b>		<b>\$ 236,300</b>	<b>\$ 236,300</b>	<b>\$ 13,000</b>	<b>5.82%</b>	
200	<i><u>Other Expenses</u></i>	\$ 2,500	\$ 2,476	\$ 24		\$ 4,000	\$ 4,000	\$ 1,500	60.00%	
240-002	Police Vehicles	\$ 0	\$ 50,000	\$ (50,000)		\$ 0	\$ 0	\$ 0	0.00%	
<b>Overall Police Department Total</b>		<b>\$ 6,538,800</b>	<b>\$ 6,525,473</b>	<b>\$ 13,327</b>		<b>\$ 6,501,110</b>	<b>\$ 6,501,110</b>	<b>\$ (37,690)</b>	<b>-0.58%</b>	

## 240-000 POLICE DEPARTMENT

## EMPLOYEE SALARY & WAGES

Status	Title	2016		2017 Base	2017 Stipend	Long			2017 Longevity	2017 Total
		Base	Longevity			%	Grade	Step		
Weck, Robert	Full-Time Chief	\$ 178,843		\$ 164,690	\$ 3,000	10%	19	3	\$ 16,469	\$ 184,159
Bartolotti, Andrew	Full-Time Captain	154,835		150,485		6%	18	3	9,029	159,514
Zagorski, Steven	Full-Time Captain	160,678		150,485		10%	18	3	15,048	165,533
Cantone, Michael	Full-Time Patrol Lieutenant	144,919		138,767		8%	3	2	11,101	149,868
Rabasca, Michael	Full-Time Detective/Lieutenant	144,919		138,767		8%	3	2	11,101	149,868
Richel, David	Full-Time Traffic Lieutenant	147,653		138,767		8%	3	2	11,101	149,868
Buntin, Matthew	Full-Time Sergeant	122,787		124,626			2	2	0	124,626
Byrne, Michael	Full-Time Sergeant	135,066		114,551		6%	2	1	6,873	121,424
Daly, Charles	Full-Time Traffic Sergeant	0		114,551			2	1	0	114,551
Frank, Peter	Full-Time Sergeant	130,154		124,626		8%	2	2	9,970	134,596
Martin, Ronald	Full-Time Sergeant	132,610		124,626		10%	2	2	12,463	137,089
Proctor, Richard	Full-Time Detective/Sergeant	123,487		124,626	700		2	2	0	125,326
Rich, Thomas	Full-Time Sergeant	130,154		124,626		6%	2	2	7,478	132,104
Rutkowski, Sam	Full-Time Sergeant	122,787		124,626			2	2	0	124,626
Treiber, Michael	Full-Time Detective/Sergeant	130,154		124,626	700	6%	2	2	7,478	132,804
<i>Superior Officers Sub-Total</i>		<b>\$ 1,959,046</b>		<b>\$ 1,983,445</b>	<b>\$ 4,400</b>				<b>\$ 118,112</b>	<b>\$ 2,105,957</b>

# 240-000 POLICE DEPARTMENT

## EMPLOYEE SALARY & WAGES

Status	Title	2016		2017 Base	2017 Stipend	Long			2017 Total
		Base + Longevity	Base			%	Grade	Step	
Brunetto, John	Full-Time	Patrol Officer	\$ 66,008	\$ 77,262			1	6	\$ 0
Deets, Jeffrey	Full-Time	Patrol Officer	54,754	60,381	850		1	3	0
DeFilippis, Donald	Full-Time	Patrol Officer	107,482	109,095			1	11	0
DeMetro, Mark	Full-Time	Patrol Officer	0	43,500			1	0	0
Eriksen, Christian	Full-Time	Patrol Officer	107,482	109,095	850		1	11	0
Finnegan, Craig	Full-Time	Patrol Officer	116,081	109,095		9%	1	11	9,819
Franchino, Leonard	Full-Time	Patrol Officer	107,482	43,500			1	0	0
Freeden, James	Full-Time	Patrol Officer	116,081	109,095		9%	1	11	9,819
Freeman, R. Michael	Full-Time	Detective/Patrol Officer	113,931	109,095	1,550	8%	1	11	8,728
Garcia, Jonathon	Full-Time	Patrol Officer	107,482	109,095			1	11	0
Garita, Ruddy	Full-Time	Patrol Officer	107,482	43,500			1	0	0
Griffin, Leland	Full-Time	Patrol Officer	107,482	109,095			1	11	0
Kotiga, David	Full-Time	Patrol Officer	107,482	109,095			1	11	0
Kwiatek, Keith	Full-Time	Patrol Officer	71,635	77,262			1	6	0
Ludena, Henry	Full-Time	Patrol Officer	66,008	77,262			1	6	0
Lyons, Louis	Full-Time	Patrol Officer	116,081	54,548		10%	1	11	5,455
Maggiulli, Kathleen	Full-Time	Patrol Officer	107,482	109,095			1	11	0
McDermott, Gerald	Full-Time	Patrol Officer	107,482	109,095			1	11	0
Medina, Christopher	Full-Time	Detective/Patrol Officer	107,482	109,095	1,550		1	11	0
O'Leary, Sean	Full-Time	Patrol Officer	113,931	109,095		8%	1	11	8,728
Pedersen, Raymond	Full-Time	Patrol Officer	113,931	109,095	1,500	7%	1	11	7,637
Peer, Jeffrey	Full-Time	Patrol Officer	113,931	109,095	1,500	6%	1	11	6,546
Peters, Ryan	Full-Time	Patrol Officer	107,482	109,095			1	11	0
Robertson, Charles	Full-Time	Detective/Patrol Officer	109,032	109,095	1,550		1	11	0
Santos, Paulo	Full-Time	Patrol Officer	107,482	109,095			1	11	0
Sauers, Jonathan	Full-Time	Patrol Officer	113,931	109,095		6%	1	11	6,546
Sauers, Karen	Full-Time	Patrol Officer	107,482	109,095			1	11	0
Stanek, Ryan	Full-Time	Patrol Officer	107,482	109,095			1	11	0
Tarentino, Matthew	Full-Time	Patrol Officer	66,008	77,262	850		1	6	0
Thompson, Sean	Full-Time	Patrol Officer	113,931	43,500	850		1	0	0
Watson, Rodney	Full-Time	Patrol Officer	113,931	109,095		8%	1	11	8,728
Werthmann, Brian	Full-Time	Patrol Officer	113,931	109,095	1,500	6%	1	11	6,546
<i><b>Patrol Officers Sub-Total</b></i>			<b>\$ 3,197,884</b>		<b>\$ 2,998,067</b>	<b>\$ 12,550</b>		<b>\$ 78,552</b>	<b>\$ 3,089,169</b>

Status	Title	2016		2017 Base	2017 Stipend	2017		2017 Total
		Base + Longevity	Grade			Step	Longevity	
Ferreira, Pamela	Full-Time	Administrative Assistant	\$ 63,836	\$ 66,421		8	19	\$ 66,421
Griffiths, Nicole	Full-Time	Administrative Assistant	66,641	66,421		8	19	66,421
Karsen, Lauren	Full-Time	Records Clerk II	63,836	63,836		7	19	63,836
Luther, Danielle	Full-Time	Administrative Clerk	61,335	61,335		6	19	61,335
Ortman, Jennifer	Full-Time	Records Clerk I	49,067	50,294		6	7	50,294
		<i>Civilian Administration Total</i>	\$ 304,715	\$ 308,307			\$ 0	\$ 308,307
		<i>Salaries &amp; Wages Total</i>	\$ 5,461,645	\$ 5,289,818	\$ 16,950		\$ 196,664	\$ 5,503,433

**FIRE**

# Summit Fire Department

Eric Evers, Fire Chief



## WHAT WE DO

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

The Summit Fire Department responds to over 2,200 calls per year and is responsible for providing fire protection and emergency services, including "First Responder" emergency medical response.

## KEY VALUES

*People are our most valuable resource.*

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

*Fire protection is our critical mission.*

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

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

## MISSION STATEMENT

The Summit Fire Department (SFD) is a well-funded and amply equipped organization of highly motivated and expertly trained professionals providing a full range of emergency services, public fire protection and fire safety education. The organization is viewed as a premiere fire department, delivering fire suppression, prevention, training, EMS and regional dispatch services.

## OVERVIEW

The SFD response jurisdiction encompasses just over six (6) square miles with a population of approximately 22,000 residents. The response area includes a Central Retail Business District with smaller outlying commercial areas dispersed throughout the city. One (1) general service medical hospital and one (1) residential psychiatric facility are also located within city limits, along with one (1) pharmaceutical research company with two (2) business campuses.

The balance of the land use is primarily residential and consists of a mix of single-family detached homes and several large garden apartment style complexes.

Summit serves as a main transportation corridor with sections of Interstate Highway Route 78 and State Highway Route 24 framing its eastern and southern borders. A New Jersey Transit railroad station, located in the central business district, is the busiest station on the Morris & Essex Midtown Direct line, providing commuter rail service to New York City.

## Goals

### Operations

- Increase staffing levels to ensure safe and effective operations.
- Complete the implementation of a Special Operations Division.
- Review the first responder medical program.
- Provide a detailed evaluation of department operations.

### Facilities and Apparatus

- Secure a governing body commitment for the new firehouse replacement project.
- Update the apparatus replacement schedule.

### Fire Service Accreditation

- Obtain fire service re-accreditation status.

### Fire Department Shared Services

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

## Organizational Structure

“Combination” fire department: 32 full-time career members, 12 volunteer firefighters.

Four 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) Assistant and Two (2) Fire Prevention Inspectors.

## Response Activity

The Summit Fire Department continues to contribute data to the National Fire Incident Reporting System (NFIRS). For each fire department response, the officer in charge completes an incident report.

The reports are submitted electronically to the New Jersey Division of Fire Safety at the end of each month. The purpose of gathering data from around the state is to track changing trends in the fire service.

The Summit Fire Department responded to 2,230 calls in 2016.

Responses are broken down into the following categories:

### **FIREs**

The SFD responded to 111 fires in 2016. Almost 66 of these were fires inside structures. This statistic also includes vehicle, hazmat, brush and other types of fires.

### **RESCUES**

The SFD performed 450 rescues in 2016. This category includes motor vehicle extrications, technical rescue and elevator extrications. This does not include removal of victims from fires.

### **MOTOR VEHICLE ACCIDENTS**

The SFD responded to 72 motor vehicle accidents. This includes all types of assistance at vehicle accidents with the exception of extrications and accidents where the fire department performs EMS services.

### **HAZARDOUS CONDITIONS**

The SFD responded to 300 hazardous conditions in 2016. These responses include hazardous materials incidents, downed power lines, gas leaks, electrical equipment problems and carbon monoxide calls.

### **EMERGENCY MEDICAL (First Responder)**

The SFD responded to 420 first responder calls. These are backup calls to the first aid squad to provide patient care until an ambulance crew becomes available. The SFD does not currently provide for patient transport to a hospital.

### **SERVICE CALLS**

The Fire Department handled 304 service calls in 2016. 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**

The SFD responded to 272 good intent calls. This category includes calls where a caller believes something to be an emergency when in fact an investigation finds no need for the fire department or another agency is needed. In these instances, units are dispatched and cancelled on route or fire personnel arrange to get the right service for the situation.

## **ALARM ACTIVATIONS**

The SFD responded to 541 alarm activations and four (4) malicious false alarms. This category includes alarm malfunctions, accidental activations and malicious false alarms.

## **OTHER CALLS**

The SFD responded to 276 other incidents. These include mutual aid responses, police assists, first aid assists, aircraft standby and emergency protection provided at various city functions.

**SUMMIT FIRE DEPARTMENT**  
**Fire Activity Response Report**

**2016                    2015**

**Fires**

Fires Inside Structures	66	77
Fires Outside Structures	0	0
Vehicle Fires	17	22
Tree/Brush/Grass/Refuse Fires	19	26
All Other Types of Fires	9	2
Mutual Aid Task Force Responses	0	0
<b>Total Fires</b>	<b>111</b>	<b>127</b>

**Emergencies**

Hazardous Conditions	141	163
Electrical Hazards	159	143
Motor Vehicle Accidents	72	35
Mutual Aid Station Coverage	16	10
Service Calls (Lockouts, Water Removal, etc.)	304	335
Good Intent Calls	272	244
Miscellaneous Calls (Assist Police, Stand-By, Special Services)	143	117
CO Detector Activations	17	25
<b>Total Emergencies</b>	<b>1,124</b>	<b>1,072</b>

**Rescues**

Motor Vehicle Extrications	19	34
Elevator Emergencies, Searches, etc.	11	14
Emergency Medical Calls	420	410
<b>Total Rescues</b>	<b>450</b>	<b>458</b>

**Alarm Activations**

Malicious False Alarms	4	8
Accidental, Malfunctions, Honest Mistakes	545	590
<b>Total Alarm Activations</b>	<b>545</b>	<b>598</b>
<b>Total Number of Responses</b>	<b>2,230</b>	<b>2,255</b>

## Fire Safety Education & Prevention

### EDUCATION

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

By informing the public about the dangers of fire and demonstrating the proper methods to prevent fires from starting, Summit firefighters are partnering with the public to protect lives and property.

In 2016, the SFD made 66 safety presentations in the fire station or in other locations to multiple segments of the population, including:

- School visits to the fire station to view and discuss firefighting equipment
- Demonstrations on how to put out fires on clothing by practicing "stop, drop & roll"
- Instruction on the importance of smoke detectors and how to test if the unit is in working order
- Lessons on how to create an emergency evacuation plan
- Identification of fire hazards in home

Specialized talks presented to various groups in the community include:

- Workshops for senior citizen groups on unique risks faced as aging impacts ability to escape a fire
- Fire extinguisher training for small businesses
- Large-scale evacuation plan development for large businesses

The SFD 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 media releases to specifically target fire hazards, the SFD has been able to educate the community on the dangers of fire, share actionable information on ways to prevent fire and help citizens to be properly prepared in the event a fire should occur.

Through continued effort, public fire safety education will help firefighters to achieve our goal of "protection of life and property."

### PREVENTION

Within our community, the Summit Fire Department inspects all buildings and structures, except for owner occupied one and two family dwellings.

The Department's Bureau of Fire Prevention maintains records of over 950 buildings, structures and occupancies that require inspection. In 2016, the Summit Fire Department performed over 2,385 fire safety inspections. The inspection program is staffed with four (4) platoon in-service inspectors and two (2) inspectors from the Fire Prevention Bureau. All required inspections are divided among the five units in the department. The bureau is also responsible for complaint investigations, fire safety permits, site-plan review and fire investigations.

<b>FIRE INSPECTIONS</b>	<b>2016</b>	<b>2015</b>
Theaters & Auditoriums	18	34
Nightclubs & Clubs	91	75
Restaurants	328	343
Churches	130	119
Professional Services	459	388
Florists/Laundromats	24	29
School Day Care (*2 1/2 yr +)	230	180
Fabrication	10	25
Industrial Labs	97	76
Alcohol & Drug Centers	32	37
Hospitals	62	65
Child Care (Infants)	55	45
Jails, Retail, Gas Stations	185	190
Hotels/Motels	19	37
Rooming Houses	36	45
Multi-family apartments	144	131
One & Two family units	322	317
Storage, auto repair & lumber yds.	126	75
Metals, low storage & food products	17	12
<b>Total All Inspections</b>	<b>2,385</b>	<b>2,223</b>

<b>FIRE EDUCATION PROGRAMS</b>	<b>2016</b>	<b>2015</b>
	<b>Totals</b>	<b>Totals</b>
Fire Prev. Programs off-site	27	48
Fire Prev. Programs in-station	39	43
Fire Extinguisher Training	3	2
<b>Total</b>	<b>93</b>	<b>93</b>

<b>PLAN REVIEWS</b>	<b>2016</b>	<b>2015</b>
	<b>Totals</b>	<b>Totals</b>
Total Plans Reviewed	394	373
Total Site Plans Reviewed	108	75

## Apparatus & Equipment Division

Purchasing of apparatus involves extensive research, including assessment of department needs, determination of an acceptable quality standard and development of specifications that encourage a competitive bid process.

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

On-duty personnel provide testing and maintenance of apparatus and staff vehicles. Each day, at the beginning of every shift, vehicles are checked and scheduled maintenance such as pump and ladder tests, and scheduled oil changes and lubrication are performed monthly. Annually, factory-certified mechanics inspect and service each piece of fire apparatus, identifying potential problems early. This allows for a decreasing risk of catastrophic failure.

The following schedule 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

## Approved 2016 Capital Projects

There were 10 capital projects approved by Common Council in 2016:

### **REPLACEMENT OF WARNING LIGHTS ON RESCUE 1**

The upgrade of the warning lights will enable the vehicle to be more visible when responding to calls and while on scene. Rescue 1 responds to various highway incidents. This upgrade and the addition of the traffic advisor will enable oncoming motorists to be more aware of the incident and, more importantly, increase safety for our members. It is also more cost effective to upgrade with LED technology that is brighter and uses less electricity than our current warning lighting that is in need of extensive repair.

### **FLOOR SCRUBBING MACHINE**

The floor-scrubbing machine is used daily to clean and degrease the apparatus bay floors in the firehouse. The current floor machine is experiencing frequent breakdowns and, due to its age, parts are often unavailable and costly.

### **BREATHING AIR FILL STATION**

Establishment of a filling station at headquarters would allow members to refill used air bottles more efficiently and would make returning to service after a major incident easier and less time consuming. Currently, the department uses Springfield FD as an air bottle fill station.

### **REPLACEMENT OF TURNOUT GEAR**

The SFD has established a multi-year program to replace firefighter turnout gear. In 2016, the department was approved for the purchase of approximately six (6) sets of turnout gear. This phased schedule maintains a program for replacement that avoids a single large capital expenditure. This program also provides a limited number of back-up sets in the event that a firefighter's gear becomes damaged or contaminated.

### **REPLACEMENT OF FIRE PREVENTION VEHICLE**

The SFD requested to replace its 10-year old 2006 Ford Explorer. Major repairs to a 10-year-old vehicle are often frequent and not cost effective. Annual maintenance costs are reduced by replacing this vehicle.

### **REPLACEMENT OF FIRE HOSES**

This capital proposal maintains the current bi-annual fire hose replacement program. This program replaces aging hoses and reduces the potential for hose failure during use, which could result in injury or a loss of water supply during firefighting operations.

## **SMALL EQUIPMENT REPLACEMENT PROGRAM**

Due to age and a shortage of available parts, some gas-powered equipment is difficult to repair and maintain. Further, the reliability of older air monitoring equipment is questionable and maintaining these older units is not cost effective. The complement of small hand tools available in the fire station for use in making minor repairs to apparatus and equipment needs upgrading to match the more complex nature of modern firefighting equipment.

## **RESCUE EQUIPMENT REPLACEMENT PROGRAM**

This program continues the replacement and upgrade of the SFD rescue equipment. Improved technology of modern equipment increases the efficiency and speed of rescue operations. Major repairs to older units are not cost effective due to the improved efficiency of new units.

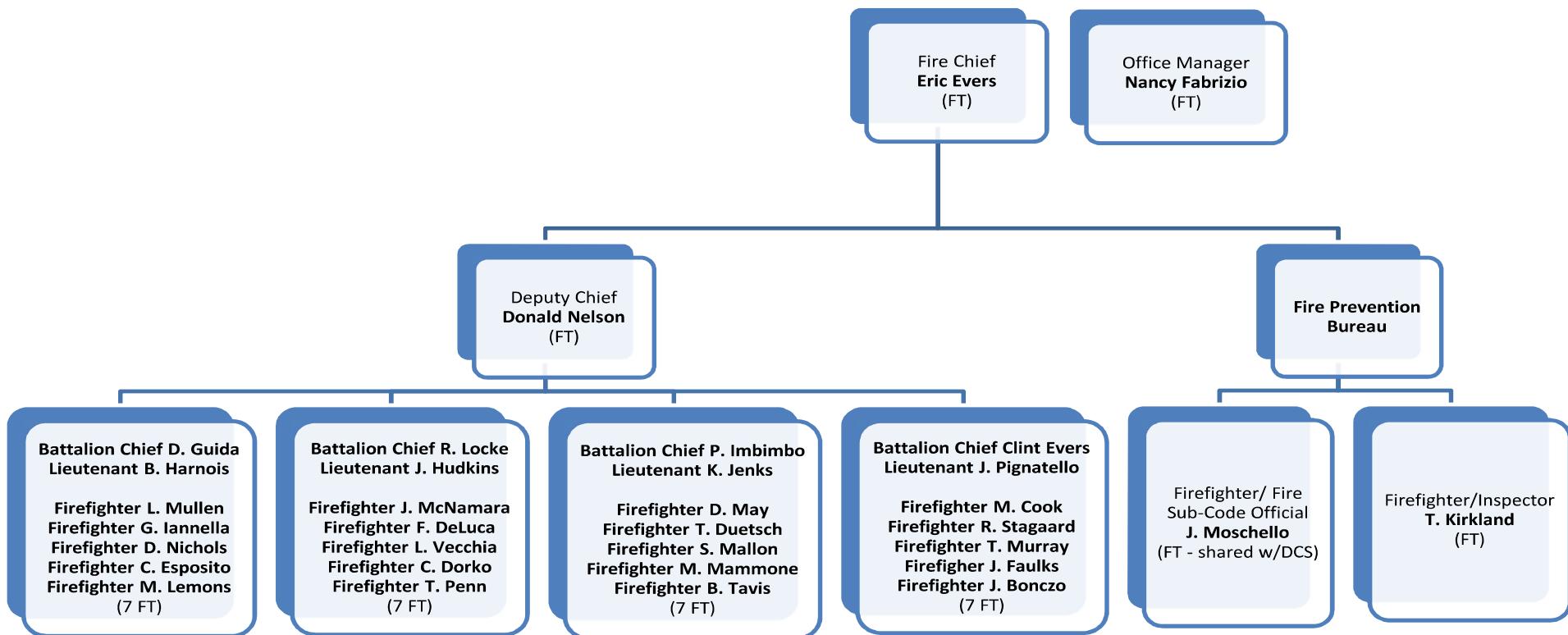
## **REPLACEMENT OF OFFICE FURNITURE**

Furniture, such as chairs, desks and file cabinets have not been replaced since 1997 when renovations to the administrative wing were first completed. In 2011, we implemented a replacement schedule to allow us to replace furniture items, as needed, in areas throughout the building.

## **REPLACEMENT OF FIRE HEADQUARTERS**

An assessment of the facility has recommended construction of a new fire headquarters. The current fire headquarters, initially constructed in 1901, consists of two, four-bay additions that were completed in 1948 and 1968 respectively. The apparatus bays are too small to accommodate modern fire apparatus. The design of the building is functionally inefficient and the infrastructure is deteriorating. There is additional need for more usable space, energy efficiency and appropriate storage areas.

## FIRE DEPARTMENT



32.5 FULL-TIME EMPLOYEES

# 265-000 FIRE DEPARTMENT

## LINE-ITEM BUDGET

		2016			2017		2016-2017 Budget Variance	
		Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>								
101	Full-Time	\$ 3,415,000	\$ 3,372,291	\$ 42,709	\$ 3,463,200	\$ 3,463,200	\$ 48,200	1.41%
104	Overtime	155,000	156,689	(1,689)	155,000	155,000	0	0.00%
108	Volunteer FF's Allowance	8,000	3,840	4,160	8,000	8,000	0	0.00%
109	Sick Leave Incentive	42,000	21,225	20,775	42,000	42,000	0	0.00%
111	Deputy EM Coordinator	3,000	0	3,000	3,000	3,000	0	0.00%
121	Administration	72,000	72,470	(470)	74,200	74,200	2,200	3.06%
141	Rabbi Trust Contribution	48,000	48,000	0	48,000	48,000	0	0.00%
194	OT July 4th	0	3,860	(3,860)	4,000	4,000	4,000	100.00%
<b>Total Salary &amp; Wages</b>		<b>\$ 3,743,000</b>	<b>\$ 3,678,375</b>	<b>\$ 64,625</b>	<b>\$ 3,797,400</b>	<b>\$ 3,797,400</b>	<b>\$ 54,400</b>	<b>1.45%</b>
<b><u>Other Expenses</u></b>								
201	Supplies and Materials	\$ 18,000	\$ 16,770	\$ 1,230	\$ 18,000	\$ 18,000	\$ 0	0.00%
402	Building Maintenance	8,000	3,465	4,535	10,000	10,000	2,000	25.00%
500	Contract Services	52,000	35,481	16,519	47,000	47,000	(5,000)	-9.62%
700	Equipment	20,000	21,219	(1,219)	20,000	20,000	0	0.00%
705	Vehicle Maintenance	60,000	48,589	11,411	50,000	50,000	(10,000)	-16.67%
800	Employee Support	8,000	2,740	5,260	8,000	8,000	0	0.00%
803	Clothing Allowance	7,000	4,800	2,200	7,000	7,000	0	0.00%
804	Training & Seminars	25,000	23,585	1,415	25,000	25,000	0	0.00%
805	Tuition Reimbursement	0	0	0	35,000	35,000	35,000	100.00%
808	Personal Expenses	2,000	0	2,000	2,000	2,000	0	0.00%
809	Clothing Allowance (Payroll Acct)	63,000	62,700	300	63,000	63,000	0	0.00%
841	Rabbi Trust Administration Fee	0	2,810	(2,810)	2,810	2,810	2,810	100.00%
<b>Total Other Expenses</b>		<b>\$ 263,000</b>	<b>\$ 222,160</b>	<b>\$ 40,840</b>	<b>\$ 287,810</b>	<b>\$ 287,810</b>	<b>\$ 24,810</b>	<b>9.43%</b>
<b>265-001 Uniform Fire Safety Act</b>								
<b><u>Salary &amp; Wages</u></b>		<b>\$ 36,000</b>	<b>\$ 36,000</b>	<b>\$ 0</b>	<b>\$ 36,000</b>	<b>\$ 36,000</b>	<b>\$ 0</b>	<b>0.00%</b>
<b>265-002 Fire Hydrant Service</b>		<b>\$ 271,500</b>	<b>\$ 271,483</b>	<b>\$ 17</b>	<b>\$ 275,000</b>	<b>\$ 275,000</b>	<b>\$ 3,500</b>	<b>1.29%</b>
<b>Overall Fire Department Total</b>		<b>\$ 4,313,500</b>	<b>\$ 4,208,018</b>	<b>\$ 105,482</b>	<b>\$ 4,396,210</b>	<b>\$ 4,396,210</b>	<b>\$ 82,710</b>	<b>12.18%</b>

# 265-000 FIRE DEPARTMENT

## EMPLOYEE SALARY & WAGES

Status	Title	2016		2017		2017 Stipend	Grade	Step	Long %	Longevity	2017	
		Base	Base + Longevity	Base	Base						Total	
Evers, Eric	Full-Time	Chief	\$ 178,884	\$ 162,255	\$ 3,000	19	3	10%	\$ 16,226		\$ 181,481	
Nelson, Donald	Full-Time	Deputy Chief	157,154	145,554	3,000	17	3	10%	14,555		163,109	
Evers, Henry Clint	Full-Time	Battalion Chief	131,050	129,290		3	3	6%	7,757		137,047	
Guida, David	Full-Time	Battalion Chief	139,633	129,290		3	3	8%	10,343		139,633	
Imbimbo, Paul	Full-Time	Battalion Chief	137,047	129,290		3	3	6%	7,757		137,047	
Locke, Richard	Full-Time	Battalion Chief	142,219	129,290		3	3	10%	12,929		142,219	
Harnois, Brian	Full-Time	Lieutenant	114,958	114,958		2	3		0		114,958	
Hudkins, Jeffrey	Full-Time	Lieutenant	126,454	114,958		2	3	10%	11,496		126,454	
Jenks, Kenneth	Full-Time	Lieutenant	114,958	114,958		2	3		0		114,958	
Pignatello, James	Full-Time	Lieutenant	109,748	114,958		2	3		0		114,958	
Bonczo, John	Full-Time	Firefighter	53,859	59,797		1	4		0		59,797	
Cook, Michael	Full-Time	Firefighter	112,904	102,640		1	10	10%	10,264		112,904	
DeLuca, Frank	Full-Time	Firefighter	110,851	102,640		1	10	8%	8,211		110,851	
Deutsch, Timothy	Full-Time	Firefighter	108,798	102,640		1	10	6%	6,158		108,798	
Dorko, Christopher	Full-Time	Firefighter	102,640	102,640		1	10		0		102,640	
Esposito, Christopher	Full-Time	Firefighter	77,705	85,455		1	6		0		85,455	
Faulks, Jeffrey	Full-Time	Firefighter	85,455	95,798		1	7		0		95,798	
Iannella, Gabriel	Full-Time	Firefighter	108,798	102,640		1	10	6%	6,158		108,798	
Kirkland, Thomas	Full-Time	FF/Inspector	104,949	102,640	2,309	1	10		0		104,949	
Lemons, Matthew	Full-Time	Firefighter	47,953	53,859		1	3		0		53,859	
Mallon, Scott	Full-Time	Firefighter	108,798	102,640		1	10	6%	6,158		108,798	
Mammone, Michael	Full-Time	Firefighter	102,640	102,640		1	10		0		102,640	
May, David	Full-Time	Firefighter	112,904	102,640		1	10	10%	10,264		112,904	
McNamara, Jeffrey	Full-Time	Firefighter	112,904	102,640		1	10	10%	10,264		112,904	
Moschello, Joseph	Full-Time	FF/Fire Sub-Code Official	114,617	102,640	11,977	1	10		0		57,617	
Mullen, Lonn	Full-Time	Firefighter	109,825	102,640		1	10	8%	8,211		110,851	
Murray, Thomas III	Full-Time	Firefighter	108,798	102,640		1	10	6%	6,158		108,798	
Nichols, Dwight	Full-Time	Firefighter	102,640	102,640		1	10		0		102,640	
Penn, Thomas	Full-Time	Firefighter	47,953	53,859		1	3		0		53,859	
Stagaard, Richard	Full-Time	Firefighter	109,825	102,640		1	10	8%	8,211		110,851	
Tavis, Brian	Full-Time	Firefighter	50,009	56,812		1	3		0		56,812	
Vecchia, Louis	Full-Time	Firefighter	108,798	102,640		1	10	6%	6,158		108,798	
<b>Fire Department Sub-Total</b>			<b>\$ 3,455,728</b>		<b>\$ 3,332,620</b>	<b>\$ 20,287</b>			<b>\$ 167,281</b>		<b>\$ 3,463,188</b>	
<b><u>Fire Administration</u></b>												
Fabrizio, Nancy	Full-Time	Office Manager	\$ 69,365	\$ 68,635	\$ 0	9	17	8%	\$ 5,491		\$ 74,126	
<b>Salaries &amp; Wages Total</b>			<b>\$ 3,525,093</b>		<b>\$ 3,401,255</b>	<b>\$ 20,287</b>			<b>\$ 172,772</b>		<b>\$ 3,537,314</b>	

## 252-000 EMERGENCY MANAGEMENT

## LINE-ITEM BUDGET

2016			2017		2016-2017 Budget Variance	
	Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$      %
<u><b><i>Other Expenses</i></b></u>						
201	Supplies and Materials	\$ 2,000	\$ 58	\$ 1,942	\$ 2,000	\$ 0 0.00%
500	Contract Services	7,000	5,995	1,005	7,000	0 0.00%
801	Clothing/Cleaning	4,000	0	4,000	4,000	0 0.00%
804	Training & Seminars	500	605	(105)	500	0 0.00%
Total Other Expenses		\$ 13,500	\$ 6,658	\$ 6,842	\$ 13,500	\$ 0 0.00%
Division Total		\$ 13,500	\$ 6,658	\$ 6,842	\$ 13,500	\$ 0 0.00%

COMMUNITY  
SERVICES  
(DCS)

# Department of Community Services (DCS)

Paul Cascais, Director



## WHAT WE DO

The Department of Community Services (DCS) is responsible for implementing the largest portion of the city's capital projects; no other department has oversight of such magnitude and scope over city functions. DCS responsibilities include code administration and construction, planning, zoning and property maintenance, engineering and public works, and the city's environmental initiatives.

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

## OUR FOCUS

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

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

## MISSION STATEMENT

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

## OVERVIEW

In the engineering and public works divisions, responsibilities include:

Capital improvements & maintenance to drainage	Road projects involving 83 miles of roadway and 269 streets within the City
50 miles of storm sewer	Pedestrian safety
2,800 storm structures	Parks & public spaces
82 miles of sanitary sewer	Emergency management
2,300 sanitary structures	Infrastructure maintenance
Daily management of 4 to 7 million gallons of sanitary sewage flow	Public safety
Six (6) miles of force mains	Support to other departments and boards
Four (4) pump stations	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.

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

## How We Performed in 2016

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### SERVICE GOAL

**Maintain and upgrade critical city infrastructure and municipal resources.**

#### **Drainage**

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

#### **Sewers**

Engineering and public works provides immediate emergency responses in sewer-related emergencies, along with continual maintenance of the systems to ensure proper and continuous flow.



The city has an intricate network of storm sewers that service the 13 individual drainage areas within the city. There are 2,800 storm sewer structures and 50 miles of storm sewer that fall into the jurisdiction of DCS. All told, 104 individual discharge points to various waterbodies exist. These drainage basins are located in three Watershed Management Areas (WMA) as defined by NJDEP. The system is upgraded, as recommended by the DAR, during roadway improvement projects and as identified throughout the year by field conditions encountered by both the engineers and public works employees.



With the exception of 20 parcels, all properties within the city are serviced by the city's sanitary sewer system. There are 2,300 sanitary sewer structures and the city is responsible for 82 miles of sanitary sewer. The city's sanitary sewer system includes a network of various sized pipes, four pumping stations, and a main trunk line that conveys all city sewage to a joint meeting point for all of Essex and Union counties - a sewage treatment plant in Elizabeth, NJ. Engineering partners with public works to identify sewer infrastructure projects based on closed-circuit camera inspections and visual field inspections. In addition to emergency repairs and sewer upgrades completed in conjunction with roadway improvement projects, each year, engineering completes approximately three sanitary sewer improvement projects from design through construction. In addition, the city also receives sewage from New Providence and works closely with the New Providence DPW to monitor flow volumes.

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

### **Pedestrian Safety**

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

Pedestrian safety is also addressed within the roads projects annually.

### **Parks and Recreation**

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

### **GIS (Geographic Information System)**

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

### **Fleet Maintenance**

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

### **City Infrastructure/Properties Maintenance**

Public works is responsible for the daily care and maintenance of over 8,000 city trees, numerous parking lots/garages, parks and recreation areas, city buildings and properties, athletic fields using integrated pest management (IPM) where applicable, art installations, playgrounds, 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 city's Shade Tree Advisory Committee and the Environmental Commission to promote environmental best practices.

### **Sanitation and Solid Waste Management**

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

	<u>2015</u>	<u>2016</u>	<u>% Change Annually</u>	<u>Monthly Avg. 2015</u>	<u>Monthly Avg. 2016</u>	<u>% Change Monthly</u>
<b>ENGINEERING</b>						
Grading permits	80	92	15%	7	8	15%
Public Utilities	114	114	0%	10	10	0%
Storm/San. Sewers	15	22	47%	1	2	47%
Road Opening	3	3	0%	0	0	0%
Curb/Sidewalks	47	54	15%	4	5	15%
<b>Total Engineering Permits</b>	<b>259</b>	<b>285</b>	<b>10%</b>	<b>22</b>	<b>24</b>	<b>10%</b>
<b>TREES</b>						
Number of replacement trees	48	21	-56%	4	2	-56%
Tree Permits Approved/Fee	56	52	-7%	5	4	-7%
Tree Permits Approved/Exempt	131	127	-3%	11	11	-3%
Tree Permits Denied	1	0	-100%	0	0	-100%
<b>Total Tree Permits</b>	<b>187</b>	<b>179</b>	<b>-4%</b>	<b>16</b>	<b>15</b>	<b>-4%</b>
<b>Linear Feet of Cleaned &amp; Video Inspected Sewer Mains</b>	<b>22,659</b>	<b>22,500</b>				
<b>Potholes</b>	<b>238</b>	<b>425</b>				
<b>Micro-surfacing (square yardage)</b>	<b>70,400</b>	<b>65,000</b>				

## Performance Goals Review

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**SERVICE  
GOAL**

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

**Master Plan**

In early 2016, the City of Summit Planning Board embarked on an ambitious plan to develop and approve the 2016 Reexamination Report of the Master Plan by the end of the year; this process is mandated every 10 years for municipalities. This was the first time that the city accessed a public response platform to allow residents to provide integrated feedback online with a mapping functionality and by text. A significant number of residents volunteered to serve on the seven subcommittees, and the public was encouraged to submit their comments during multiple public workshops, in online surveys and by USPS mail-in postcards. Drafts of the final plan were vetted by the planning board, city staff, Master Plan subcommittee members and the general public. On November 21, 2016, the goal was realized when the Planning Board voted unanimously to approve the report.

**Construction**

The construction office is responsible for administering the statewide New Jersey uniform construction code, issuing construction permits and conducting the mandated inspections for building, electrical, plumbing, fire and mechanical work. The office issues approximately 2,500 permits annually with 67% being released on or ahead of schedule. This represents anywhere from 60 to 100MM of construction work each year and an annual average of about 9,000 inspections.

**Land Use/Zoning**

The land use/zoning office is responsible for administering the Summit Development Regulations Ordinance (DRO), the city's zoning regulations. This includes a prior approval review of about 600 construction projects for zoning compliance with more than 94% being reviewed and decided on-time. The office also issues more than 600 zoning certificates of occupancy each year, entailing more than 1,100 inspections for home re-sales and tenant changes. Technical and administrative assistance is also provided to the city's two land use boards.

**Planning and Zoning Board**

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

<b>CONSTRUCTION</b>	<b>2015</b>	<b>2016</b>	<b>% Change Annually</b>	<b>Monthly Avg. 2015</b>	<b>Monthly Avg. 2016</b>	<b>% Change Monthly</b>
Zoning Certificate of Occupancy (CO) Inspections	873	932	7%	73	78	7%
Zoning CO Re-Inspections	657	561	-15%	55	47	-15%
<b>Total Zoning CO Inspections</b>	<b>1,530</b>	<b>1,493</b>	<b>-2%</b>	<b>128</b>	<b>124</b>	<b>-2%</b>
Total Zoning Reviews	659	686	4%	55	57	4%
UCC Plan Reviews	3110	3365	8%	259	280	8%
% completed within 20 days	95%	96%	1%	95%	96%	1%
Total UCC Inspections	9596	9983	4%	800	832	4%
Construction Permit Revenue	\$ 889,699	\$ 1,188,997	34%	\$74,142	\$99,083	34%
Total Construction Value	\$ 76,359,056	\$ 102,302,757	34%	\$6,363,255	\$8,525,230	34%
<b>Total Permits Issued</b>	<b>2,375</b>	<b>2,591</b>	<b>9%</b>	<b>198</b>	<b>216</b>	<b>9%</b>
<b>PLANNING &amp; ZONING</b>						
# of zoning board applications submitted	68	71	4%	6	6	4%
# of zoning board applications decided	60	68	13%	5	6	13%
ZB Application Fees Collected	\$ 29,610	\$ 28,588	-3%	\$2,467.54	\$2,382.29	-3%
ZB Escrow Deposits	\$ 105,135	\$ 99,046	-6%	\$8,761.25	\$8,253.86	-6%
ZB Inspection Fees Collected	\$ 7,825	\$ 51,747	561%	\$652.04	\$4,312.23	561%
# of planning board applications submitted	8	11	38%	1	1	38%
# of planning board applications decided	9	11	22%	1	1	22%
PB Application Fees Collected	\$ 3,269	\$ 16,363	401%	\$272	\$1,3634	401%
PB Escrow Deposits	\$ 20,388	\$ 42,973	111%	\$1,699	\$3,581	111%
PB Inspection Fees Collected	\$ 45,639	\$ 60,791	33%	\$3,803	\$5,066	33%

**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 and establish the city's "fair share" of the regional need for low and moderate incoming housing. The settlement agreement also delineated actions that Summit must take to satisfy its legal requirement of fair share housing. Oversight for the process was mitigated by a designated court master who worked with the city and FSHC. The settlement agreement was the final piece of the city's housing element, which by statute is part of the Master Plan Reexamination process and final plan. The planning board determined that the Fair Share plan was consistent with the goals and objectives of the city's Master Plan Reexamination. As such, the plan was passed by the planning board unanimously on January 23, 2017. The city's Common Council endorsed the plan by vote on February 1, 2017. Following endorsement, the city will create and implement zoning ordinances to support the plan.

**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, fire).

**Emergency Operations**

DCS (engineering, public works, code administration) 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, spearheaded by the DCS department, tying for first place in the medium municipality category, and second place overall. The Sustainable Jersey certification program recognizes a community's "green" accomplishments. DCS also launched the Summit Free Market, an environmental program that facilitates "free" goods exchange of yard-sale quality reusable items among residents.

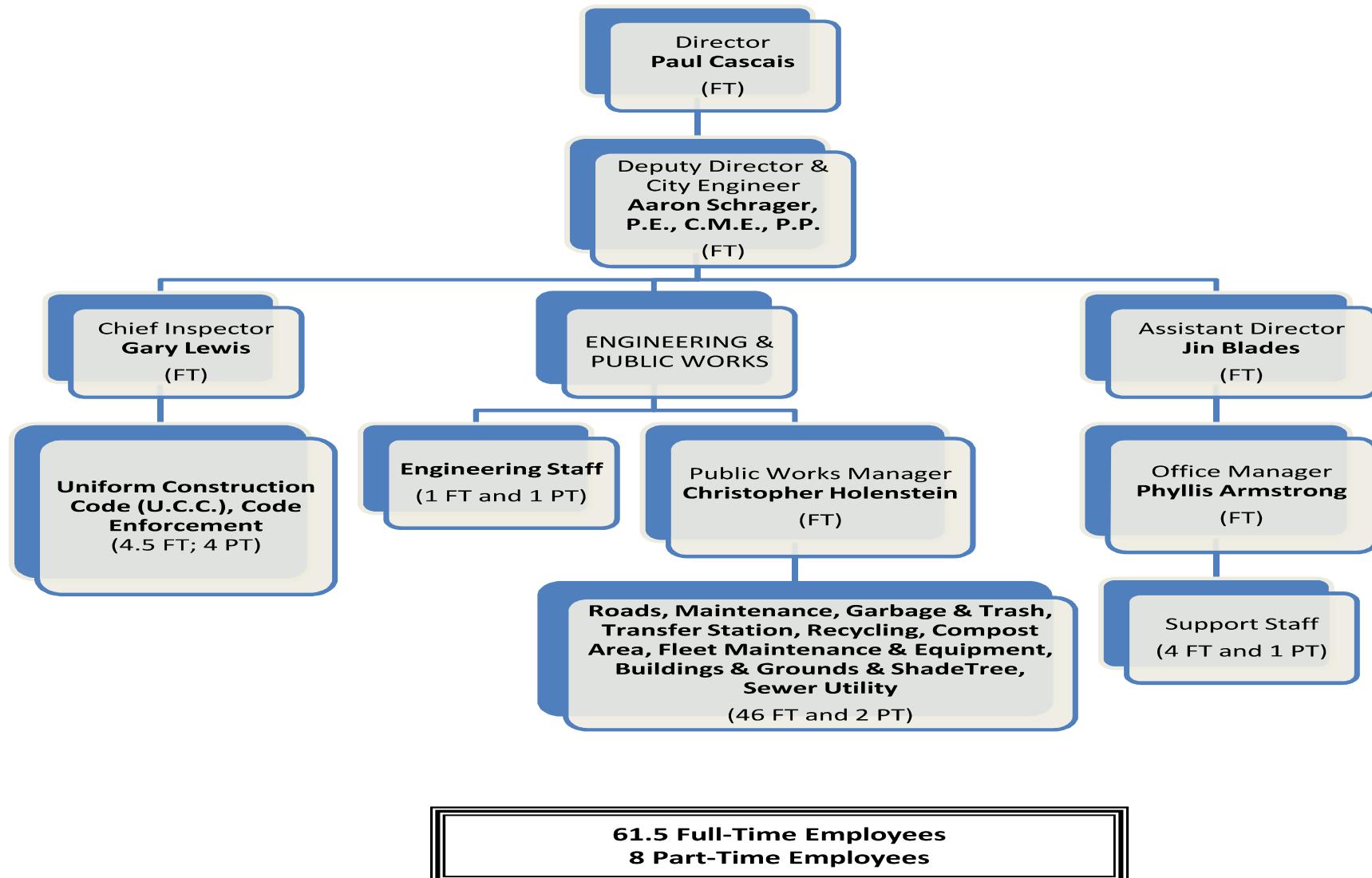
### **Agency Coordination**

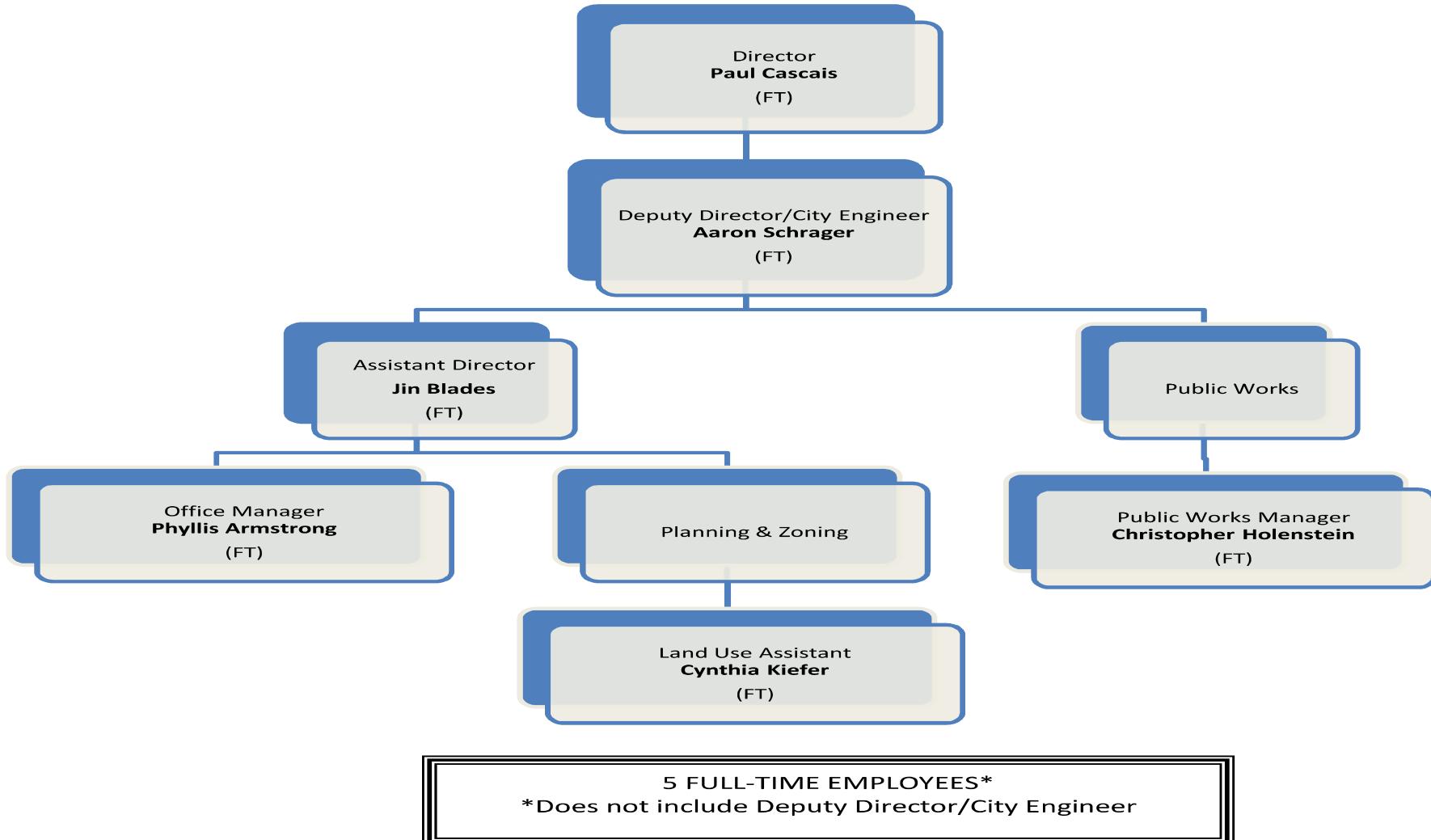
Coordination with the various federal, state, and county agencies that have jurisdiction over some infrastructure within the city limits is a vital responsibility of DCS. Open communication assures conformance to all current regulations and maintains a working relationship to ensure efficient projects.

<b>SAFE HOMES/Property Maintenance</b>	<b>2015</b>	<b>2016</b>	<b>% Change</b>	<b>Monthly Avg. 2015</b>	<b>Monthly Avg. 2016</b>	<b>% Change Monthly</b>
Code service calls-external	177	165	-7%	15	14	-7%
Code service call-internal/proactive	98	53	-46%	8	4	-46%
<b>Total service calls-code</b>	<b>275</b>	<b>218</b>	<b>-21%</b>	<b>23</b>	<b>18</b>	<b>-21%</b>
Issues found from external referrals	55	11	-80%	5	1	-80%
Issues found from internal investigations	30	12	-60%	3	1	-60%
<b>Total issues found</b>	<b>37</b>	<b>15</b>	<b>-59%</b>	<b>3</b>	<b>1</b>	<b>-59%</b>
Safe Homes Issue found (100% are resolved same day)	7	17	143%	1	1	143%
# of written notices	46	151	228%	4	13	228%
# of summonses	5	7	40%	0	1	40%
<b># of service calls closed</b>	<b>173</b>	<b>171</b>	<b>-1%</b>	<b>14</b>	<b>14</b>	<b>0%</b>
<b>Dial-A-Truck Stops</b>	<b>898</b>	<b>1098</b>	<b>22%</b>	<b>75</b>	<b>92</b>	<b>22%</b>
<b>OPRA Requests</b>	<b>187</b>	<b>204</b>	<b>9%</b>	<b>16</b>	<b>17</b>	<b>9%</b>

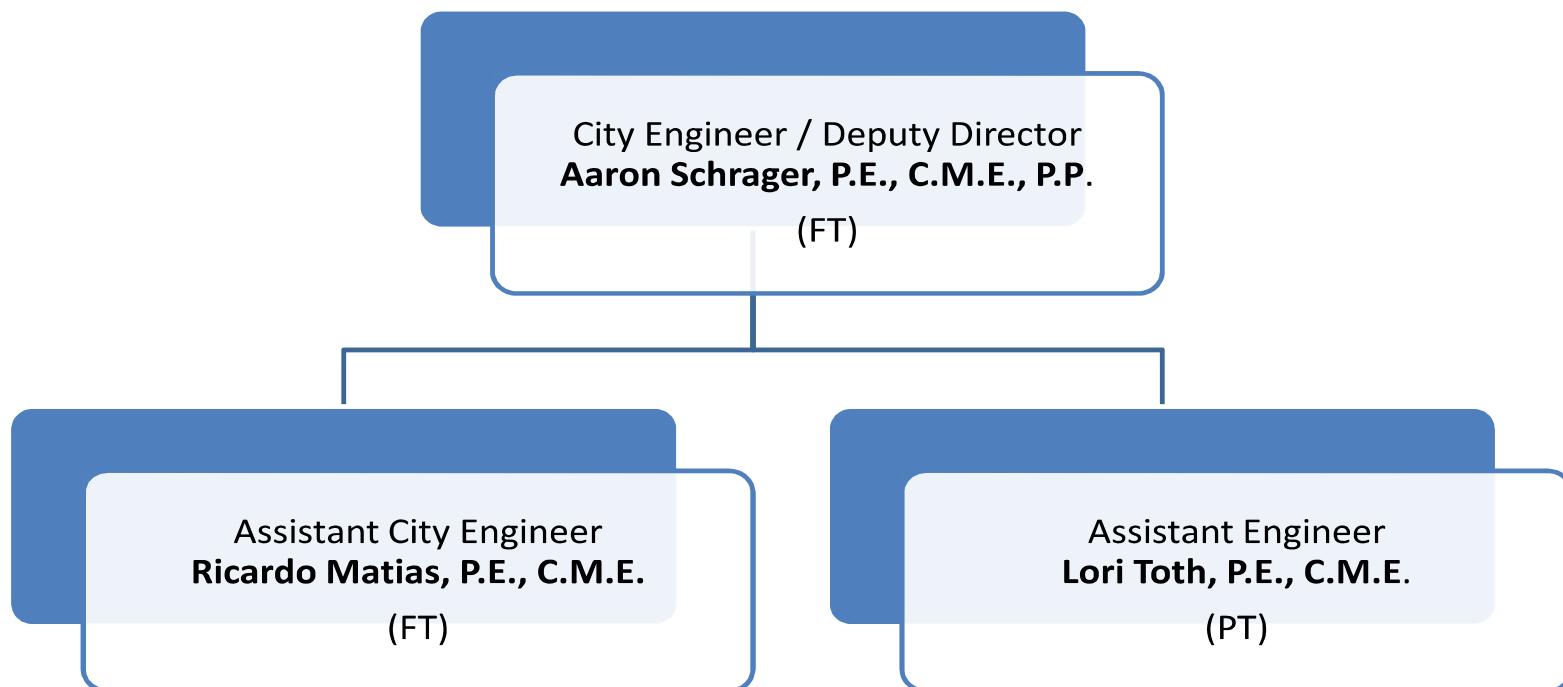
## **SUMMARY**

As the city's largest department with the 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 and maintain the highest community standards, from sustaining and upgrading the city's robust infrastructure to implementing city-wide environmental best practices and facilitating safe, compliant land development and smart economic growth.

**DEPARTMENT OF COMMUNITY SERVICES**

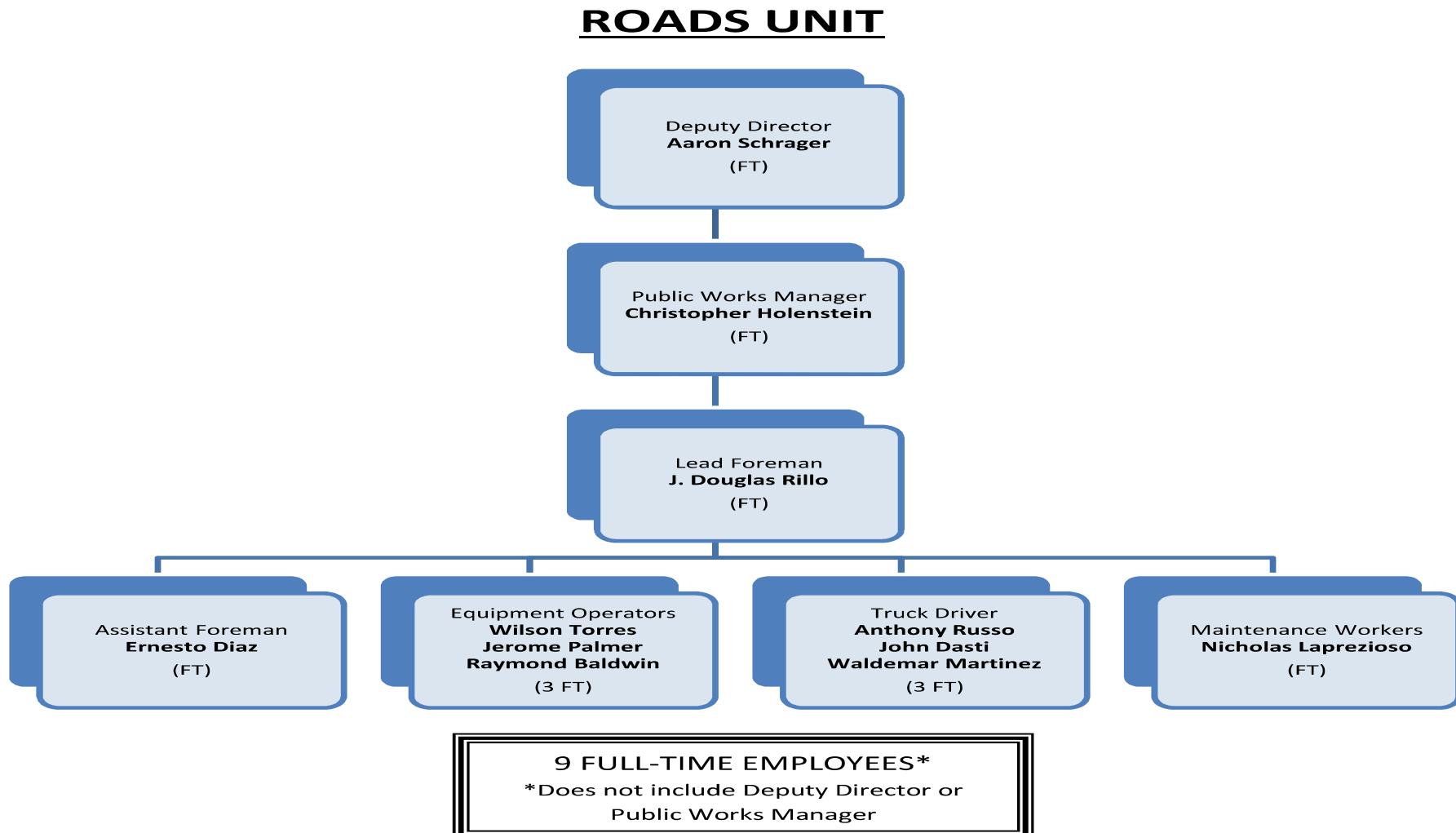
**DEPARTMENT OF COMMUNITY SERVICES****DCS ADMINISTRATION**

DEPARTMENT OF COMMUNITY SERVICES  
ENGINEERING DIVISION



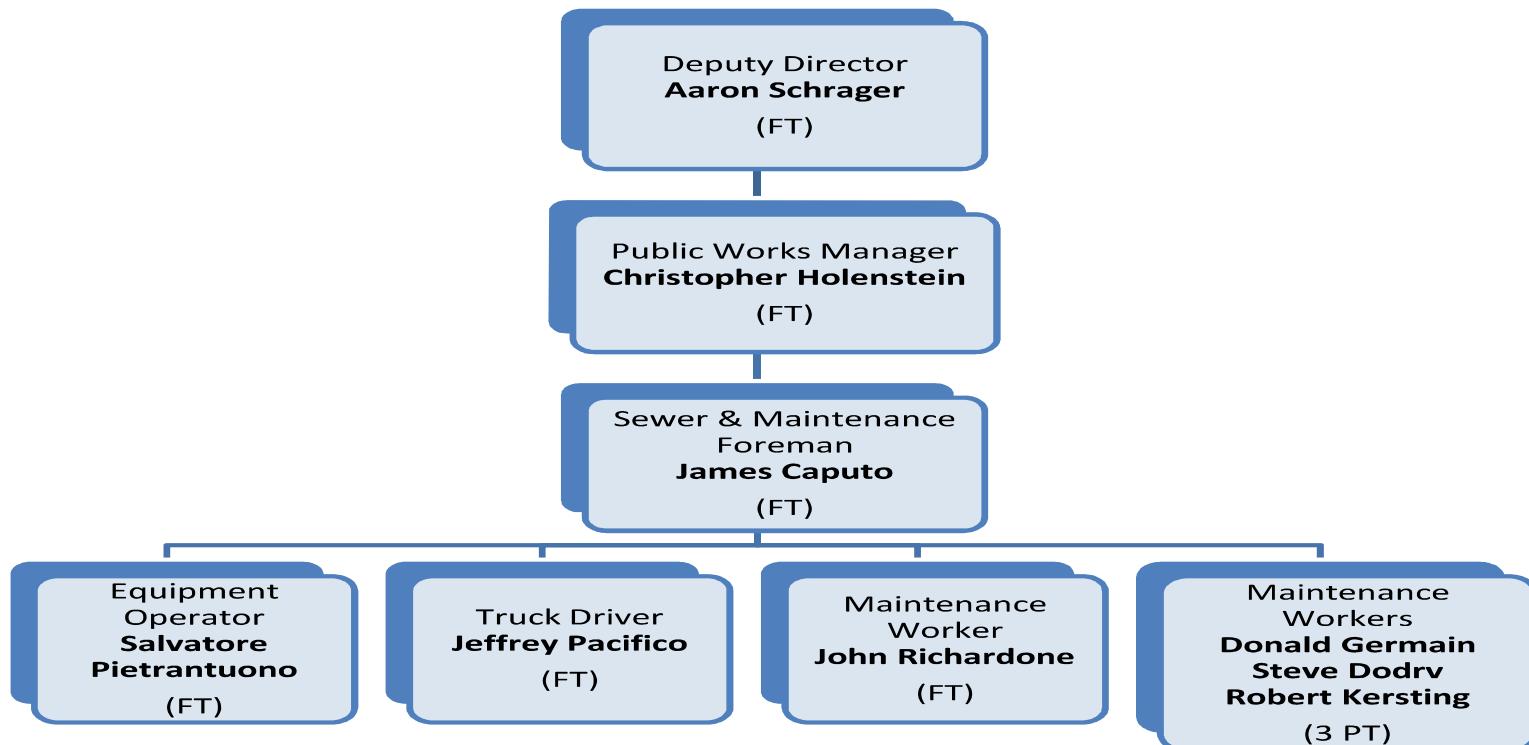
2 FULL-TIME EMPLOYEES  
1 PART-TIME EMPLOYEE

## DEPARTMENT OF COMMUNITY SERVICES DIVISION OF PUBLIC WORKS



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

**MAINTENANCE UNIT**



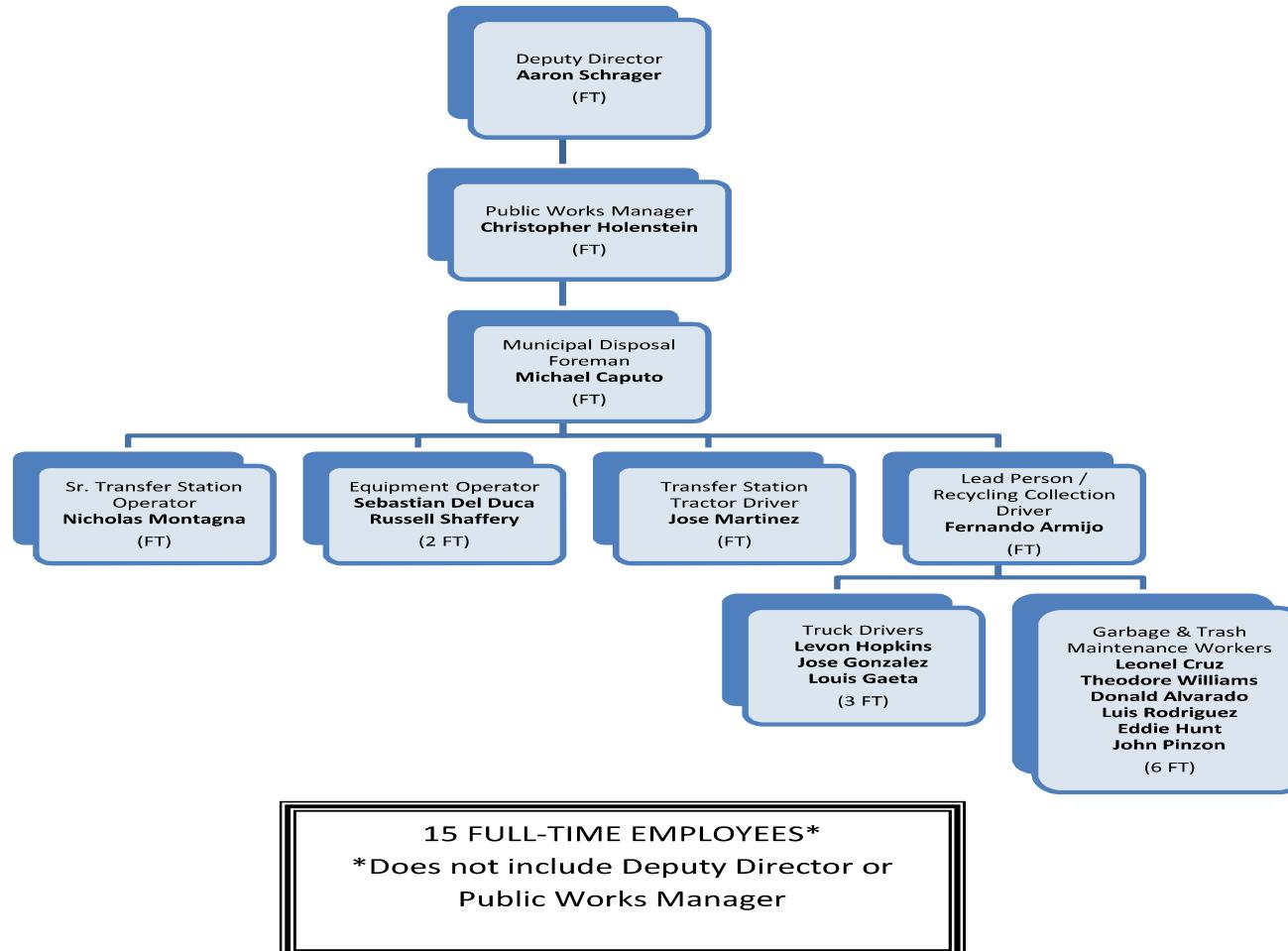
4 FULL-TIME EMPLOYEES\*

3 PART-TIME EMPLOYEES

\*Does not include Deputy Director or  
Public Works Manager

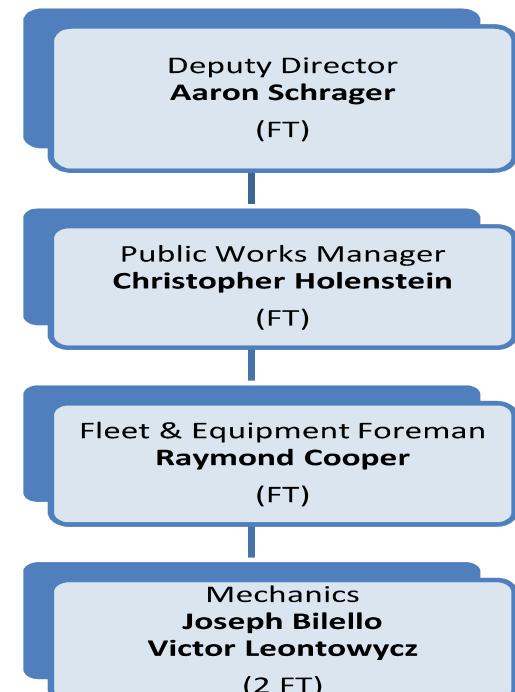
**DEPARTMENT OF COMMUNITY SERVICES  
DIVISION OF PUBLIC WORKS**

**GARBAGE & TRASH/TRANSFER STATION/RECYCLING/COMPOST AREA**



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

**FLEET MAINTENANCE & EQUIPMENT UNIT**

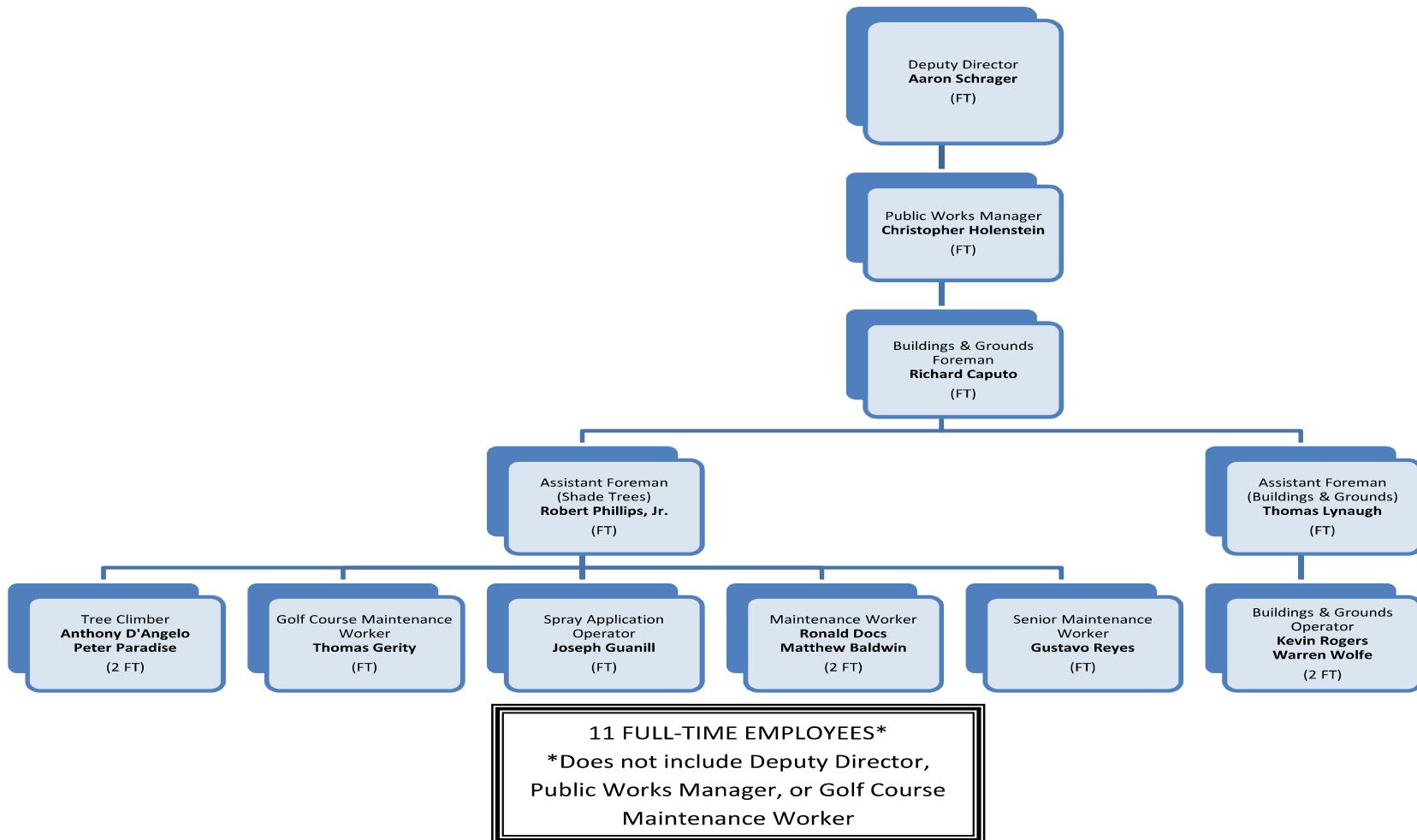


3 FULL-TIME EMPLOYEES\*

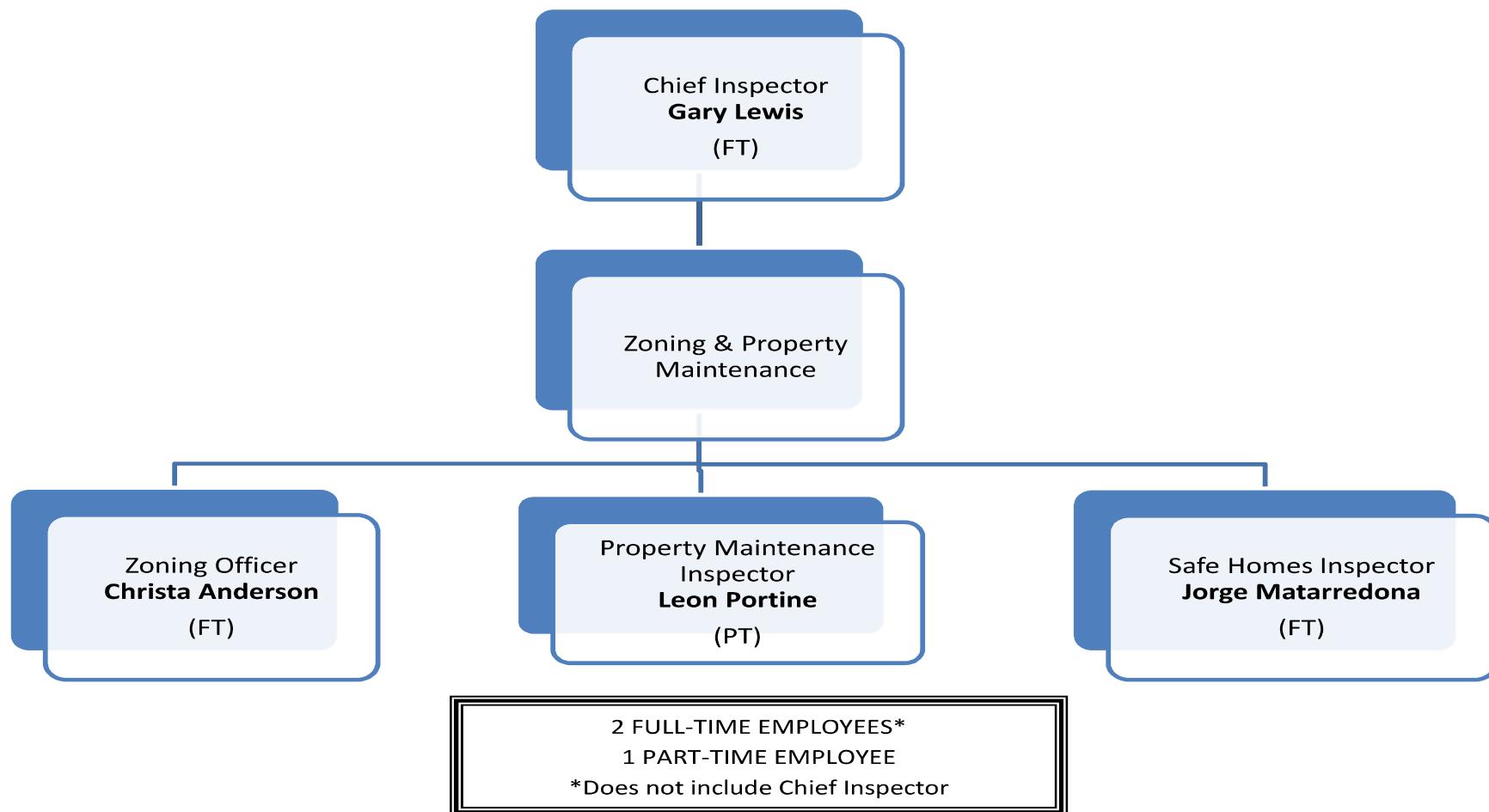
\*Does not include Deputy Director or  
Public Works Manager

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

**BUILDINGS AND GROUNDS/SHADE TREES UNIT**



## DEPARTMENT OF COMMUNITY SERVICES

CODE ENFORCEMENT

# 465-000 DEPARTMENT OF COMMUNITY SERVICES (DCS)

## LINE-ITEM BUDGET

			2016		2017		2016-2017 Budget Variance	
			Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$ %
<b><u>Salaries and Wages</u></b>								
101	Full-Time	\$ 455,000	\$ 400,149	\$ 54,851		\$ 478,000	\$ 478,000	\$ 23,000 5.05%
102	Temps	0	6,256	(6,256)		0	0	0 -100.00%
130	Garage Staff Support	65,000	61,756	3,244		65,000	65,000	0 0.00%
194	Overtime - 4th July	0	5,846	(5,846)		6,000	6,000	6,000 100.00%
130	National Night Out	0	0	0		4,000	4,000	4,000 100.00%
<b>Total Salary &amp; Wages</b>			<b>\$ 520,000</b>	<b>\$ 474,007</b>	<b>\$ 45,993</b>	<b>\$ 553,000</b>	<b>\$ 553,000</b>	<b>\$ 33,000 6.35%</b>
<b><u>Other Expenses</u></b>								
201	Supplies & Materials	\$ 6,000	\$ 6,264	\$ (264)		\$ 7,000	\$ 7,000	\$ 1,000 16.67%
505	Condo/Apts Snow & Lighting	0	0	0		5,000	5,000	5,000 100.00%
509	Pager Services	4,500	2,800	1,700		4,500	4,500	0 0.00%
701	Equipment	5,000	542	4,458		17,000	17,000	12,000 240.00%
804	Training & Seminars	9,000	4,819	4,181		9,000	9,000	0 0.00%
806	Memberships	3,000	2,305	695		3,000	3,000	0 0.00%
808	Personal Expenses	3,600	174	3,426		3,600	3,600	0 0.00%
809	Conferences & Meetings	4,500	3,194	1,306		4,500	4,500	0 0.00%
812	Licenses & Certifications	900	799	101		37,400	37,400	36,500 4055.56%
<b>Total Other Expenses</b>			<b>\$ 36,500</b>	<b>\$ 20,897</b>	<b>\$ 15,603</b>	<b>\$ 91,000</b>	<b>\$ 91,000</b>	<b>\$ 54,500 149.32%</b>
<b>Division Total</b>			<b>\$ 556,500</b>	<b>\$ 494,904</b>	<b>\$ 61,596</b>	<b>\$ 644,000</b>	<b>\$ 644,000</b>	<b>\$ 87,500 15.72%</b>
<b>401-000</b>								
200	<i>Downtown Maintenance</i>	\$ 8,800	\$ 1,981	\$ 6,819		\$ 8,500	\$ 8,500	\$ (300) -3.41%
<b>Overall Community Services Total</b>			<b>\$ 565,300</b>	<b>\$ 496,885</b>	<b>\$ 68,415</b>	<b>\$ 652,500</b>	<b>\$ 652,500</b>	<b>\$ 87,200 15.43%</b>

## 465-000 DEPARTMENT OF COMMUNITY SERVICES (DCS)

### EMPLOYEE SALARY & WAGES

Status	Title	Base + Longevity	2016			2017			2017 Total
			Base	Grade	Step	Longevity			
Armstrong, Phyllis	Full-Time	Office Manager	\$ 63,836				\$ 73,277	10	17 \$ 0
Blades, Jin	Full-Time	Assistant Director	81,246				90,295	13	15 0
Cascais, Paul	Full-Time	DCS Director	158,094				143,722	19	19 14,372
Holenstein, Christopher	Full-Time	Public Works Manager	102,742				102,742	14	19 0
Kiefer, Cynthia	Full-Time	Land Use Assistant	48,360				52,748	6	10 0
<i>Salaries &amp; Wages Total</i>			<b>\$ 454,278</b>				<b>\$ 462,784</b>		<b>\$ 14,372</b>
									<b>\$ 477,156</b>

# 165-000 DCS - ENGINEERING DIVISION

## LINE-ITEM BUDGET

			2016			2017			2016-2017 Budget Variance	
			Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget		\$	%
<b><u>Salaries and Wages</u></b>										
101	Full Time	\$ 327,000	\$ 323,286	\$ 3,714		\$ 243,000	\$ 243,000		\$ (84,000)	-25.69%
102	Interns	15,000	13,342	1,658		16,000	16,000		1,000	6.67%
106	Part Time	0	0	0		87,000	87,000		87,000	100.00%
	<b>Total Salary &amp; Wages</b>	<b>\$ 342,000</b>	<b>\$ 336,628</b>	<b>\$ 5,372</b>		<b>\$ 346,000</b>	<b>\$ 346,000</b>		<b>\$ 4,000</b>	<b>1.17%</b>
<b><u>Other Expenses</u></b>										
201	Supplies and Materials	\$ 1,000	\$ 909	\$ 92		\$ 1,000	\$ 1,000		\$ 0	0.00%
405	Vehicle Maintenance	1,000	24	976		1,000	1,000		0	0.00%
503	Contract Services	12,500	12,225	275		7,500	7,500		(5,000)	-40.00%
504	GIS CAD Software License	2,750	2,343	407		2,400	7,500		4,750	172.73%
505	Printing	3,400	3,320	80		3,400	3,400		0	0.00%
709	Miscellaneous Equipment	1,000	992	8		1,000	1,000		0	0.00%
809	Conferences/Meetings & Training	4,500	4,678	(178)		5,450	5,450		950	21.11%
	<b>Total Other Expenses</b>	<b>\$ 26,150</b>	<b>\$ 24,491</b>	<b>\$ 1,659</b>		<b>\$ 21,750</b>	<b>\$ 26,850</b>		<b>\$ 700</b>	<b>2.68%</b>
	<b>Division Total</b>	<b>\$ 368,150</b>	<b>\$ 361,119</b>	<b>\$ 7,031</b>		<b>\$ 367,750</b>	<b>\$ 372,850</b>		<b>\$ 4,700</b>	<b>1.28%</b>

Status	Title	Base + Longevity	2016			2017			2017 Total
			Base	Grade	Step	Longevity			
Matias, Ricardo	Full-Time	Assistant City Engineer	\$ 103,266			\$ 0			\$ 107,238
Schrager, Aaron	Full-Time	City Engineer/Deputy Director	135,582			0			135,582
Toth, Lori	Part-Time	Assistant Engineer	85,351			7,903			86,932
<i>Salaries &amp; Wages Total</i>		<b>\$ 324,199</b>				<b>\$ 7,903</b>			<b>\$ 329,752</b>

# 290-000 DCS - ROADS UNIT

## LINE-ITEM BUDGET

2016			2017		2016-2017 Budget Variance	
	Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$      %
<u><b>Salaries and Wages</b></u>						
101	Full-Time	\$ 650,000	\$ 624,285	\$ 25,715	\$ 655,000	\$ 5,000 0.77%
103	Seasonal	0	0	0	7,500	7,500 100.00%
104	Overtime	100,000	40,591	59,409	100,000	0 0.00%
107	Snow Removal	200,000	200,000	0	200,000	(30,000) -15.00%
	Total Salary & Wages	\$ 950,000	\$ 864,876	\$ 85,124	\$ 962,500	\$ (17,500) -1.84%
<u><b>Other Expenses</b></u>						
201	Supplies	\$ 10,000	\$ 0	\$ 10,000	\$ 10,000	\$ 0 0.00%
205	Tools	2,500	2,232	268	2,500	0 0.00%
211	Road Materials	67,000	49,088	17,912	65,000	(2,000) -2.99%
403	Equipment Maintenance	36,000	38,336	(2,336)	38,000	2,000 5.56%
405	Vehicle Maintenance	22,000	35,394	(13,394)	25,000	3,000 13.64%
407	Snow Removal Services	70,000	51,554	18,446	70,000	0 0.00%
405/408	Snow Removal Materials	73,000	73,286	(286)	73,000	0 0.00%
801	Clothing Purchase/Cleaning	3,500	3,081	419	3,700	200 5.71%
	Total Other Expenses	\$ 284,000	\$ 252,971	\$ 31,029	\$ 287,200	\$ 3,200 1.13%
	Division Total	\$ 1,234,000	\$ 1,117,847	\$ 116,153	\$ 1,249,700	\$ (14,300) -1.16%

## 290-000 DCS - ROADS UNIT

## EMPLOYEE SALARY & WAGES

Status	Title	Base + Longevity	2016			2017			2017 Total
			Base	Grade	Step	Longevity			
Baldwin, Raymond	Full-Time	Equipment Operator	\$ 74,162	\$ 73,662	8	19	\$ 1,000	\$ 74,662	
Dasti, John	Full-Time	Truck Driver	68,569	68,069	6	19	1,000	69,069	
Diaz, Ernesto Jr.	Full-Time	Assistant Foreman	80,002	78,502	9	19	1,500	80,002	
Laprezioso, Nicholas	Full-Time	Maintenance Worker	45,872	46,972	5	2	0	46,972	
Martinez, Waldemar	Full-Time	Truck Driver	51,732	54,132	6	5	0	54,132	
Palmer, Jerome	Full-Time	Equipment Operator	75,162	73,662	8	19	1,500	75,162	
Rillo, J. Douglas	Full-Time	Roads Foreman	99,746	90,678	11	19	9,068	99,746	
Russo, Anthony	Full-Time	Truck Driver	74,876	68,069	6	19	6,807	74,876	
Torres, Wilson	Full-Time	Equipment Operator	79,555	73,662	8	19	5,893	79,555	
<i>Salaries &amp; Wages Total</i>		<b>\$ 649,676</b>	<b>\$ 627,408</b>				<b>\$ 26,768</b>	<b>\$ 654,176</b>	

# 300-000 DCS - PUBLIC WORKS MAINTENANCE

## LINE-ITEM BUDGET

2016			2017			2016-2017 Budget Variance	
	Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>							
101	Full-Time	\$ 480,000	\$ 519,338	\$ (39,338)	\$ 296,000	\$ 296,000	\$ (184,000) -38.33%
104	Overtime	20,000	30,152	(10,152)	30,000	30,000	10,000 50.00%
106	Incentive	25,000	22,067	2,933	25,000	25,000	0 0.00%
	<b>Total Salary &amp; Wages</b>	<b>\$ 525,000</b>	<b>\$ 571,557</b>	<b>\$ (46,557)</b>	<b>\$ 351,000</b>	<b>\$ 351,000</b>	<b>\$ (174,000) -33.14%</b>
<b><u>Other Expenses</u></b>							
201	Supplies	\$ 4,000	\$ 134	\$ 3,866	\$ 2,000	\$ 2,000	\$ (2,000) -50.00%
205	Tools	1,200	2,100	(900)	1,500	1,500	300 25.00%
211	Road Materials	4,100	315	3,785	4,000	4,000	(100) -2.44%
212	Sewer Materials*	3,000	4,110	(1,110)	5,000	5,000	2,000 66.67%
215	Street Name Signs	5,000	1,941	3,059	5,000	5,000	0 0.00%
403	Equipment Maintenance	7,000	2,524	4,476	5,000	5,000	(2,000) -28.57%
405	Vehicle Maintenance	10,000	16,247	(6,247)	15,000	15,000	5,000 50.00%
406	Road Maintenance**	7,500	500	7,000	0	0	(7,500) -100.00%
407	Sewer Maintenance*	3,000	500	2,500	0	0	(3,000) -100.00%
408	Traffic Signal Maintenance***	0	0	0	25,000	25,000	25,000 100.00%
409	Street Light Maintenance***	0	0	0	5,000	5,000	5,000 100.00%
502	Road Striping Contract Services**	0	0	0	7,500	7,500	7,500 100.00%
801	Clothing Purchase/Cleaning	2,500	3,836	(1,336)	2,000	2,000	(500) -20.00%
	<b>Total Other Expenses</b>	<b>\$ 47,300</b>	<b>\$ 32,207</b>	<b>\$ 15,093</b>	<b>\$ 77,000</b>	<b>\$ 77,000</b>	<b>\$ 29,700 62.79%</b>
	<b>Division Total</b>	<b>\$ 572,300</b>	<b>\$ 603,764</b>	<b>\$ (31,464)</b>	<b>\$ 428,000</b>	<b>\$ 428,000</b>	<b>\$ (144,300) -25.21%</b>

\* Transferred from Sewer Maintenance to Sewer Materials

\*\* Transferred from Road Maintenance to Road Striping Contract Services

\*\*\* Transferred from Public Buildings & Grounds Equipment Maintenance

## 300-000 DCS - PUBLIC WORKS MAINTENANCE

### EMPLOYEE SALARY & WAGES

Status	Title	Base + Longevity	2016		2017			Long			2017	
			Base	%	Grade	Step	Longevity				Total	
Caputo, James	Full-Time	Sewer & Maintenance Foreman	\$ 99,746		\$ 90,678	10%	11	19	\$ 9,068		\$ 99,746	
Pacifico, Jeffrey	Full-Time	Truck Driver	74,876		68,069	10%	6	19	6,807		74,876	
Pietrantuono, Salvatore	Full-Time	Equipment Operator	75,162		73,662		8	19	1,500		75,162	
Richardone, John	Full-Time	Maintenance Worker	45,872		45,872		5	1	0		45,872	
Transferred position	Full-Time*	Building Operator	55,995		0		8	3	0		0	
Transferred position	Full-Time**	Maintenance Worker	45,872		0		5	1	0		0	
Dodry, Steve	Part-Time	Maintenance Worker	8,920		8,920						8,920	
Germain, Donald	Part-Time	Maintenance Worker	5,250		5,250						5,250	
Kersting, Robert	Part-Time	Maintenance Worker	9,020		9,020						9,020	
<i>Salaries &amp; Wages Total</i>		<b>\$ 420,713</b>			<b>\$ 301,471</b>				<b>\$ 17,375</b>		<b>\$ 318,846</b>	

\* Transferred to Buildings & Grounds Unit

\*\* Transferred to Shade Trees Unit

2016			2017		2016-2017 Budget Variance	
	Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$      %
<b><u>Salaries and Wages</u></b>						
101	Full-Time	\$ 595,000	\$ 536,864	\$ 58,136	\$ 559,000	\$ (36,000) -6.05%
102	Per Diem	70,000	104,044	(34,044)	70,000	0 0.00%
104	Overtime	30,000	9,455	20,545	30,000	0 0.00%
105	Holiday Pay	30,000	27,658	2,342	30,000	0 0.00%
109	Leaf Pay	20,000	30,917	(10,917)	20,000	0 0.00%
	<b>Total Salary &amp; Wages</b>	<b>\$ 745,000</b>	<b>\$ 708,938</b>	<b>\$ 36,062</b>	<b>\$ 709,000</b>	<b>\$ (36,000) -4.83%</b>
<b><u>Other Expenses</u></b>						
209	Supplies & Materials	\$ 2,000	\$ 1,602	\$ 398	\$ 2,000	\$ 0 0.00%
404	Ground Maintenance	1,500	200	1,300	1,500	0 0.00%
405	Vehicle Maintenance	13,000	16,743	(3,743)	20,000	7,000 53.85%
801	Clothing Maintenance/ Cleaning	4,100	2,054	2,046	4,300	200 4.88%
	<b>Total Other Expenses</b>	<b>\$ 20,600</b>	<b>\$ 20,599</b>	<b>\$ 1</b>	<b>\$ 27,800</b>	<b>\$ 7,200 34.95%</b>
	<b>Division Total</b>	<b>\$ 765,600</b>	<b>\$ 729,538</b>	<b>\$ 36,062</b>	<b>\$ 736,800</b>	<b>\$ (28,800) -3.76%</b>

	Status	Title	2016		2017			2017	
			Base + Longevity		Base	Grade	Step	Longevity	Total
Alvarado, Donald	Full-Time	Maintenance Worker	\$ 63,804		\$ 63,304	5	19	\$ 1,000	\$ 64,304
Cruz, Leonel	Full-Time	Maintenance Worker	64,304		45,872	5	1	0	45,872
Gaeta, Louis	Full-Time	Truck Driver	69,069		68,069	6	19	1,000	69,069
Gonzalez, Jose	Full-Time	Truck Driver	69,569		68,069	6	19	1,500	69,569
Hopkins, Levon	Full-Time	Truck Driver	72,153		68,069	6	19	5,446	73,515
Hunt, Eddie	Full-Time	Maintenance Worker	64,304		63,304	5	19	1,000	64,304
Pinzon, John	Full-Time	Maintenance Worker	55,055		60,325	5	13	500	60,825
Rodriguez, Luis	Full-Time	Maintenance Worker	64,304		63,304	5	19	1,000	64,304
Williams, Theodore	Full-Time	Maintenance Worker	69,634		46,422	5	2	0	46,422
<i>Salaries &amp; Wages Total</i>			<u>\$ 592,196</u>		<u>\$ 546,738</u>			<u>\$ 11,446</u>	<u>\$ 558,183</u>

			2016			2017			2016-2017 Budget Variance	
			Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget		\$	%
<b><u>Salaries and Wages</u></b>										
101	Full-Time		\$ 75,000	\$ 74,745	\$ 255	\$ 75,000	\$ 75,000		\$ 0	0.00%
	Total Salary & Wages		\$ 75,000	\$ 74,745	\$ 255	\$ 75,000	\$ 75,000		\$ 0	0.00%
<b><u>Other Expenses</u></b>										
203	Supplies		\$ 2,000	\$ 4,272	\$ (2,272)	\$ 2,000	\$ 2,000		\$ 0	0.00%
205	Tools		100	500	(400)	250	250		150	150.00%
403	Equipment Maintenance		1,000	0	1,000	750	750		(250)	-25.00%
405	Vehicle Maintenance		6,300	10,925	(4,625)	7,500	7,500		1,200	19.05%
512	Curbside Collection		230,000	191,015	38,985	230,000	230,000		0	0.00%
	Total Other Expenses		\$ 239,400	\$ 206,712	\$ 32,688	\$ 240,500	\$ 240,500		\$ 1,100	0.46%
	Division Total		\$ 314,400	\$ 281,456	\$ 32,944	\$ 315,500	\$ 315,500		\$ 1,100	0.35%

	Status	Title	2016		2017			2017	
			Base + Longevity		Base	Grade	Step	Longevity	Total
Armijo, Fernando	Full-Time	Lead Person / Recycling Collection Driver	\$ 74,662		\$ 73,662	8	19	\$ 1,000	\$ 74,662
			<hr/>		<hr/>			<hr/>	<hr/>
		<i>Salaries &amp; Wages Total</i>	\$ 74,662		\$ 73,662			\$ 1,000	\$ 74,662
			<hr/>		<hr/>			<hr/>	<hr/>

# 306-000 DCS - TRANSFER STATION

## LINE-ITEM BUDGET

			2016			2017		2016-2017 Budget Variance	
			Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>									
101	Full-Time	\$ 240,000	\$ 238,656	\$ 1,344		\$ 248,000	\$ 248,000	\$ 8,000	3.33%
104	Overtime	\$ 28,000	\$ 47,597	\$ (19,597)		\$ 28,000	\$ 28,000	\$ 0	0.00%
109	Other Pay	\$ 9,000	\$ 8,510	\$ 491		\$ 9,000	\$ 9,000	\$ 0	0.00%
	<b>Total Salary &amp; Wages</b>	<b>\$ 277,000</b>	<b>\$ 294,762</b>	<b>\$ (17,762)</b>		<b>\$ 285,000</b>	<b>\$ 285,000</b>	<b>\$ 8,000</b>	<b>2.89%</b>
<b><u>Other Expenses</u></b>									
202	Supplies & Materials	\$ 4,000	\$ 4,730	\$ (730)		\$ 4,000	\$ 4,000	\$ 0	0.00%
216	Facility Licenses	\$ 40,000	\$ 41,828	\$ (1,828)		\$ 40,000	\$ 40,000	\$ 0	0.00%
223	Tolls	\$ 1,600	\$ 1,000	\$ 600		\$ 1,000	\$ 1,000	\$ (600)	-37.50%
402	Building Maintenance	\$ 16,000	\$ 5,798	\$ 10,202		\$ 10,000	\$ 10,000	\$ (6,000)	-37.50%
403	Equipment Maintenance	\$ 4,500	\$ 2,998	\$ 1,502		\$ 4,500	\$ 4,500	\$ 0	0.00%
405	Vehicle Maintenance	\$ 23,000	\$ 31,026	\$ (8,026)		\$ 27,000	\$ 27,000	\$ 4,000	17.39%
511	Computer Service	\$ 3,600	\$ 3,515	\$ 85		\$ 3,600	\$ 3,600	\$ 0	0.00%
801	Clothing Maintenance/ Cleaning	\$ 1,200	\$ 2,825	\$ (1,625)		\$ 1,200	\$ 1,200	\$ 0	0.00%
	<b>Total Other Expenses</b>	<b>\$ 93,900</b>	<b>\$ 93,720</b>	<b>\$ 180</b>		<b>\$ 91,300</b>	<b>\$ 91,300</b>	<b>\$ (2,600)</b>	<b>-2.77%</b>
	<b>Division Total</b>	<b>\$ 370,900</b>	<b>\$ 388,483</b>	<b>\$ (17,583)</b>		<b>\$ 376,300</b>	<b>\$ 376,300</b>	<b>\$ 5,400</b>	<b>1.46%</b>
<b>308-000 Disposal Charges</b>									
200	Disposal Charges	\$ 850,000	\$ 712,102	\$ 137,898		\$ 850,000	\$ 850,000	\$ 0	0.00%
	<b>Overall Transfer Station Total</b>	<b>\$ 1,220,900</b>	<b>\$ 1,100,584</b>	<b>\$ 120,316</b>		<b>\$ 1,226,300</b>	<b>\$ 1,226,300</b>	<b>\$ 5,400</b>	<b>0.44%</b>

## 306-000 DCS - TRANSFER STATION

### EMPLOYEE SALARY & WAGES

Status	Title	Base + Longevity	2016			2017			2017 Total
			Base	Grade	Step	Longevity			
Caputo, Michael	Full-Time	Municipal Disposal Foreman	\$ 83,650			\$ 1,500			\$ 92,178
Martinez, Jose	Full-Time	Transfer Station Tractor Driver	75,162			1,500			75,162
Montagna, Nicholas	Full-Time	Senior Transfer Station Operator	80,002			1,500			80,002
<i>Salaries &amp; Wages Total</i>			<u>\$ 238,814</u>			<u>\$ 4,500</u>			<u>\$ 247,342</u>

# 307-000 DCS - COMPOST AREA

## LINE-ITEM BUDGET

		2016			2017		2016-2017 Budget Variance	
		Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>								
101	Full-Time	\$ 146,000	\$ 149,269	\$ (3,269)	\$ 151,000	\$ 151,000	\$ 5,000	3.42%
104	Overtime	1,000	1,706	(706)	2,000	2,000	1,000	100.00%
	<b>Total Salary &amp; Wages</b>	<b>\$ 147,000</b>	<b>\$ 150,975</b>	<b>\$ (3,975)</b>	<b>\$ 153,000</b>	<b>\$ 153,000</b>	<b>\$ 6,000</b>	<b>4.08%</b>
<b><u>Other Expenses</u></b>								
205	Tools	\$ 200	\$ 5	\$ 195	\$ 200	\$ 200	\$ 0	0.00%
402	Compost Station Maintenance	4,000	2,988	1,012	4,000	4,000	0	0.00%
403	Equipment Maintenance	8,000	10,296	(2,296)	9,000	9,000	1,000	12.50%
405	Vehicle Maintenance	1,600	1,951	(351)	2,000	2,000	400	25.00%
801	Clothing Maintenance/ Cleaning	800	503	298	800	800	0	0.00%
	<b>Total Other Expenses</b>	<b>\$ 14,600</b>	<b>\$ 15,742</b>	<b>\$ (1,142)</b>	<b>\$ 16,000</b>	<b>\$ 16,000</b>	<b>\$ 1,400</b>	<b>9.59%</b>
	<b>Division Total</b>	<b>\$ 161,600</b>	<b>\$ 166,718</b>	<b>\$ (5,118)</b>	<b>\$ 169,000</b>	<b>\$ 169,000</b>	<b>\$ 7,400</b>	<b>4.58%</b>

## 307-000 DCS - COMPOST AREA

## EMPLOYEE SALARY & WAGES

Status	Title	Base + Longevity	2016			2017			2017 Total
			Base	Grade	Step	Longevity			
DelDuca, Sebastian	Full-Time	Equipment Operator	\$ 81,028			\$ 7,366	8	19	\$ 81,028
Shaffery, Russell	Full-Time	Equipment Operator	64,804			67,695	8	12	1,500
<i>Salaries &amp; Wages Total</i>		<b>\$ 145,832</b>				<b>\$ 141,357</b>			<b>\$ 150,223</b>

# 310-000 DCS - BUILDINGS & GROUNDS UNIT

## LINE-ITEM BUDGET

			2016		2017		2016-2017 Budget Variance		
			Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>									
101	Full-Time	\$ 0	\$ 0	\$ 0	\$ 191,000	\$ 191,000	\$ 191,000	100.00%	
102	Part Time	0	0	0	58,500	58,500	58,500	100.00%	
104	Overtime	0	0	0	5,000	5,000	5,000	100.00%	
	<b>Total Salary &amp; Wages</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 254,500</b>	<b>\$ 254,500</b>	<b>\$ 254,500</b>	<b>100.00%</b>	
<b><u>Other Expenses</u></b>									
201	Supplies & Materials	\$ 22,000	\$ 25,693	\$ (3,693)	\$ 25,000	\$ 25,000	\$ 3,000	13.64%	
410	Repairs - 71 Summit Avenue	2,500	250	2,250	2,000	2,000	(500)	-20.00%	
411	Repairs - 41 Chatham Rd City Garage	12,000	15,936	(3,936)	15,000	15,000	3,000	25.00%	
412	Repairs - 512 Springfield City Hall	24,000	18,388	5,612	34,000	34,000	10,000	41.67%	
418	Repairs - 100 Morris Ave Comm Cntr	10,000	17,850	(7,850)	15,000	15,000	5,000	50.00%	
419	Repairs - 5 Myrtle Ave Cornog Bldg	5,000	5,057	(57)	8,000	8,000	3,000	60.00%	
420	Repairs - ButlerPkwy/Tatlock Fldhs	4,000	4,610	(610)	5,000	5,000	1,000	25.00%	
421	Repairs - Wilson Park Pavilion	350	300	50	500	500	150	42.86%	
501	Pest Control Contract Services	7,500	6,912	588	7,500	7,500	0	0.00%	
502	City Hall Maintenance Contracts*	80,000	81,504	(1,504)	41,000	41,000	(39,000)	-48.75%	
508	Contracted Cleaning Services	48,000	24,598	23,402	0	0	(48,000)	-100.00%	
801	Clothing Maintenance/Cleaning	400	100	300	1,200	1,200	800	200.00%	
	<b>Total Other Expenses</b>	<b>\$ 215,750</b>	<b>\$ 201,198</b>	<b>\$ 14,552</b>	<b>\$ 154,200</b>	<b>\$ 154,200</b>	<b>\$ (61,550)</b>	<b>-28.53%</b>	
	<b>Division Total</b>	<b>\$ 215,750</b>	<b>\$ 201,198</b>	<b>\$ 14,552</b>	<b>\$ 408,700</b>	<b>\$ 408,700</b>	<b>\$ 192,950</b>	<b>89.43%</b>	

\* Formerly from City Hall Equipment Maintenance, divided between City Hall Maintenance Contracts, Public Works Traffic Signal Maintenance and Public Works Street Light Maintenance

## 310-000 DCS - BUILDINGS & GROUNDS UNIT

## EMPLOYEE SALARY & WAGES

Status	Title	Base + Longevity	2016				2017				2017 Total
			Base	Grade	Step	Longevity	Base	Grade	Step	Longevity	
Lynaugh, Thomas	Full-Time*	Assistant Foreman	\$ 0				\$ 78,502	9	19	\$ 1,500	\$ 80,002
Rogers, Kevin	Full-Time*	Buildings & Grounds Operator	0				59,895	8	7	0	59,895
Wolfe, Warren	Full-Time*	Buildings & Grounds Operator	0				50,734	8	1	0	50,734
<i>Salaries &amp; Wages Total</i>			<b>\$ 0</b>				<b>\$ 189,131</b>			<b>\$ 0</b>	<b>\$ 190,631</b>

\* Transferred from Public Works Maintenance Unit

# 315-000 DCS - FLEET MAINTENANCE

## LINE-ITEM BUDGET

2016			2017			2016-2017 Budget Variance	
	Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>							
101	Full-Time	\$ 266,000	\$ 274,760	\$ (8,760)	\$ 266,000	\$ 266,000	\$ 0 0.00%
104	Overtime	6,000	2,235	3,765	3,000	3,000	(3,000) -50.00%
	<b>Total Salary &amp; Wages</b>	<b>\$ 272,000</b>	<b>\$ 276,995</b>	<b>\$ (4,995)</b>	<b>\$ 269,000</b>	<b>\$ 269,000</b>	<b>\$ (3,000) -1.10%</b>
<b><u>Other Expenses</u></b>							
201	Supplies & Materials	\$ 7,500	\$ 9,472	\$ (1,972)	\$ 8,000	\$ 8,000	\$ 500 6.67%
205	Tools	0	0	0	1,000	1,000	1,000 100.00%
209	Safety Gear	4,000	4,102	(102)	4,000	4,000	0 0.00%
214	Vehicle Supplies	8,000	3,428	4,572	5,000	5,000	(3,000) -37.50%
403	Equipment Maintenance	15,000	13,151	1,849	16,000	16,000	1,000 6.67%
405	Vehicle Maintenance	2,000	1,972	28	4,000	4,000	2,000 100.00%
700	Equipment	3,000	1,241	1,759	3,000	3,000	0 0.00%
801	Clothing Purchase/Cleaning	1,300	1,224	76	1,200	1,200	(100) -7.69%
	<b>Total Other Expenses</b>	<b>\$ 40,800</b>	<b>\$ 34,591</b>	<b>\$ 6,209</b>	<b>\$ 42,200</b>	<b>\$ 42,200</b>	<b>\$ 1,400 3.43%</b>
	<b>Division Total</b>	<b>\$ 312,800</b>	<b>\$ 311,586</b>	<b>\$ 1,214</b>	<b>\$ 311,200</b>	<b>\$ 311,200</b>	<b>\$ (1,600) -0.51%</b>

## 315-000 DCS - FLEET MAINTENANCE

## EMPLOYEE SALARY & WAGES

Status	Title	Base + Longevity	2016			2017			Stipend		2017 Total
			Base	Grade	Step	Base	Grade	Step	Longevity		
Bilello, Joseph	Full-Time	Mechanic	\$ 86,352			\$ 78,502	9	19	\$ 250	\$ 7,850	\$ 86,602
Cooper, Raymond	Full-Time	Fleet & Equipment Foreman	99,746			90,678	11	19	250	9,068	99,996
Leontowycz, Victor	Full-Time	Mechanic	79,002			78,502	9	19	250	500	79,252
		<i>Salaries &amp; Wages Total</i>	<u>\$ 265,100</u>			<u>\$ 247,682</u>			<u>\$ 750</u>	<u>\$ 17,418</u>	<u>\$ 265,850</u>

# 375-000 DCS - SHADE TREES UNIT

## LINE-ITEM BUDGET

2016			2017		2016-2017 Budget Variance	
	Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$      %
<u><b>Salaries and Wages</b></u>						
101	Full-Time	\$ 585,000	\$ 560,194	\$ 24,806	\$ 563,000	\$ (22,000) -3.76%
103	Seasonal	6,000	0	6,000	7,500	1,500 25.00%
104	Overtime	20,000	10,758	9,242	16,500	(3,500) -17.50%
	<b>Total Salary &amp; Wages</b>	<b>\$ 611,000</b>	<b>\$ 570,953</b>	<b>\$ 40,047</b>	<b>\$ 587,000</b>	<b>\$ (24,000) -3.93%</b>
<u><b>Other Expenses</b></u>						
204	Grounds Maintenance Materials	\$ 40,000	\$ 48,208	\$ (8,208)	\$ 40,000	\$ 0 0.00%
205	Tools	2,700	3,005	(305)	2,500	(200) -7.41%
226	Tree Planting	18,000	18,359	(359)	18,500	500 2.78%
403	Equipment Maintenance & Service	20,000	18,132	1,868	20,000	0 0.00%
405	Vehicle Maintenance	22,000	15,224	6,776	22,000	0 0.00%
504	Grounds Maintenance	66,000	65,948	52	66,000	0 0.00%
514	Contracted Tree Pruning Services	40,000	39,152	848	40,000	0 0.00%
515	Contracted Forester Services	36,000	32,250	3,750	38,000	2,000 5.56%
709	Equipment	2,500	0	2,500	2,000	(500) -20.00%
801	Clothing Purchase/Cleaning	3,000	2,515	485	3,700	700 23.33%
809	Conferences & Meetings	0	670	(670)	700	700 0.00%
	<b>Total Other Expenses</b>	<b>\$ 250,200</b>	<b>\$ 243,462</b>	<b>\$ 6,738</b>	<b>\$ 253,400</b>	<b>\$ 3,200 1.28%</b>
	<b>Division Total</b>	<b>\$ 861,200</b>	<b>\$ 814,415</b>	<b>\$ 46,785</b>	<b>\$ 840,400</b>	<b>\$ (20,800) -2.42%</b>

# 375-000 DCS - SHADE TREES UNIT

## EMPLOYEE SALARY & WAGES

Status	Title	2016 Base + Longevity	2017				2017 Total
			Base	Grade	Step	Longevity	
Baldwin, Matthew	Full-Time*	Maintenance Worker \$ 77,241	\$ 47,522	5	3	\$ 0	\$ 47,522
Caputo, Richard	Full-Time	Buildings and Grounds Foreman 97,932	90,678	11	19	9,068	99,746
D'Angelo, Anthony	Full-Time	Tree Climber 75,162	73,662	8	19	1,500	75,162
Docs, Ronald	Full-Time	Maintenance Worker 63,804	63,304	5	19	1,000	64,304
Guanill, Joseph	Full-Time	Spray Application Operator 53,395	55,995	8	3		55,995
Paradise, Peter	Full-Time	Tree Climber 55,995	59,895	8	7		59,895
Phillips, Robert Jr.	Full-Time	Assistant Foreman 80,002	78,502	9	19	1,500	80,002
Reyes, Gustavo	Full-Time	Senior Maintenance Worker 79,555	73,662	8	19	5,893	79,555
<b>Salaries &amp; Wages Total</b>		<b>\$ 583,086</b>	<b>\$ 543,220</b>			<b>\$ 18,961</b>	<b>\$ 562,181</b>

\* Transferred from Public Works Maintenance Unit

		2016			2017		2016-2017 Budget Variance	
		Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>								
101	Board Meetings	\$ 3,100	\$ 3,332	\$ (232)	\$ 3,100	\$ 3,100	\$ 0	0.00%
199	Attorney	8,400	8,200	200	8,400	8,400	0	0.00%
	<b>Total Salary &amp; Wages</b>	<b>\$ 11,500</b>	<b>\$ 11,532</b>	<b>\$ (32)</b>	<b>\$ 11,500</b>	<b>\$ 11,500</b>	<b>\$ 0</b>	<b>0.00%</b>
<b><u>Other Expenses</u></b>								
201	Supplies and Materials	\$ 500	\$ 1,010	\$ (510)	\$ 1,000	\$ 1,000	\$ 500	100.00%
210	Advertising	400	693	(293)	500	500	100	25.00%
301	Printing	500	150	350	2,500	2,500	2,000	400.00%
499	Planning Reporting Services	0	1,676	(1,676)	2,000	2,000	2,000	100.00%
500	Planning Legal Services	0	358	(357)	500	500	500	100.00%
510	Planning Services	80,000	64,528	15,472	80,000	80,000	0	0.00%
511	Special Projects	50,000	29,967	20,033	50,000	50,000	0	0.00%
809	Conferences/Meetings & Training	650	745	(95)	650	650	0	0.00%
	<b>Total Other Expenses</b>	<b>\$ 132,050</b>	<b>\$ 99,127</b>	<b>\$ 32,924</b>	<b>\$ 137,150</b>	<b>\$ 137,150</b>	<b>\$ 5,100</b>	<b>3.86%</b>
	<b>Division Total</b>	<b>\$ 143,550</b>	<b>\$ 110,658</b>	<b>\$ 32,892</b>	<b>\$ 148,650</b>	<b>\$ 148,650</b>	<b>\$ 5,100</b>	<b>3.55%</b>

# 185-000 DCS - BOARD OF ADJUSTMENT

## LINE-ITEM BUDGET

			2016		2017		2016-2017 Budget Variance	
			Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$
<b><u>Salaries and Wages</u></b>								
			\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0 0.00%
	Total Salary & Wages		\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0 0.00%
<b><u>Other Expenses</u></b>								
201	Supplies and Materials		\$ 500	\$ 980	\$ (480)	\$ 750	\$ 750	\$ 250 50.00%
210	Advertising		200	100	100	200	200	0 0.00%
220	Attorney PO's		500	0	500	500	500	0 0.00%
499	Reporting		0	0	0	2,500	2,500	2,500 100.00%
500	Contract Services		22,000	25,527	(3,527)	25,000	25,000	3,000 13.64%
809	Conferences/Meetings & Training		1,000	590	410	1,000	1,000	0 0.00%
	Total Other Expenses		\$ 24,200	\$ 27,197	\$ (2,997)	\$ 29,950	\$ 29,950	\$ 5,750 23.76%
	Division Total		\$ 24,200	\$ 27,197	\$ (2,997)	\$ 29,950	\$ 29,950	\$ 5,750 23.76%

			2016		2017		2016-2017 Budget Variance	
			Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$      %
<b><u>Salaries and Wages</u></b>								
101	Full-Time	\$ 163,000	\$ 162,064	\$ 936	\$ 162,500	\$ 162,500	\$ (500)	-0.31%
102	Part-Time	33,000	32,830	170	32,900	32,900	(100)	-0.30%
	<b>Total Salary &amp; Wages</b>	<b>\$ 196,000</b>	<b>\$ 194,894</b>	<b>\$ 1,106</b>	<b>\$ 195,400</b>	<b>\$ 195,400</b>	<b>\$ (600)</b>	<b>-0.31%</b>
<b><u>Other Expenses</u></b>								
201	Supplies and Materials	\$ 750	\$ 850	\$ (100)	\$ 1,000	\$ 1,000	\$ 250	33.33%
301	Printing	500	119	381	750	750	250	100.00%
405	Vehicle Maintenance	1,000	1,519	(519)	1,000	1,000	0	0.00%
804	Training & Seminars	500	235	265	500	500	0	0.00%
	<b>Total Other Expenses</b>	<b>\$ 2,750</b>	<b>\$ 2,723</b>	<b>\$ 27</b>	<b>\$ 3,250</b>	<b>\$ 3,250</b>	<b>\$ 500</b>	<b>18.18%</b>
	<b>Division Total</b>	<b>\$ 198,750</b>	<b>\$ 197,617</b>	<b>\$ 1,133</b>	<b>\$ 198,650</b>	<b>\$ 198,650</b>	<b>\$ (100)</b>	<b>-0.05%</b>

Status	Title	Base + Longevity	2016			2017			2017 Total		
			Base	Grade	Step	Longevity					
Anderson, Christa	Full-Time	Zoning Officer	\$ 98,228				\$ 89,298	12	19	\$ 8,930	\$ 98,228
Matarredona, Jorge	Full-Time	Safe Homes Inspector	63,836				63,836	7	19		63,836
Portine, Leon	Part-Time	Property Maintenance Inspector	32,830				32,830	7	19		32,830
<i>Salaries &amp; Wages Total</i>			<b>\$ 194,894</b>				<b>\$ 185,964</b>			<b>\$ 194,894</b>	

COMMUNITY  
PROGRAMS  
(DCP)

# DEPARTMENT OF COMMUNITY PROGRAMS

**Judith Leblein Josephs, Director**  
**Mark Ozoroski, Assistant Director**



## 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, and health and wellness
- ! Schedules and requests maintenance for all city athletic fields, playgrounds and park properties for city department, allied organizations, and BOE athletics
- ! Facilitates improvements to city parks and recreation properties, and maintains the Field Restoration Fund
- ! Produces all city special events, by working with city agencies
- ! Provides morale and education programs for city employees

## MISSION

Provide recreation and other related programs and services 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

### **SERVICE 2   Corporate and Strategic Partnerships**

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

### **SERVICE 3   Senior Services & Special Needs Programs**

- Goal 3A   Increase number of TryCAN communities
- Goal 3B   Initiate *Americans with Disabilities* compliance
- Goal 3C   Manage senior connections bus

### **SERVICE 4   Communications with the Public**

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

### **SERVICE 5   Quality Programs and Special Events**

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

# HOW WE PERFORMED IN FISCAL YEAR 2016



## SERVICE 1

Goal 1A  
Goal 1B

### Manage DCP Capital Projects

Complete projects currently underway  
Introduce new projects through Capital Plan

## 2016 Major Accomplishments

- The Community Center improvement project schematic design was completed and moved into the design development phase. Meetings were held with engineering and the city planner to create a site, parking and access plan.
- The Investors Bank Field Artificial Turf Replacement Project was completed in time for the first Summit High School football scrimmage. The turf was purchased and installed through a national co-op, and the city received an upgrade by Desso Turf Products.
- The Cornog Field House schematic design and estimate of probable construction costs was prepared for the rehabilitation of the facility with leasing options explored.
- The Tatlock tennis court project was successfully completed and a grand opening celebration was held with the Summit Tennis Association's assistance.
- The Investors Bank field bleacher and press box project was bid unsuccessfully on two occasions. DCP then entered into negotiations with the lowest responsible bidder and the project was awarded to Cypreco Industries.
- A new playground, fence and shade structure was added to the Family Aquatic Center through the Capital Improvement Program. DCP and DCS Engineering collaborated on this project.
- An ADA Restroom was added to the Cornog Field House first floor, anticipating the need for this facility to play a role in the relocation of programs or personnel due to the community center project in 2017.
- The plans and specifications for the Cornog Field House roof, window and door replacement project were prepared for bid in early 2017.

# 2017 PERFORMANCE GOALS



## SERVICE 1

### Manage DCP Capital Projects

Goal 1A  
Goal 1B

Complete projects currently underway  
Introduce new projects through Capital Plan

## 2017 Major Goals

- Bid the Community Center improvement project in the second quarter of 2017. With a successful bidding process, groundbreaking ceremony will be held in September.
- Bid the Cornog Field House roof, windows and door replacement project in the first quarter of 2017 with completion by the summer of 2017.
- Replace artificial turf at upper Tatlock field for the 2017 fall athletic season.
- Complete the bleacher and press box replacement project at Investors Bank field by June 15, 2017.
- Replace aging mechanical equipment at the SFAC, and make improvements to the basketball court.
- Work with the sports organizations on the draft of a proposed Tatlock Park redevelopment plan.
- Collaborate on the replacement of the artificial turf at Glenside field with Union County as a part of its 2017 Capital Plan.
- Follow the ADA plan for parks facilities and implement throughout all proposed improvements.

# HOW WE PERFORMED IN FISCAL YEAR 2016



## SERVICE 2

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

## Corporate and Strategic Partnerships

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

### 2016 Major Accomplishments

- Increased the number of corporate sponsors to 39 and added two new events. Welcomed five new corporate partners.
- Brought in an overall total of \$83,850 corporate funding donations for special events produced by the DCP.
- Announced a gift of \$300,000 from Celgene for the senior lounge with a celebration luncheon and press conference. This event announced that the community center fundraising committee had met its \$1.2 million dollar challenge.
- Secured \$10,000 for the Share the Fun! afterschool club through grants from CDBG, Junior League and Overlook Foundation.
- Secured \$100,000 grant toward the Tatlock tennis court replacement project from the Summit Tennis Association.
- Secured a grant for \$50,000 for the Investors Bank field bleacher replacement project from Union County kids recreation trust.
- Secured a ROID Grant for TryCAN for \$25,829.
- Collected \$177,462 in field restoration fees for use on field projects with \$100,000 appropriated for replacement of Investors Bank field artificial turf and \$50,000 towards the Investors Bank field bleacher project.
- The Municipal Golf Course was challenged to meet a revenue goal of \$205,000 that was reached for 2016. Two golf outings were booked for the facility.
- A non-resident rate was established at the Summit Family Aquatic Center (SFAC) for the first time in the facility's history on a trial basis. Seven (7) families and fourteen (14) individual non-resident memberships were realized with low key promotion. Moreover, the SFAC saw an increase in resident memberships. DCP was challenged to meet \$450,000 in revenue, and reached \$508,935.
- 3,700 total people participated in DCP-sponsored recreation programs for a total collected of \$400,311.
- Assisted the Mayor's Office with PGA welcome tent and special events during the week of the PGA event at Baltusrol Golf Club.

# 2017 PERFORMANCE GOALS



## SERVICE 2

Goal 2A  
Goal 2B  
Goal 2C

### Corporate and Strategic Partnerships

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

## 2017 Major Goals

- Continue the community center improvement project fundraising efforts for site furnishings and other program needs.
- Present the community center project to the Community Development Block Grant (CDBG) board for possible \$100,000 of funding.
- Explore advertising possibilities and new corporate opportunities in all areas of DCP operations.
- Seek out possible leases for the Cornog Field House and explore food service lease options to fund improvements.
- Investigate firms that find corporate sponsorships on a commission basis.
- Increase marketing of both the Muni and SFAC through electronic media.
- Lease the Muni up to four times per year for outings to increase revenue.
- Work with Celgene on a corporate membership for both the Muni and the SFAC.
- Increase marketing to businesses, Board of Education and EMS for SFAC memberships.

# HOW WE PERFORMED IN FISCAL YEAR 2016



## SERVICE 3

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

## Senior Services & Specials Needs Programs

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

## 2016 Major Accomplishments

- 122 Summit seniors registered for annual senior club memberships. 13 non-resident seniors registered for annual memberships and to receive newsletters. This is an increase of 15 new members.
- The DCP hosted six senior programs for a total of 130 participants weekly, or 5,200 participant segments in attendance recorded programs.
- The SFAC had a total of three senior programs for a total of 222 participants weekly, or 2,644 participant segments for the season.
- Senior Connections ridership holds steady at 53 per week for a total of 2,756 rides per year.
- Secured \$20,740 for the Senior Connections Bus through CDBG, Junior League, Luminary Fund and Annual Campaign. An additional \$28,200 of support was received from the city through the budget process.
- Ran the 2016 Senior Connections appeal through The Collection with the support of the Suburban Chamber.
- The Union County Freeholders *Seniors in Motion* grant provided a 15 passenger van for senior programming.
- TryCAN Collaboration has reached 11 municipal partners that pay an annual fee of \$750 for participation and contribute facilities, volunteers and marketing.
- 76 area youth were trained as teen peer mentors in 2016. Total number of volunteer hours for 2016 was 1549. There were 15 adult volunteers involved in 2016.
- A total of 54 programs and events were offered for children with special needs including sports, academics, social skills and outings.
- A total of 416 youths participated in TryCAN with 78 new participants.
- The TryCAN Coordinator's position continues to be funded through grants from the State of New Jersey ROID Program.
- Held the second TryCAN swim event at the SFAC.
- Kevin Taylor and TryCAN were honored with two awards from the NJ CRID and Kevin received the *Keeper of the Dream* award on MLK Day.

# 2017 PERFORMANCE GOALS



## SERVICE 3

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

### Senior Services & Specials Needs Programs

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

#### 2017 Major Goals

- Pursue new grant opportunities through local civic groups for both TryCAN and Summit seniors.
- Maintain ROI grant from State of New Jersey and resubmit.
- Explore possible new homes for TryCAN and Summit senior programming during community center construction.
- Train 100 new TryCAN teen peer mentors per year.
- Continue with Union County higher education history program offered to Summit Seniors.
- Collaborate with Summit Police Department for a safe senior event.
- Secure advertising on the Senior Connection bus.
- Hold two TryCAN swim events at the SFAC.
- Create a senior lunch bunch program using new senior van.

# HOW WE PERFORMED IN FISCAL YEAR 2016



## SERVICE 4

Goal 4A  
Goal 4B

### Communications with Public

Enhance our brand development  
Increase Constant Contact reach

## 2016 Major Accomplishments

- Increased page likes from 1,025 to 1,482 on Facebook
- Increased Facebook page reach to a maximum of 5,021 people for a single post
- 137 press releases were sent in 2016
- Continued to create content for YouTube channel “Shark Diddy TV”
- Refined our Constant Contact lists to ensure engagement with residents
- Emails sent using Constant Contact lists had “open” rates of 52%; higher than industry average of 46%
- Refined content on [summitcommunityprograms.com](http://summitcommunityprograms.com)
- Won a World Waterpark award for media/promotional campaigns
- Participated in world’s largest swim lesson
- Continued to create video content for both pool and golf such as “World’s Greatest Swimmer” and “World’s Greatest Golfer.” Content was used as previews during outdoor movie series to drive membership at pool and golf course.

# 2017 PERFORMANCE GOALS



## SERVICE 4

Goal 4A  
Goal 4B

## Communications with Public

Enhance our brand development  
Increase Constant Contact reach

### 2017 Major Goals

- Continue to refine and add content to [summitcommunityprograms.com](http://summitcommunityprograms.com)
- Use social media to bring new members to both pool and golf course.
- Further develop “Shark Diddy TV” content.
- Participate in the world’s largest swim lesson in June 2017.
- Provide HomeTowne TV with pre-made content for its channel.
- Continue engagement of residents on social media.
- Collaborate with the City of Summit Communications Office to extend outreach and enhance marketing efforts.

# HOW WE PERFORMED IN FISCAL YEAR 2016



## SERVICE 5

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

## Quality Programs and Special Events

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

### Major 2016 Accomplishments

- Created new programs at the Summit Community Center and Summit Family Aquatic Center including five new camps, flag football, volleyball, kayaking and two ice skating events.
- Hired an outside contractor to conduct Sharkey Swim School on an 80/20 split. Filled all classes and received good reviews from all 132 swim lessons provided; enrollment up from 71 participants.
- Had a total program enrollment of 3,073 participants in 85 programs offered by the DCP.
- Collected \$362,400 in program revenue through recreation accounts payable.
- Trained coaches from all DCP-run athletic programs with the Rutgers Youth Sports Safety Program. Also trained affiliated organizations such as Summit Junior Baseball, Summit Soccer Club and Summit Lacrosse.
- Conducted concussion training for Summit Junior Football Coaches.
- Served as a liaison and resource to the affiliated sports organizations who in turn provided athletic programs; Summit Junior Baseball - 862 participants, Summit Lacrosse - 800 participants, Summit Soccer Club - 766 participants.
- Conducted a total of four tournaments at the Muni for women, youth, seniors and a club championship.
- Had 90 youth in the recreation swim team at the SFAC.
- Community center hosted five community food pickup *No Kid Hungry* events.
- Conducted employee morale and recognition programs including the summer safety event, bubble soccer, Disney customer training and the holiday employee breakfast.
- Increased daily participation in after school *Share the Fun!* club from 47 to 64. With daily walk-in traffic, the DCP runs a high attendance of 125 per week to a low of 75. Serves grades 3-5.
- Hired two tutors to provide homework help through a Junior League grant.
- Produced or participated in 40 special events in total including concerts, movies, parades, pool parties, golf tournaments, senior breakfasts, holiday events and a new event, the Diddy Doggy Dip. DCP partnered with the Summit PAL for its major events including the ping pong tournament, egg hunt, fishing derby, pet show, Halloween parade and Overlook Hospital 5K.
- Served on Shaping Summit Together and Junior League Community Boards.

# 2017 PERFORMANCE GOALS



## SERVICE 5

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

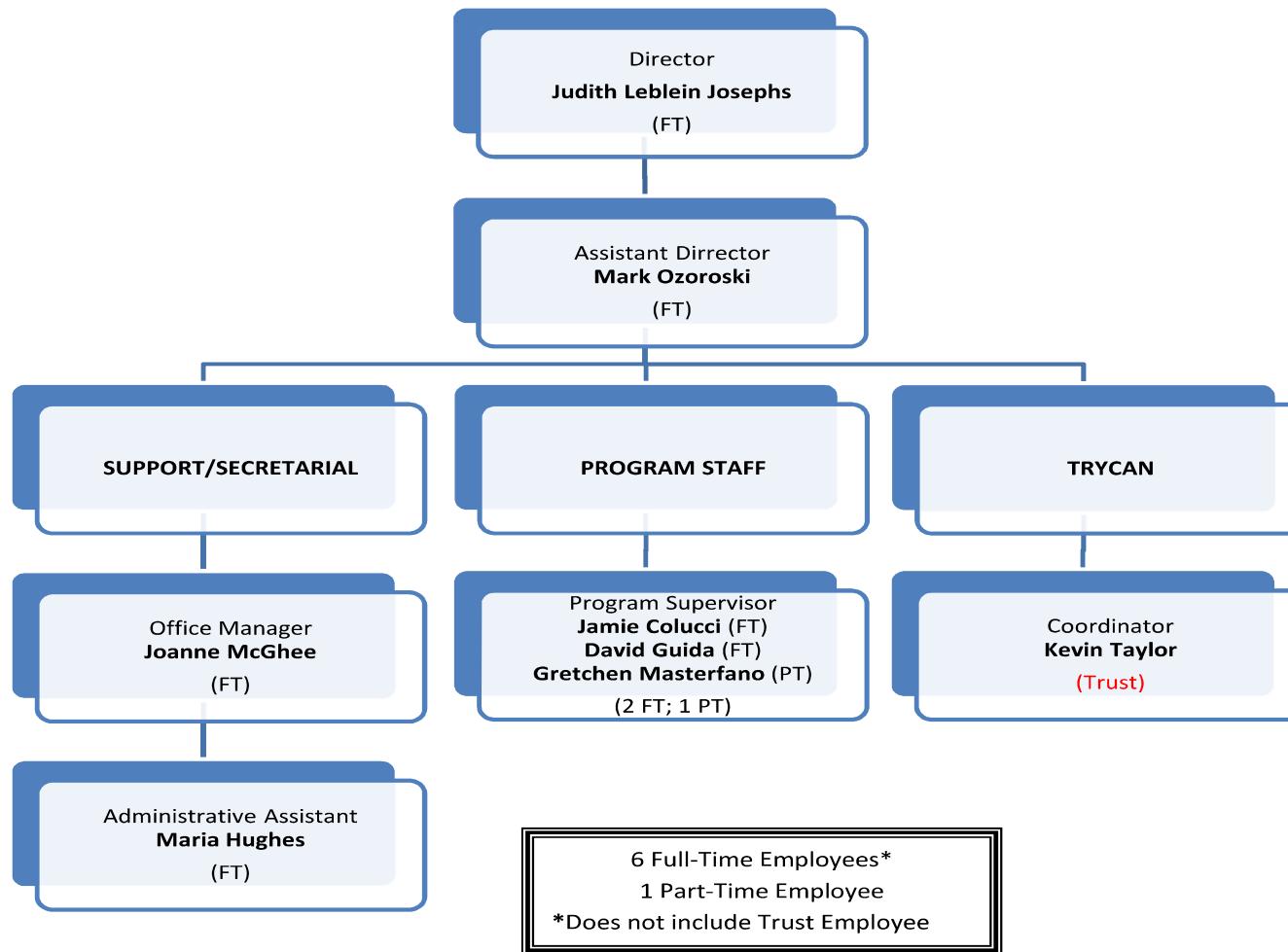
## Quality Programs and Special Events

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

### 2017 Major Goals

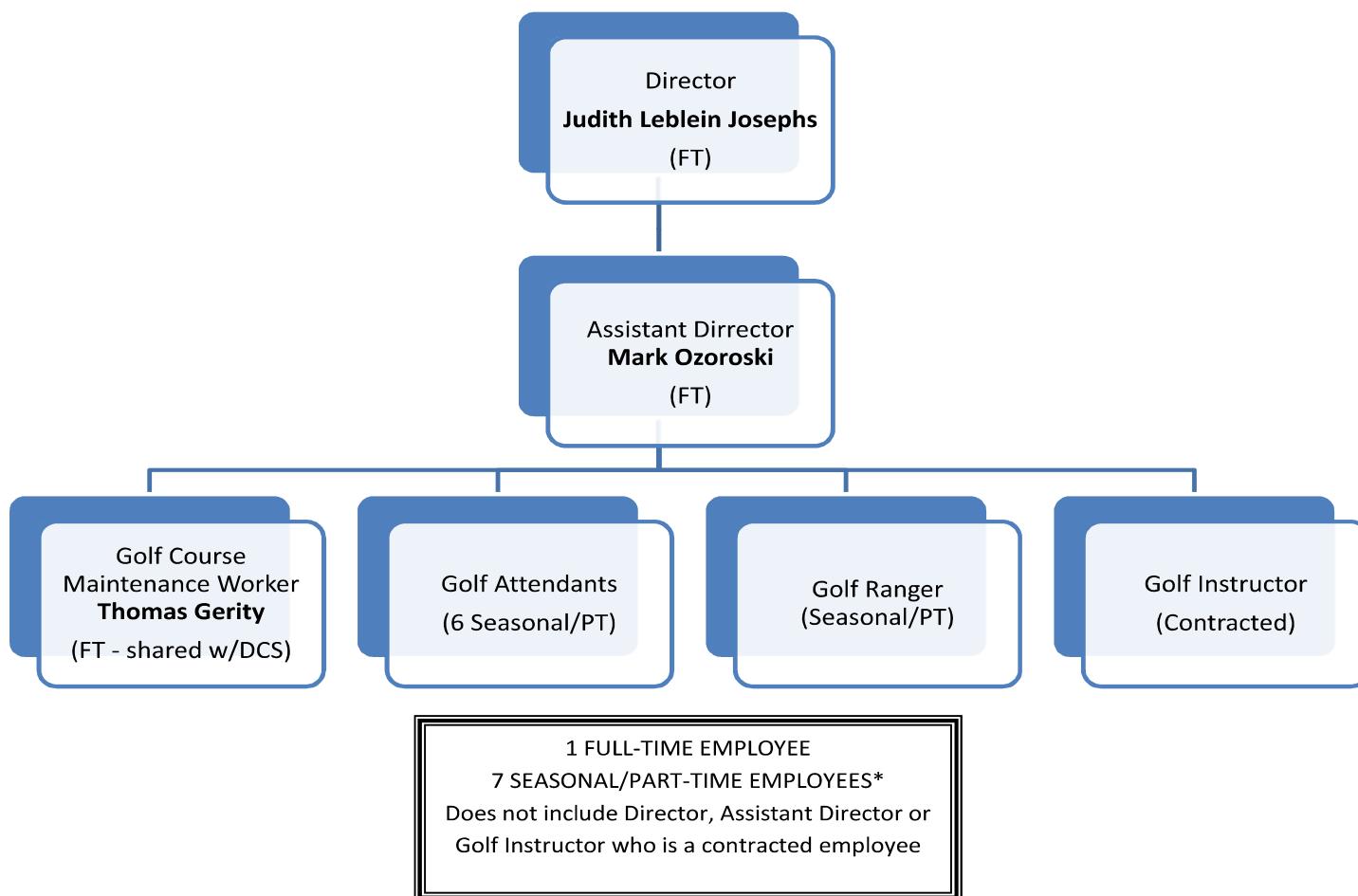
- Implement a program history record for program planning.
- Keep more detailed statistics for use in future management reports.
- Conduct surveys of program participants on a quarterly basis.
- Celebrate the 45<sup>th</sup> anniversary of the Summit Family Aquatic Center, 50<sup>th</sup> anniversary of the Muni and 70<sup>th</sup> anniversary of the 4<sup>th</sup> of July event.
- Hold smaller employee wellness events throughout the year.
- Add a new spring youth fitness program.
- Expand on the holiday skating event at the Village Green.
- Implement new adult programming at SFAC and Muni.
- Offer Mermaid Swim Program at the SFAC.

## DEPARTMENT OF COMMUNITY PROGRAMS

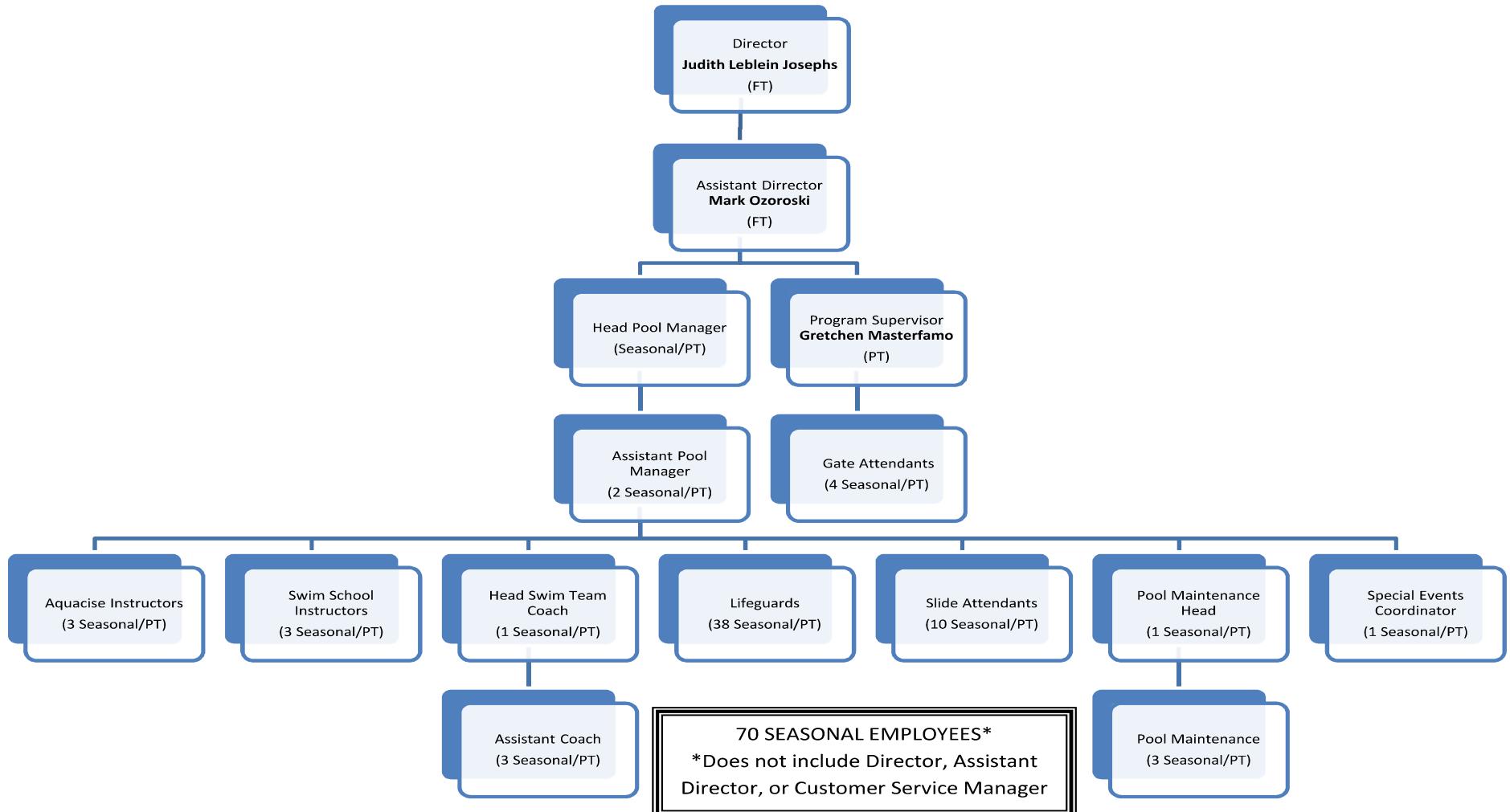
ADMINISTRATION

**DEPARTMENT OF COMMUNITY PROGRAMS**

**MUNICIPAL GOLF COURSE**  
**“MUNI”**

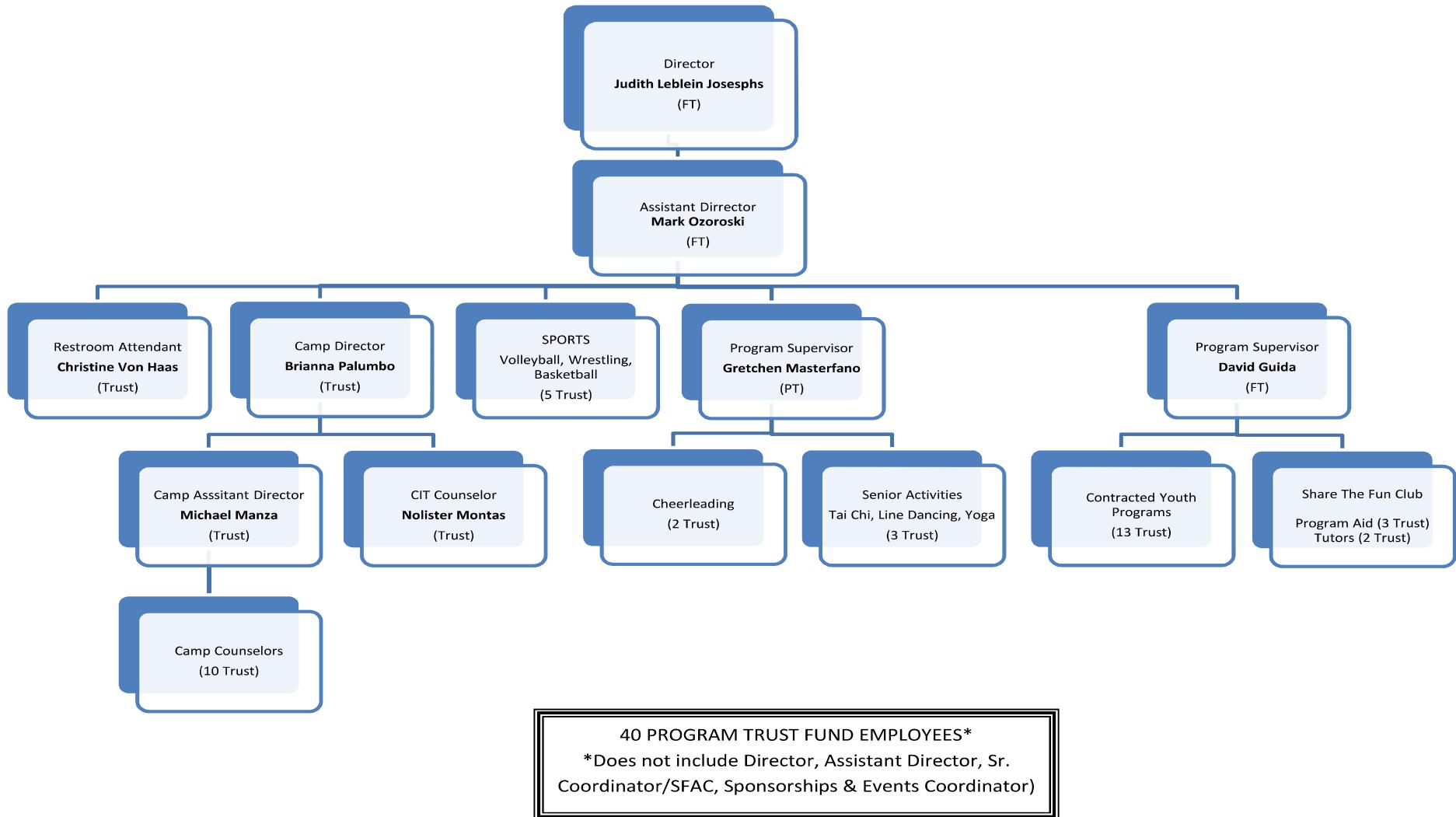


## DEPARTMENT OF COMMUNITY PROGRAMS

FAMILY AQUATIC CENTER

## DEPARTMENT OF COMMUNITY PROGRAMS

### PROGRAM TRUST FUND



## DEPARTMENT OF COMMUNITY PROGRAMS

### TryCAN – PROGRAM TRUST FUND



5 TryCAN PROGRAM TRUST EMPLOYEES\*

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

# 370-000 DEPARTMENT OF COMMUNITY PROGRAMS (DCP)

## LINE-ITEM BUDGET

### 370-000 COMMUNITY PROGRAMS

			2016		2017		2016-2017 Budget Variance	
			Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$
<b><u>Salaries and Wages</u></b>								
101	Full-Time	\$ 495,918	\$ 494,848	\$ 1,070	\$ 515,100	\$ 515,100	\$ 19,182	3.87%
102	Part-Time	36,000	36,639	(639)	59,500	59,500	23,500	65.28%
105	Afterschool Fun Club	0	0	0	15,000	15,000	15,000	100.00%
194	OT July 4th	0	1,726	(1,726)	2,500	2,500	2,500	100.00%
	<b>Total Salary &amp; Wages</b>	<b>\$ 531,918</b>	<b>\$ 533,213</b>	<b>\$ (1,295)</b>	<b>\$ 592,100</b>	<b>\$ 592,100</b>	<b>\$ 60,182</b>	<b>11.31%</b>
<b><u>Other Expenses</u></b>								
201	Supplies & Materials	\$ 4,000	\$ 3,808	\$ 192	\$ 4,000	\$ 4,000	\$ 0	0.00%
301	Printing	4,500	2,838	1,662	4,500	4,500	0	0.00%
302	Postage	500	549	(49)	500	500	0	0.00%
309	Senior Services	13,000	13,000	0	13,000	13,000	0	0.00%
402	Building Maintenance	1,000	273	727	1,000	1,000	0	0.00%
405	Vehicle Maintenance	500	1,221	(721)	1,000	1,000	500	100.00%
500	Contract Services	0	0	0	6,000	6,000	6,000	100.00%
501	Senior Bus	28,200	28,200	0	28,200	28,200	0	0.00%
700	Equipment	2,000	2,950	(950)	2,000	2,000	0	0.00%
801	Clothing Purchase/ Cleaning	1,000	811	189	1,000	1,000	0	0.00%
804	Training & Seminars	4,000	4,830	(830)	4,000	4,000	0	0.00%
808	Personal Expenses	2,500	2,419	81	2,000	2,000	(500)	-20.00%
	<b>Total Other Expenses</b>	<b>\$ 61,200</b>	<b>\$ 60,899</b>	<b>\$ 301</b>	<b>\$ 67,200</b>	<b>\$ 67,200</b>	<b>\$ 6,000</b>	<b>9.80%</b>
	<b>Division Total</b>	<b>\$ 593,118</b>	<b>\$ 594,112</b>	<b>\$ (994)</b>	<b>\$ 659,300</b>	<b>\$ 659,300</b>	<b>\$ 66,182</b>	<b>11.16%</b>

# 370-000 DEPARTMENT OF COMMUNITY PROGRAMS (DCP)

## EMPLOYEE SALARY & WAGES

Status	Title	Base + Longevity	2016			2017			2017 Total
			Base	Grade	Step	Longevity			
Colucci, James	Full-Time	Program Supervisor	\$ 62,991	\$ 65,264	10	10	\$ 0	\$ 65,264	
Guida, David	Full-Time	Program Supervisor	55,683	57,955	10	4		57,955	
Hughes, Maria	Full-Time	Administrative Assistant	77,568	70,516	9	19	7,052	77,568	
Leblein Josephs, Judith	Full-Time	Director	135,582	135,582	18	19		135,582	
Masterfano, Gretchen	Part-Time	Program Supervisor	49,191	50,376	10	3		50,376	
McGhee, Joanne	Full-Time	Office Manager	77,568	70,516	9	19	7,052	77,568	
Ozoroski, Mark	Full-Time	Assistant Director	101,103	95,380	13	19	5,723	101,103	
<i>Salaries &amp; Wages Total</i>		<b>\$ 559,686</b>	<b>\$ 545,589</b>			<b>\$ 19,826</b>		<b>\$ 565,415</b>	

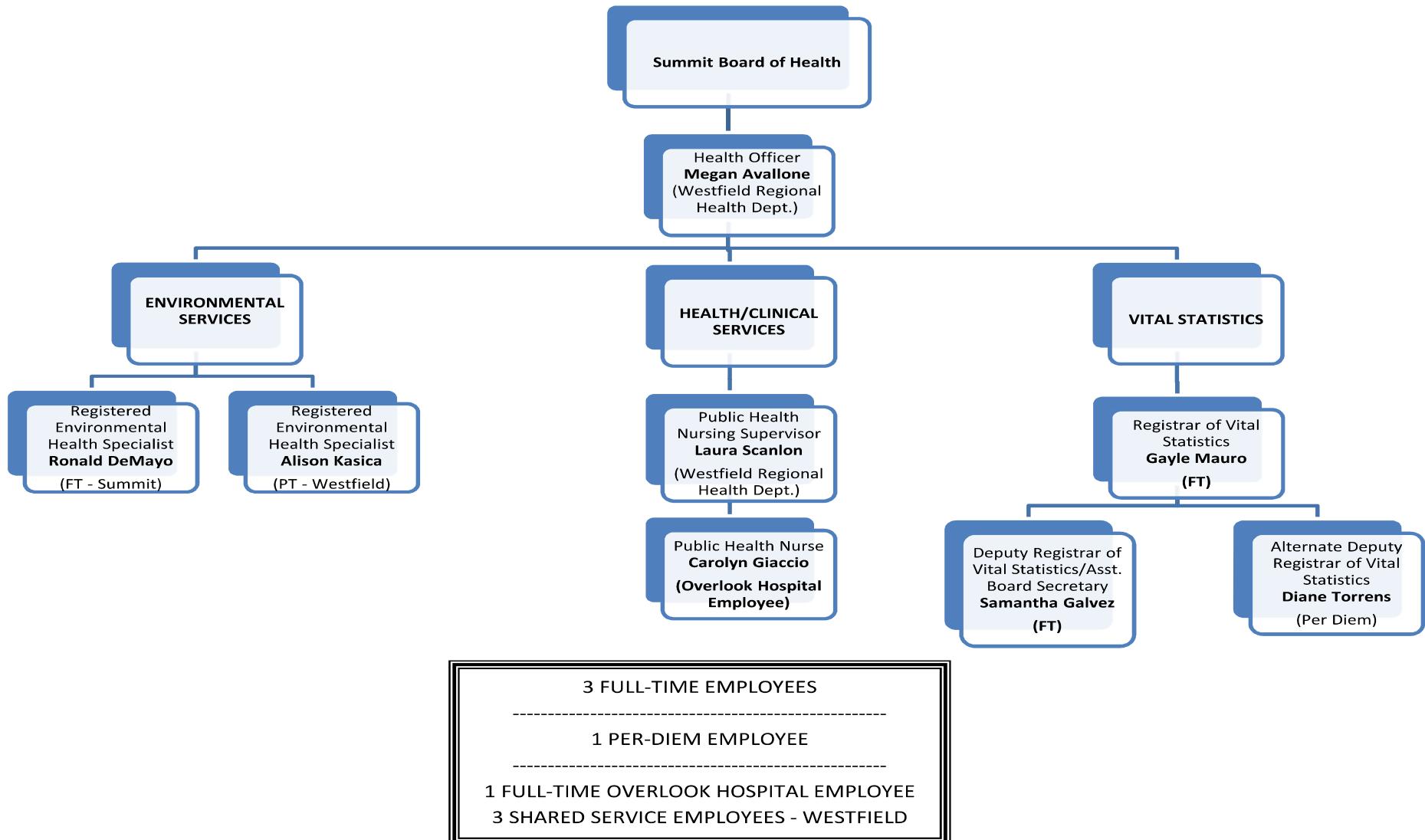
		2016			2017		2016-2017 Budget Variance	
		Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>								
101	Full-Time	\$ 81,000	\$ 80,002	\$ 998	\$ 80,500	\$ 80,500	\$ (500)	-0.62%
102	Part-Time	36,000	34,423	1,577	37,000	37,000	1,000	2.78%
104	Overtime	10,000	8,366	1,634	10,000	10,000	0	0.00%
<b>Total Salary &amp; Wages</b>		<b>\$ 127,000</b>	<b>\$ 122,791</b>	<b>\$ 4,209</b>	<b>\$ 127,500</b>	<b>\$ 127,500</b>	<b>\$ 500</b>	<b>0.39%</b>
<b><u>Other Expenses</u></b>								
201	Supplies & Materials	\$ 2,700	\$ 5,361	\$ (2,661)	\$ 2,700	\$ 2,700	\$ 0	0.00%
203	Equipment Maintenance Supplies	7,500	5,515	1,985	7,500	7,500	0	0.00%
204	Grounds Maintenance Supplies	32,000	23,284	8,716	32,000	32,000	0	0.00%
302	Postage	300	273	27	300	300	0	0.00%
402	Building Maintenance	4,200	2,680	1,520	4,200	4,200	0	0.00%
405	Vehicle Maintenance	1,000	0	1,000	1,000	1,000	0	0.00%
500	Contract Services	6,600	8,000	(1,400)	7,600	7,600	1,000	15.15%
700	Equipment	1,500	5,753	(4,253)	1,500	1,500	0	0.00%
801	Clothing Purchase/ Cleaning	500	1,077	(577)	500	500	0	0.00%
804	Registration Fees	200	140	60	200	200	0	0.00%
900	Rec Credit Card Fees	2,000	2,087	(87)	2,000	2,000	0	0.00%
<b>Total Other Expenses</b>		<b>\$ 58,500</b>	<b>\$ 54,169</b>	<b>\$ 4,331</b>	<b>\$ 59,500</b>	<b>\$ 59,500</b>	<b>\$ 1,000</b>	<b>1.71%</b>
<b>Division Total</b>		<b>\$ 185,500</b>	<b>\$ 176,959</b>	<b>\$ 8,541</b>	<b>\$ 187,000</b>	<b>\$ 187,000</b>	<b>\$ 1,500</b>	<b>0.81%</b>

	Status	Title	2016		2017			2017	
			Base + Longevity		Base	Grade	Step	Longevity	Total
Gerity, Thomas	Full-Time	Golf Course Maintenance Worker	\$ 80,002		\$ 78,502	9	19	\$ 1,750	\$ 80,252
		<i>Salaries &amp; Wages Total</i>	<u><u>\$ 80,002</u></u>		<u><u>\$ 78,502</u></u>			<u><u>\$ 1,750</u></u>	<u><u>\$ 80,252</u></u>

		2016			2017		2016-2017 Budget Variance	
		Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>								
101	Full-Time	\$ 0	\$ 0	\$ 0	\$ 49,000	\$ 0	\$ 0	0.00%
102	Part-Time	150,000	150,996	(996)	155,000	155,000	5,000	3.33%
104	Overtime	1,000	0	1,000	1,000	1,000	0	0.00%
	<b>Total Salary &amp; Wages</b>	<b>\$ 151,000</b>	<b>\$ 150,996</b>	<b>\$ 4</b>	<b>\$ 205,000</b>	<b>\$ 156,000</b>	<b>\$ 5,000</b>	<b>3.31%</b>
<b><u>Other Expenses</u></b>								
201	Supplies & Materials	\$ 40,000	\$ 40,639	\$ (639)	\$ 41,000	\$ 41,000	\$ 1,000	2.50%
203	Equipment Maintenance Supplies	6,900	7,270	(370)	6,900	6,900	0	0.00%
204	Grounds Maintenance Materials	3,500	2,497	1,003	3,500	3,500	0	0.00%
301	Printing	500	586	(86)	0	0	(500)	-100.00%
302	Postage	300	273	27	300	300	0	0.00%
400	Maintenance Services	16,000	14,291	1,709	16,000	16,000	0	0.00%
402	Building Maintenance	8,500	9,251	(751)	8,500	8,500	0	0.00%
500	Contract Services	16,000	15,539	461	17,000	17,000	1,000	6.25%
700	Equipment	5,000	4,731	269	5,000	5,000	0	0.00%
801	Clothing Purchase/ Cleaning	5,000	5,205	(205)	5,000	5,000	0	0.00%
804	Training & Seminars	1,500	1,084	416	2,000	2,000	500	33.33%
900	Rec Credit Card Fees	6,000	6,557	(557)	7,000	7,000	1,000	16.67%
	<b>Total Other Expenses</b>	<b>\$ 109,200</b>	<b>\$ 107,922</b>	<b>\$ 1,278</b>	<b>\$ 112,200</b>	<b>\$ 112,200</b>	<b>\$ 3,000</b>	<b>2.75%</b>
	<b>Division Total</b>	<b>\$ 260,200</b>	<b>\$ 258,918</b>	<b>\$ 1,282</b>	<b>\$ 317,200</b>	<b>\$ 268,200</b>	<b>\$ 8,000</b>	<b>3.07%</b>

**HEALTH  
DEPARTMENT**

## DEPARTMENT OF HEALTH



# 330-000 BOARD OF HEALTH

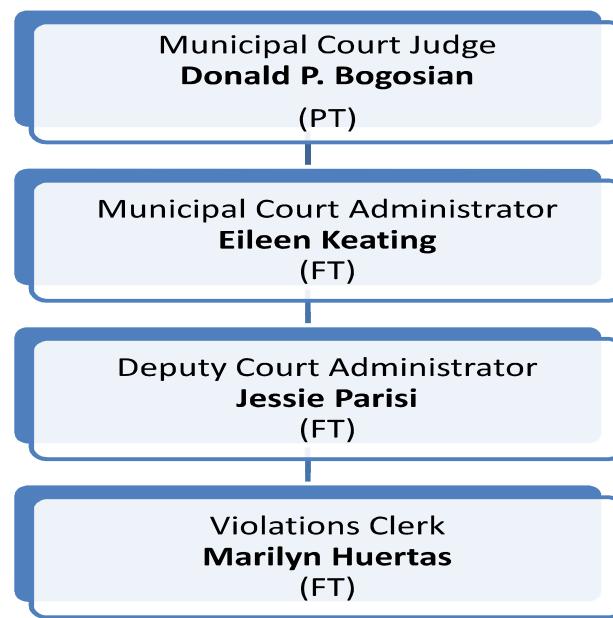
## LINE-ITEM BUDGET

		2016			2017		2016-2017 Budget Variance	
		Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>								
101	Full-Time	\$ 226,000	\$ 220,057	\$ 5,943	\$ 229,000	\$ 229,000	\$ 3,000	1.33%
102	Part-Time	5,000	6,939	(1,939)	5,000	6,000	1,000	20.00%
109	Part-Time Inspectors	0	0	0	0	0	0	0.00%
199	Environmental Health Services	0	0	0	0	0	0	0.00%
<b>Total Salary &amp; Wages</b>		<b>\$ 231,000</b>	<b>\$ 226,996</b>	<b>\$ 4,004</b>	<b>\$ 234,000</b>	<b>\$ 235,000</b>	<b>\$ 4,000</b>	<b>1.73%</b>
<b><u>Other Expenses</u></b>								
300	Office Services	\$ 6,000	\$ 4,274	\$ 1,726	\$ 6,000	\$ 6,000	\$ 0	0.00%
302	Postage	300	300	0	300	300	0	0.00%
500	Contract Services	2,000	1,312	688	2,000	2,000	0	0.00%
501	Westfield Shared Service Agreement	74,000	72,547	1,454	74,000	74,000	0	0.00%
506	Management Services	500	85	415	500	500	0	0.00%
703	Automobiles	700	332	368	700	700	0	0.00%
804	Training & Seminars	0	215	(215)	0	0	0	0.00%
806	Memberships	500	380	120	500	500	0	0.00%
809	Conferences & Meetings	1,500	985	515	1,500	1,500	0	0.00%
900	Miscellaneous	100	0	100	100	100	0	0.00%
<b>Total Other Expenses</b>		<b>\$ 85,600</b>	<b>\$ 80,429</b>	<b>\$ 5,171</b>	<b>\$ 85,600</b>	<b>\$ 85,600</b>	<b>\$ 0</b>	<b>0.00%</b>
<b>Division Total</b>		<b>\$ 316,600</b>	<b>\$ 307,425</b>	<b>\$ 9,175</b>	<b>\$ 319,600</b>	<b>\$ 320,600</b>	<b>\$ 4,000</b>	<b>1.26%</b>
<b>340-000</b>								
200	<u>Dog Regulation</u>	\$ 5,000	\$ 5,000	\$ 0	\$ 10,000	\$ 10,000	\$ 5,000	100.00%
<b>350-000</b>								
10	<u>Social Services - S.A.G.E.</u>	\$ 34,588	\$ 34,588	\$ 0	\$ 35,105	\$ 35,105	\$ 517	1.49%
<b>351-000</b>								
200	<u>Prevention of Drug &amp; Alcohol Abuse</u>	\$ 7,890	\$ 7,890	\$ 0	\$ 7,890	\$ 7,890	\$ 0	0.00%

Status	Title	Base + Longevity	2016			2017			2017 Total
			Base	Grade	Step	Longevity			
DeMayo, Ronald	Full-Time	Registered Environmental Health Specialist	\$ 104,918			\$ 95,380	13	19	\$ 104,918
Galvez, Samantha	Full-Time	Deputy Registrar	49,067			49,067	6	4	0
Mauro, Gayle	Full-Time	Registrar of Vital Statistics	71,735			68,759	10	14	5,501
									74,260
		<i>Salaries &amp; Wages Total</i>	<b>\$ 225,720</b>			<b>\$ 213,206</b>		<b>\$ 15,039</b>	<b>\$ 228,245</b>

**MUNICIPAL  
COURT**

**MUNICIPAL COURT / VIOLATIONS BUREAU**



3 FULL-TIME EMPLOYEES  
1 PART-TIME EMPLOYEE

1-PART-TIME POAA VIOLATION CLERK  
1-PER DIEM COURT VIOLATION CLERK  
1-PER DIEM COURT SECURITY GUARD

			2016			2017		2016-2017 Budget Variance	
			Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>									
101	Full-Time	\$ 294,000	\$ 294,279	\$ (279)		\$ 297,000	\$ 297,000	\$ 3,000	1.02%
103	Part-Time	5,000	6,193	(1,193)		5,000	5,000	0	0.00%
104	Overtime	5,000	1,064	3,936		5,000	5,000	0	0.00%
	<b>Total Salary &amp; Wages</b>	<b>\$ 304,000</b>	<b>\$ 301,536</b>	<b>\$ 2,464</b>		<b>\$ 307,000</b>	<b>\$ 307,000</b>	<b>\$ 3,000</b>	<b>0.99%</b>
<b><u>Other Expenses</u></b>									
201	Supplies & Materials	\$ 5,000	\$ 4,501	\$ 499		\$ 5,000	\$ 5,000	\$ 0	0.00%
300	Office Services	3,300	2,075	1,225		3,000	3,000	(300)	-9.09%
500	Contract Services	3,000	2,407	593		3,300	3,300	300	10.00%
501	Legal Services	1,500	1,199	301		1,500	1,500	0	0.00%
509	Miscellaneous Svrs (Interpreters)	2,000	1,620	380		2,000	2,000	0	0.00%
700	Equipment	1,000	601	399		1,000	1,000	0	0.00%
809	Conferences & Meetings	4,000	1,998	2,002		4,000	4,000	0	0.00%
	<b>Total Other Expenses</b>	<b>\$ 19,800</b>	<b>\$ 14,400</b>	<b>\$ 5,400</b>		<b>\$ 19,800</b>	<b>\$ 19,800</b>	<b>\$ 0</b>	<b>0.00%</b>
	<b>Division Total</b>	<b>\$ 323,800</b>	<b>\$ 315,937</b>	<b>\$ 7,863</b>		<b>\$ 326,800</b>	<b>\$ 326,800</b>	<b>\$ 3,000</b>	<b>0.93%</b>

## 490-002 MUNICIPAL COURT

## EMPLOYEE SALARY & WAGES

Status	Title	Base + Longevity	2016			2017			2017 Total
			Base	Grade	Step	Longevity			
Bogosian, Donald	Part-Time	Municipal Court Judge	\$ 52,759				\$ 0		\$ 54,354
Huertas, Marilyn	Full-Time	Violations Clerk	61,335				0		61,335
Keating, Eileen	Full-Time	Municipal Court Administrator	113,016				10,274		113,016
Parisi, Jessie	Full-Time	Deputy Court Administrator	65,015				3,854		68,094
<b>Salaries &amp; Wages Total</b>		<b>\$ 292,125</b>					<b>\$ 14,129</b>		<b>\$ 296,799</b>

# UTILITIES

# UTILITIES

## LINE-ITEM BUDGET

			2016			2017		2016-2017 Budget Variance	
			Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b>430-000</b>	<b><u>Electricity</u></b>								
100	Electricity		\$ 350,000	\$ 328,668	\$ 21,332	\$ 350,000	\$ 350,000	\$ 0	0.00%
FAC	Family Aquatic Center		17,000	16,242	758	17,000	17,000	0	0.00%
GLF	Golf Course		5,000	4,620	380	5,000	5,000	0	0.00%
	<b>Sub-Total</b>		<b>\$ 372,000</b>	<b>\$ 349,531</b>	<b>\$ 22,469</b>	<b>\$ 372,000</b>	<b>\$ 372,000</b>	<b>\$ 0</b>	<b>0.00%</b>
<b>435-000</b>	<b><u>Street Lighting</u></b>								
	Street Lighting		\$ 153,000	\$ 151,024	\$ 1,976	\$ 153,000	\$ 153,000	\$ 0	0.00%
	<b>Sub-Total</b>		<b>\$ 153,000</b>	<b>\$ 151,024</b>	<b>\$ 1,976</b>	<b>\$ 153,000</b>	<b>\$ 153,000</b>	<b>\$ 0</b>	<b>0.00%</b>
<b>440-00</b>	<b><u>Telephone</u></b>								
	Telephone		\$ 220,000	\$ 180,815	\$ 39,185	\$ 220,000	\$ 200,000	\$ (20,000)	-9.09%
	<b>Sub-Total</b>		<b>\$ 220,000</b>	<b>\$ 180,815</b>	<b>\$ 39,185</b>	<b>\$ 220,000</b>	<b>\$ 200,000</b>	<b>\$ (20,000)</b>	<b>-9.09%</b>
<b>445-000</b>	<b><u>Water</u></b>								
100	Water		\$ 61,000	\$ 53,398	\$ 7,602	\$ 56,000	\$ 55,000	\$ (6,000)	-9.84%
FAC	Family Aquatic Center		6,000	8,104	(2,104)	8,000	8,000	2,000	100.00%
GLF	Golf Course		500	368	132	500	500	0	100.00%
	<b>Sub-Total</b>		<b>\$ 67,500</b>	<b>\$ 61,871</b>	<b>\$ 5,629</b>	<b>\$ 64,500</b>	<b>\$ 63,500</b>	<b>\$ (4,000)</b>	<b>-5.93%</b>
<b>446-461</b>	<b><u>Fuel</u></b>								
446	Natural Gas		\$ 60,000	\$ 41,372	\$ 18,628	\$ 60,000	\$ 60,000	\$ 0	0.00%
447	Heating Oil		50,000	21,290	28,710	48,000	48,000	(2,000)	-4.00%
460	Gasoline		135,000	107,371	27,629	135,000	135,000	0	100.00%
461	Diesel		130,000	86,318	43,682	130,000	130,000	0	0.00%
	<b>Sub-Total</b>		<b>\$ 375,000</b>	<b>\$ 256,350</b>	<b>\$ 118,650</b>	<b>\$ 373,000</b>	<b>\$ 373,000</b>	<b>\$ (2,000)</b>	<b>-0.53%</b>
	<b>Utilities Total</b>		<b>\$ 1,187,500</b>	<b>\$ 999,591</b>	<b>\$ 187,909</b>	<b>\$ 1,182,500</b>	<b>\$ 1,161,500</b>	<b>\$ (26,000)</b>	<b>-2.19%</b>

# INSURANCE

# INSURANCE

# LINE-ITEM BUDGET

	2016			2017		2016-2017 Budget Variance	
	Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b>210-000 <u>General Liability</u></b>							
General Liability	\$ 502,000	\$ 502,000	\$ 0	\$ 569,000	\$ 569,000	\$ 67,000	13.35%
<b>Sub-Total</b>	<b>\$ 502,000</b>	<b>\$ 502,000</b>	<b>\$ 0</b>	<b>\$ 569,000</b>	<b>\$ 569,000</b>	<b>\$ 67,000</b>	<b>13.35%</b>
<b>215-000 <u>Workers Compensation</u></b>							
Workers Compensation	\$ 648,000	\$ 648,000	\$ 0	\$ 525,000	\$ 525,000	\$ (123,000)	-18.98%
<b>Sub-Total</b>	<b>\$ 648,000</b>	<b>\$ 648,000</b>	<b>\$ 0</b>	<b>\$ 525,000</b>	<b>\$ 525,000</b>	<b>\$ (123,000)</b>	<b>-18.98%</b>
<b>220-000 <u>Employee Group Health</u></b>							
Medical and Dental	\$ 2,615,000	\$ 2,615,000	\$ 0	\$ 2,620,000	\$ 2,620,000	\$ 5,000	0.19%
<b>Sub-Total</b>	<b>\$ 2,615,000</b>	<b>\$ 2,615,000</b>	<b>\$ 0</b>	<b>\$ 2,620,000</b>	<b>\$ 2,620,000</b>	<b>\$ 5,000</b>	<b>0.19%</b>
<b>225-00 <u>Unemployment</u></b>							
Unemployment	\$ 45,000	\$ 45,000	\$ 0	\$ 50,000	\$ 50,000	\$ 5,000	11.11%
<b>Sub-Total</b>	<b>\$ 45,000</b>	<b>\$ 45,000</b>	<b>\$ 0</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 5,000</b>	<b>11.11%</b>
<b>230-000 <u>Other Insurances</u></b>							
Other Insurances	\$ 110,000	\$ 110,000	\$ 0	\$ 110,000	\$ 110,000	\$ 0	0.00%
<b>Sub-Total</b>	<b>\$ 110,000</b>	<b>\$ 110,000</b>	<b>\$ 0</b>	<b>\$ 110,000</b>	<b>\$ 110,000</b>	<b>\$ 0</b>	<b>0.00%</b>
<b>Insurance Total</b>	<b>\$ 3,920,000</b>	<b>\$ 3,920,000</b>	<b>\$ 0</b>	<b>\$ 3,874,000</b>	<b>\$ 3,874,000</b>	<b>\$ (46,000)</b>	<b>-1.17%</b>

PENSIONS /  
SOCIAL SECURITY

# PENSIONS/SOCIAL SECURITY

# LINE-ITEM BUDGET

	2016			2017		2016-2017 Budget Variance	
	Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b>471-000 Public Employees Retirement System</b>							
PERS	\$ 1,151,401	\$ 1,116,904	\$ 34,497	\$ 1,174,796	\$ 1,174,796	\$ 23,395	2.03%
Less : Library Contribution	(136,836)	(144,500)	7,664	(144,500)	(144,500)	(7,664)	5.60%
Less : Housing Authority Contribution	(24,500)	(24,500)	0	(24,500)	(24,500)	0	0.00%
<i>Sub-Total</i>	<b>\$ 990,065</b>	<b>\$ 947,904</b>	<b>\$ 24,200</b>	<b>\$ 1,005,796</b>	<b>\$ 1,005,796</b>	<b>\$ 15,731</b>	<b>1.59%</b>
<b>475-000 Police Fire Retirement System</b>							
PFRS	\$ 2,134,000	\$ 2,133,823	\$ 177	\$ 2,206,006	\$ 2,206,006	\$ 72,006	3.37%
<i>Sub-Total</i>	<b>\$ 2,134,000</b>	<b>\$ 2,133,823</b>	<b>\$ 498,700</b>	<b>\$ 2,206,006</b>	<b>\$ 2,206,006</b>	<b>\$ 72,006</b>	<b>3.37%</b>
<b>471-000 Defined Contribution Retirement Plan</b>							
DCRP	\$ 9,000	\$ 9,809	\$ (809)	\$ 10,500	\$ 10,500	\$ 1,500	16.67%
<i>Sub-Total</i>	<b>\$ 9,000</b>	<b>\$ 9,809</b>	<b>\$ (809)</b>	<b>\$ 10,500</b>	<b>\$ 10,500</b>	<b>\$ 1,500</b>	<b>16.67%</b>
<b>472-000 Social Security</b>							
Social Security	\$ 800,000	\$ 779,541	\$ 20,459	\$ 800,000	\$ 800,000	\$ 0	0.00%
<i>Sub-Total</i>	<b>\$ 800,000</b>	<b>\$ 779,541</b>	<b>\$ 20,459</b>	<b>\$ 800,000</b>	<b>\$ 800,000</b>	<b>\$ 0</b>	<b>0.00%</b>
<b>Pension/ Social Security Total</b>	<b>\$ 3,933,065</b>	<b>\$ 3,871,076</b>	<b>\$ 61,989</b>	<b>\$ 4,022,302</b>	<b>\$ 4,022,302</b>	<b>\$ 89,237</b>	<b>2.27%</b>

INTERLOCAL  
AGREEMENTS /  
GRANTS

# INTERLOCAL AGREEMENTS & GRANTS

## LINE-ITEM BUDGET

	2016			2017		2016-2017 Budget Variance	
	Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b>265-000 INTERLOCAL AGREEMENTS</b>							
<i>Interlocal Agreements</i>							
Joint Meeting - NPSM Emergency Dispatch Center	\$ 879,950	\$ 879,942	\$ 8	\$ 895,400	\$ 895,400	\$ 15,450	1.76%
<b>Interlocal Agreements Total</b>	<b>\$ 879,950</b>	<b>\$ 879,942</b>	<b>\$ 8</b>	<b>\$ 895,400</b>	<b>\$ 895,400</b>	<b>\$ 15,450</b>	<b>1.76%</b>
<b>000-000 STATE AND FEDERAL GRANT APPROPRIATIONS</b>							
<i>Grants</i>							
NJ Recycling Tonnage Grant	\$ 39,034	\$ 39,034	\$ 0	\$ 31,959	\$ 31,959	\$ (7,075)	-18.13%
NJ Body Armor Replacement Fund	0	4,269	(4,269)	0	0	(0)	0.00%
Cops in Shops	0	2,800	(2,800)	0	0	(0)	0.00%
Union County Clean Communities	13,327	62,162	(48,835)	0	0	(13,327)	-100.00%
Union County Infrastructure and Municipal Aid	0	100,000	(100,000)	0	0	(0)	0.00%
Union County Kids Recreation Grant	0	0	0	50,000	50,000	50,000	0.00%
NJ Forestry	0	25,000	(25,000)	0	0	(0)	0.00%
NJ DOT Municipal Aid - Various Roads	0	187,500	(187,500)	0	0	(0)	0.00%
NJ DOT Municipal Aid - DeForest Avenue	150,000	201,250	(51,250)	0	0	(150,000)	-100.00%
<b>Grants Total</b>	<b>\$ 202,361</b>	<b>\$ 622,015</b>	<b>\$ (419,654)</b>	<b>\$ 81,959</b>	<b>\$ 81,959</b>	<b>\$ (120,402)</b>	<b>-59.50%</b>

# DEBT SERVICE

# DEBT SERVICE

# LINE-ITEM BUDGET

	2016			2017		2016-2017 Budget Variance	
	Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
901-000 Capital Improvement Fund	\$ 325,000	\$ 325,000	\$ 0	\$ 300,000	\$ 300,000	\$ (25,000)	-7.69%
900-000 Debt Service							
<b><i>Municipal Debt Service</i></b>							
Bond Principal	\$ 2,260,000	\$ 2,260,000	\$ 0	\$ 2,965,000	\$ 2,965,000	\$ 705,000	31.19%
Bond Anticipation Note Principal	288,500	288,500	0	0	0	0	0.00%
Interest on Bonds	597,113	597,113	0	637,537	637,537	40,424	6.77%
Interest on Bond Anticipation Note	47,655	47,655	0	0	0	0	0.00%
Downtown Business Improvement Loan	33,300	33,300	0	33,800	33,800	500	1.50%
<b><i>Municipal Debt Service Total</i></b>	<b>\$ 3,226,568</b>	<b>\$ 3,226,568</b>	<b>\$ 0</b>	<b>\$ 3,636,337</b>	<b>\$ 3,636,337</b>	<b>\$ 409,769</b>	<b>12.70%</b>
<b><i>School Debt Service</i></b>							
Bond Principal	\$ 3,345,000	\$ 3,345,000	\$ 0	\$ 3,940,000	\$ 3,940,000	\$ 595,000	17.79%
Bond Anticipation Note Principal	667,000	667,000	0	0	0	(667,000)	-100.00%
Interest on Bonds	1,353,753	1,353,753	0	1,310,948	1,310,948	(42,805)	-3.16%
Interest on Bond Anticipation Note	90,380	90,380	0	14,181	14,181	(76,199)	-84.31%
<b><i>School Debt Service Total</i></b>	<b>\$ 5,456,133</b>	<b>\$ 5,456,133</b>	<b>\$ 0</b>	<b>\$ 5,265,129</b>	<b>\$ 5,265,129</b>	<b>\$ (191,004)</b>	<b>-3.50%</b>

DEFERRED CHARGES  
&  
RESERVES

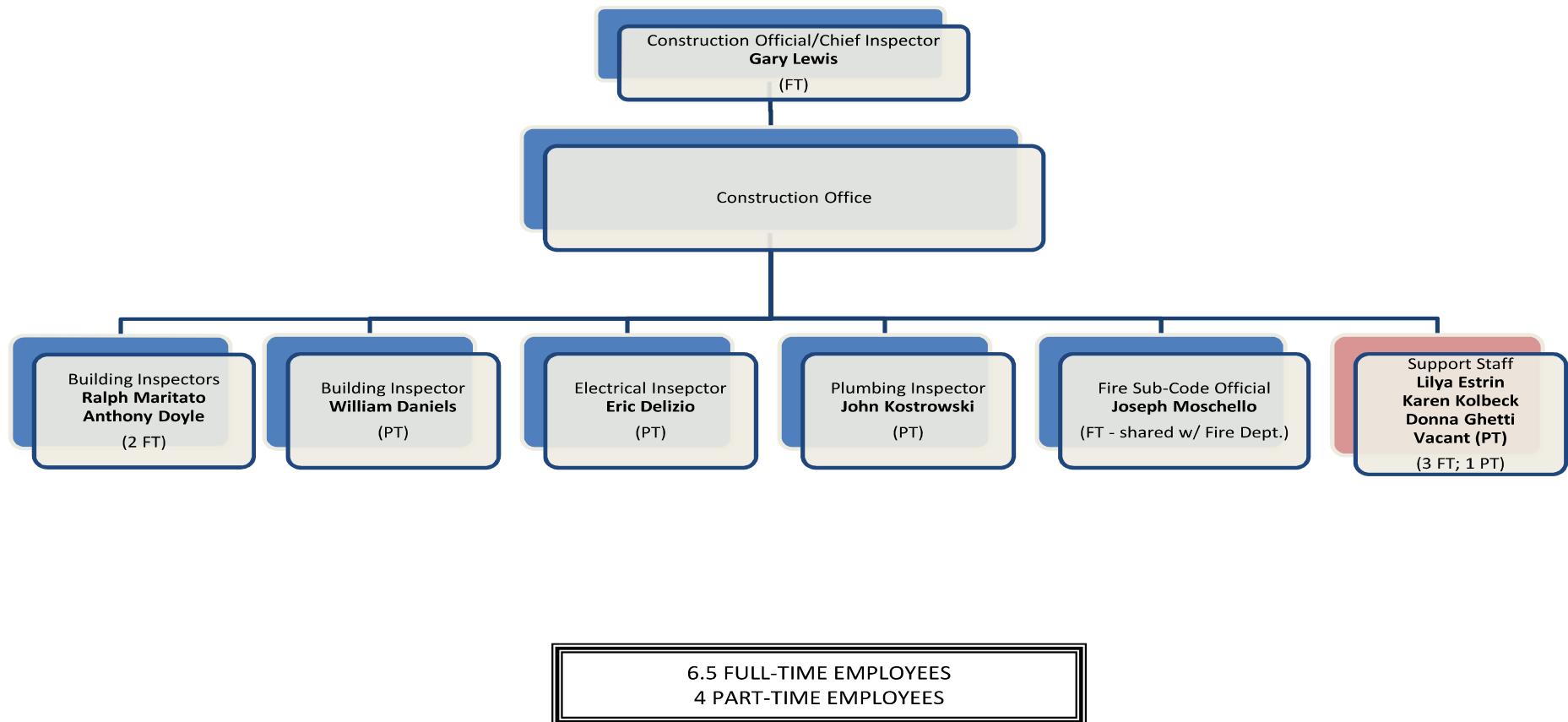
## DEFERRED CHARGES & RESERVES

## LINE-ITEM BUDGET

	2016			2017		2016-2017 Budget Variance	
	Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Deferred Charges</u></b>							
876-000 Prospective Assessments Canceled	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
877-000 Deferred Charges (Capital Expenses Unfunded)	\$ 0	\$ 0	\$ 0	\$ 100,000	\$ 100,000	\$ 100,000	100.00%
<b><u>Reserves</u></b>							
899-001 Reserve for Tax Appeals	\$ 350,000	\$ 350,000	\$ 0	\$ 325,000	\$ 325,000	\$ (25,000)	-7.14%
899-002 Reserve for Salary Adjustments	\$ 95,000	\$ 0	\$ 95,000	\$ 200,000	\$ 200,000	\$ 105,000	100.00%
899-000 Reserve for Uncollected Taxes	\$ 5,184,281	\$ 5,184,281	\$ 0	\$ 5,217,372	\$ 5,217,372	\$ 33,091	0.64%

**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

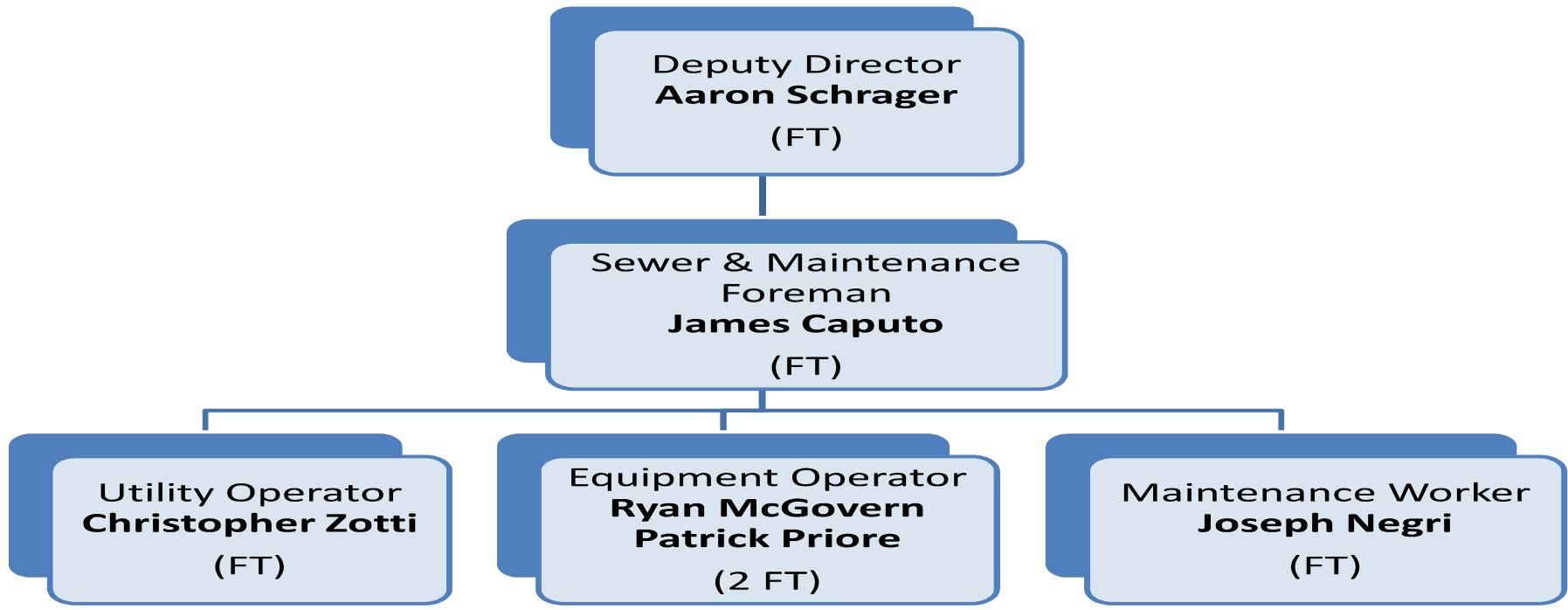
REVENUES		2016			2017		2016-2017 Budget Variance	
		ANTICIPATED	ACTUAL	Amount Over/(Under)	ANTICIPATED		\$	%
U.C.C. Fees		\$ 876,300	\$ 1,144,974	\$ 268,674	\$ 1,025,800		\$ 149,500.00	17.06%
Interest on Investments		0.00	1,399	1,399	1,000		1,000	100.00%
<b>Total U.C.C. Revenues</b>		<b>\$ 876,300</b>	<b>\$ 1,146,373</b>	<b>\$ 270,072.87</b>	<b>\$ 1,026,800</b>		<b>\$ 150,500</b>	<b>17.17%</b>
APPROPRIATIONS		2016			2017		2016-2017 Budget Variance	
		Adopted Budget	Paid or Charged	Amount (Over) / Under	Proposed Budget		\$	%
<i><u>Salaries and Wages</u></i>								
101	Full-Time	\$ 744,860	\$ 744,991	\$ (131)	\$ 784,940		\$ 40,080	5.38%
104	Overtime	18,000	17,869	131	22,300		4,300	23.89%
	<b>Total Salary &amp; Wages</b>	<b>\$ 762,860</b>	<b>\$ 762,860</b>	<b>\$ 0</b>	<b>\$ 807,240</b>		<b>\$ 44,380</b>	<b>5.82%</b>
<i><u>Other Expenses</u></i>								
201	Supplies & Materials	\$ 6,000	\$ 5,556	\$ 444	\$ 5,600		\$ (400)	-6.67%
301	Printing	3,000	1,493	1,507	9,000		6,000	200.00%
405	Vehicle Maintenance	5,500	4,698	802	5,000		(500)	-9.09%
500	Contract Services	7,500	6,985	515	11,000		3,500	46.67%
607	Telephone	3,300	3,204	96	3,300		0	0.00%
700	Equipment	100	0	100	5,400		5,300	5300.00%
703	Automobiles	0	0	0	60,000		60,000	100.00%
801	Clothing Purchases	3,000	2,703	297	3,000		0	0.00%
804	Training & Seminars	40	0	40	3,960		3,920	9800.00%
806	Memberships	700	521	179	700		0	0.00%
807	Personal Expenses (Non-Payroll)	0	0	0	500		500	100.00%
808	Personal Expenses (Payroll)	5,300	5,700	(400)	10,400		5,100	96.23%
809	Conference & Meetings	4,000	3,987	13	6,000		2,000	50.00%
900	Share of Social Security & Medicare	49,000	49,000	0	49,000		0	0.00%
901	Share of Pension & Health/Dental Costs	26,000	26,000	0	46,700		20,700	79.62%
	<b>Total Other Expenses</b>	<b>\$ 113,440</b>	<b>\$ 109,847</b>	<b>\$ 3,593</b>	<b>\$ 219,560</b>		<b>\$ 106,120</b>	<b>93.55%</b>
	<b>U.C.C. Total Appropriations</b>	<b>\$ 876,300</b>	<b>\$ 872,707</b>	<b>\$ 3,593</b>	<b>\$ 1,026,800</b>		<b>\$ 150,500</b>	<b>17.17%</b>

Status	Title	2016 Base + Longevity	2017			2017 Total
			Base	Grade	Step	
Daniels, William	Part-Time	Building Inspector \$ 42,865	\$ 44,906	12	10	\$ 44,906
Delizio, Eric	Part-Time	Electrical Inspector 61,745	64,549	12	13	64,549
Doyle, Anthony	Full-Time	Building Inspector 89,298	89,298	12	19	89,298
Estrin, Lilya	Full-Time	Secretary III 61,335	61,335	6	19	61,335
Ghetti, Donna	Full-Time	Secretary III 59,697	60,925	6	19	60,925
Kolbeck, Karen	Full-Time	Secretary II 57,209	57,209	5	19	57,209
Kostrowski, John	Part-Time	Plumbing Inspector 68,070	69,551	12	16	69,551
Lewis, Gary	Full-Time	Construction Official/Chief Inspector 131,065	119,150	16	19	131,065
Maritato, Ralph	Full-Time	Building Inspector 89,298	89,298	12	19	89,298
Moschello, Joseph	Half-Time	Fire Inspector 57,000	57,000	-	-	57,000
Vacant	Part-Time	Secretary II 32,691	32,691	5	19	32,691
<i>Salaries &amp; Wages Total</i>		<b>\$ 750,273</b>	<b>\$ 745,911</b>		<b>\$ 11,915</b>	<b>\$ 757,826</b>

# SEWER UTILITY

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

**SEWER UTILITY**



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

# 501-000 DCS - SEWER UTILITY (SEWER ADMINISTRATION)

## REVENUES & LINE-ITEM BUDGET

### 501-000 SEWER UTILITY

REVENUES	2016			2017		2016-2017 Budget Variance	
	ANTICIPATED		ACTUAL	Amount Over/(Under)	ANTICIPATED	\$	%
	Fund Balance Anticipated (Surplus)	\$ 355,700	\$ 355,700	\$ 0	\$ 630,000	\$ 274,300	77.12%
Domestic User Charges	3,036,450	3,114,582	78,132		3,110,000	73,550	2.42%
Industrial User Charges	83,328	86,026	2,698		86,351	3,023	3.63%
<b>Total Sewer Utility Revenues</b>	<b>\$ 3,475,478</b>	<b>\$ 3,556,308</b>	<b>\$ 80,830</b>		<b>\$ 3,826,351</b>	<b>\$ 350,873</b>	<b>10.10%</b>
APPROPRIATIONS							
SEWER ADMINISTRATION	2016			2017		2016-2017 Budget Variance	
	Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<i>Salaries and Wages</i>							
101 Full-Time	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
109 Share of Various Salaries - Current Fund	112,000	112,000	0	115,000	115,000	3,000	2.68%
<b>Total Salary &amp; Wages</b>	<b>\$ 112,000</b>	<b>\$ 112,000</b>	<b>\$ 0</b>	<b>\$ 115,000</b>	<b>\$ 115,000</b>	<b>\$ 3,000</b>	<b>2.68%</b>
<i>Other Expenses</i>							
201 Supplies & Materials	\$ 500	\$ 160	\$ 340	\$ 500	\$ 500	\$ 0	0.00%
210 Advertising, Printing & Postage	5,000	27	4,973	6,000	4,820	(180)	-3.60%
401 TC Edmunds System	0	0	0	2,400	2,400	2,400	100.00%
402 TC WIPP	0	0	0	1,200	1,200	1,200	100.00%
403 TC Sewer Bills	4,000	0	4,000	700	700	(3,300)	-82.50%
404 TC Envelopes	0	0	0	100	100	100	100.00%
504 Accounting Services	8,000	7,900	100	8,500	8,500	500	6.25%
804 Training & Seminars	1,000	0	1,000	1,000	1,000	0	0.00%
<b>Total Other Expenses</b>	<b>\$ 18,500</b>	<b>\$ 8,087</b>	<b>\$ 10,413</b>	<b>\$ 20,400</b>	<b>\$ 19,220</b>	<b>\$ 720</b>	<b>3.89%</b>

# 501-000 DCS - SEWER UTILITY (SEWER OPERATIONS)

## LINE-ITEM BUDGET

APPROPRIATIONS		2016			2017		2016-2017 Budget Variance	
		Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b>SEWER OPERATIONS</b>								
<i>Salaries and Wages</i>								
101	Full-Time	\$ 285,000	\$ 283,564	\$ 1,436	\$ 298,000	\$ 298,000	\$ 13,000	4.56%
102	Part Time	0	0	0	26,000	0	0	100.00%
103	Overtime	5,000	2,829	2,171	5,000	5,000	0	0.00%
	<b>Total Salary &amp; Wages</b>	<b>\$ 290,000</b>	<b>\$ 286,393</b>	<b>\$ 3,607</b>	<b>\$ 329,000</b>	<b>\$ 303,000</b>	<b>\$ 13,000</b>	<b>4.48%</b>
<i>Other Expenses</i>								
201	Supplies	\$ 0	\$ 0	\$ 0	\$ 1,000	\$ 1,000	\$ 1,000	100.00%
205	Tools	1,589	764	825	1,000	1,000	(589)	-37.07%
212	Materials	1,500	493	1,007	3,000	3,000	1,500	100.00%
402	Building Maintenance	2,000	1,092	908	5,000	5,000	3,000	150.00%
403	Equipment Maintenance	24,000	16,582	7,418	10,000	10,000	(14,000)	-58.33%
405	Truck Maintenance	10,000	5,534	4,466	10,000	10,000	0	0.00%
460	Fuel	400	0	400	9,000	9,000	8,600	215.00%
490	Collection System Maintenance	1,300	994	306	0	0	(1,300)	-100.00%
491	Odor Control	6,200	6,056	144	10,000	10,000	3,800	61.29%
492	Pumps Maintenance	24,500	19,785	4,715	25,000	25,000	500	2.04%
493	Sanitary Sewer	4,000	0	4,000	5,000	5,000	1,000	25.00%
494	TV Sewer Inspection	6,500	5,869	631	10,000	10,000	3,500	53.85%
495	Force Main Repairs	500	0	500	4,000	4,000	3,500	700.00%
500	Contract Services	40,000	31,040	8,960	48,000	48,000	8,000	20.00%
509	Mobile Devices	1,250	696	554	1,000	1,000	(250)	-20.00%
513	Sewer Service	210,000	208,859	1,141	170,000	170,000	(40,000)	-19.05%
601	Pumps Electricity	49,000	61,137	(12,137)	75,000	75,000	26,000	53.06%
605	Water	1,000	442	558	1,500	1,500	500	50.00%
801	Clothing Purchase/Clean	2,000	808	1,192	1,700	1,700	(300)	-15.00%
804	Training & Seminars	500	0	500	1,500	1,500	1,000	200.00%
	<b>Total Other Expenses</b>	<b>\$ 386,239</b>	<b>\$ 360,152</b>	<b>\$ 26,087</b>	<b>\$ 391,700</b>	<b>\$ 391,700</b>	<b>\$ 5,461</b>	<b>1.41%</b>
	<b>Sewer Utility Operations Sub-Total</b>	<b>\$ 806,739</b>	<b>\$ 766,632</b>	<b>\$ 40,107</b>	<b>\$ 856,100</b>	<b>\$ 828,920</b>	<b>\$ 22,181</b>	<b>2.75%</b>

# 501-000 DCS - SEWER UTILITY (SEWER OPERATIONS)

## LINE-ITEM BUDGET

APPROPRIATIONS	2016			2017		2016-2017 Budget Variance	
	Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b>SEWER OPERATIONS</b>							
<i><u>Joint Meeting Charges</u></i>							
Joint Meeting Maintenance	\$ 1,956,332	\$ 1,956,332	\$ 0	\$ 1,999,183	\$ 1,999,183	\$ 42,851	2.19%
Joint Meeting Maintenance Add'l	0	0	0	50,000	50,000	50,000	100.00%
<b>Total Joint Meeting</b>	<b>\$ 1,956,332</b>	<b>\$ 1,956,332</b>	<b>\$ 0</b>	<b>\$ 2,049,183</b>	<b>\$ 2,049,183</b>	<b>\$ 92,851</b>	<b>4.75%</b>
<i><u>Health &amp; Dental Insurances</u></i>							
	<b>\$ 90,000</b>	<b>\$ 90,000</b>	<b>\$ 0</b>	<b>\$ 90,000</b>	<b>\$ 90,000</b>	<b>\$ 0</b>	<b>0.00%</b>
<i><u>Capital Improvement Fund</u></i>							
	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ (25,000.00)</b>	<b>-100.00%</b>
<i><u>Deferred Charges</u></i>							
	<b>\$ 56,560</b>	<b>\$ 56,560</b>	<b>\$ 0</b>	<b>\$ 56,560</b>	<b>\$ 56,560</b>	<b>\$ 0</b>	<b>0.00%</b>
<i><u>Debt Service</u></i>							
Bond Principal	\$ 135,000	\$ 135,000	\$ 0	\$ 341,000	\$ 341,000	\$ 206,000	152.59%
Bond Anticipation Notes Principal	0	0	0	0	0	0	0.00%
Interest on Bonds	118,047	118,047	0	155,583	155,583	37,536	31.80%
Interest on Bond Anticipation Notes	2,800	2,800	0	0	0	(2,800)	-100.00%
Reserve for Debt Service	0	0	0	0	0	0	0.00%
<b>Total Debt Service</b>	<b>\$ 255,847</b>	<b>\$ 255,847</b>	<b>\$ 0</b>	<b>\$ 496,583</b>	<b>\$ 496,583</b>	<b>\$ 240,736</b>	<b>94.09%</b>
<i><u>Statutory Expenditures</u></i>							
Social Security & Medicare	\$ 26,600	\$ 26,600	\$ 0	\$ 30,000	\$ 30,000	\$ 3,400	12.78%
Contribution to PERS	33,400	33,400	0	35,105	35,105	1,705	5.10%
<b>Total Statutory Expenditures</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 0</b>	<b>\$ 65,105</b>	<b>\$ 65,105</b>	<b>\$ 5,105</b>	<b>8.51%</b>
<i><u>Contribution to Current Fund</u></i>							
	<b>\$ 225,000</b>	<b>\$ 225,000</b>	<b>\$ 0</b>	<b>\$ 240,000</b>	<b>\$ 240,000</b>	<b>\$ 15,000</b>	<b>6.67%</b>
<b>Overall Sewer Utility Totals</b>	<b>\$ 3,475,478</b>	<b>\$ 3,435,371</b>	<b>\$ 40,107</b>	<b>\$ 3,853,531</b>	<b>\$ 3,826,351</b>	<b>\$ 350,873</b>	<b>10.10%</b>

## 501-000 DCS - SEWER UTILITY (SEWER OPERATIONS)

## EMPLOYEE SALARY & WAGES

Status	Title	Base + Longevity	2016			2017			2017 Total
			Base	Grade	Step	Longevity			
McGovern, Ryan	Full-Time	Equipment Operator	\$ 69,063	\$ 73,662	8	14	\$ 1,000	\$ 74,662	
Negri, Joseph	Full-Time	Maintenance Worker	69,634	63,304	5	19	6,330	69,634	
Priore, Patrick	Full-Time	Equipment Operator	75,162	73,662	8	19	1,500	75,162	
Zotti, Christopher	Full-Time	Utility Operator	69,569	71,329	8	14	1,500	72,829	
Assistant Forman Adjustment			0	5,000	9	1	0	5,000	
<i>Salaries &amp; Wages Total</i>		<b>\$ 283,428</b>	<b>\$ 286,957</b>				<b>\$ 10,330</b>	<b>\$ 297,287</b>	

# PARKING SERVICES

## UTILITY

# Parking Services Agency

Rita M. McNany, Parking Services Manager



## WHAT WE DO

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

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

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

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

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

## OUR FOCUS ON EQUITY

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



## OUR SERVICES & GOALS

### SERVICE 1 Customer convenience and satisfaction

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

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

## **SERVICE 2 Analysis of 2016 Parking Assessment recommendations**

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

**Goal 2b** Address the city's parking capacity issue and determine short, medium and long term goals.

## **SERVICE 3 Implement unified parking management systems**

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

## **SERVICE 4 Alternate payment methods for customer convenience and to reduce labor intensive collection efforts**

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

**Goal 4b** Replace remaining street meters with on-street payment kiosks with credit card payment capability to reduce collection efforts.

## **SERVICE 5 Expand dynamic ridesharing technology program**

**Goal 5a** Identify ways to increase participation in the Summit dynamic ridesharing pilot program to further reduce parking congestion in the Broad Street garage and nearby municipal lots. Introduced in October 2016, this unique program offers roundtrip transport to and from the Summit train station for 100 residential commuters at the same cost as the daily municipal parking rate.

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

## **SERVICE 6 Schedule garage facility maintenance and renovations**

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

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

## **SERVICE 7 Improve operating efficiency with appropriate staffing levels**

**Goal 7a** Fill the current vacant part-time officer position and add another full-time officer to ensure consistent and effective enforcement coverage and eliminate the use of parking enforcement officers to cover other agency responsibilities unrelated to enforcement.

## 2017 PERFORMANCE GOALS

### SERVICE GOAL

#### **Increase customer convenience and satisfaction through education and outreach efforts**

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

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

Our focus on online options for permits and other forms of payment will generate increased convenience for customers. The new digital permitting system offers users the new option of automatic payment for monthly parking.

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

### SERVICE GOAL

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

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

SPAC will determine the practicality of all recommendations; categorize the recommendation into short, medium and long term goals, perform a cost/benefit analysis for each recommendation and present their findings to the Common Council for final decision making.

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

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

ALPR equipment will utilize the vehicle license plate to enable customers to pay for parking at a kiosk or online or by using a smart phone. Customers will not need to remember a space number; ALPR enforcement equipment reads the license plate and checks for permit and payments through all payment platforms. ALPR technology will facilitate effective and efficient enforcement.

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

Parking Services has implemented the digital parking permit with recurring billing option in 2016 for monthly, quarterly and annual prepayment options. In addition, the number of customers that pay for parking with a smart phone using the Parkmobile app continues to increase (see chart page six).

In 2017, Parking Services will remove single space street meters on designated blocks in downtown Summit and install kiosks that accept credit card payments.

This will ultimately reduce the highly labor intensiveness collection of payments from single space meters.

**SERVICE  
GOAL****Expand ridesharing program to provide an additional 50-100 parking spaces in long-term parking facilities.**

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

The program is offered to 100 resident commuters and provides roundtrip service to and from the Summit Train Station. The city currently has a waitlist of over 30 people for the pilot program. Monthly ridesharing utilization is between 25-30%. Therefore, the program could be expanded to accommodate an additional 50 to 100 participants.

Evaluation of program participation, use and sustainability will continue along with discussions on the viability of a ridesharing program as a long-term parking solution and potential to expand the program to include Summit residents employed in the downtown business district.

**SERVICE  
GOAL****Preventative maintenance and renovations of Springfield Avenue Tier garage will preserve value of 38-year-old city asset.**

Parking Services is now using the See Click Fix app as a reporting tool and functional tracking system for facility maintenance. This tracking system will ensure that preventive maintenance and routine safety inspections are performed on a regular basis.

Structural repairs to the 38-year-old Tier garage were completed in 2016. In 2017, elevator improvements and the replacement of outdated electrical wiring, lighting and security systems will occur. New customer signage will be installed at both the Broad Street and Tier garages.

**SERVICE  
GOAL****Improve operating efficiency with appropriate staffing levels**

Comprehensive parking enforcement is important to the health, safety, and economic vitality of downtown Summit. A well-designed enforcement effort with sufficient staff enables the city to maximize use of ALPR technology for consistent and increased turnover. Maximizing ALPR is a recommendation in the 2016 Parking Assessment Report. One frequent complaint is insufficient customer parking at short-term spaces, and lack of enforcement perpetuates this problem. Consistent enforcement enhances the quality of life in residential zones by keeping the area free of student, commuter, and downtown employee parkers.

Enforcement staffing levels require fulfillment. Filling the current vacant part-time officer position and adding another full-time officer position will ensure consistent enforcement covering all areas effectively. Parking Services reviewed similar parking agencies and the below chart depicts a comparison of current staffing versus these other agencies. Summit's enforcement levels are below most other agencies.

The current part-time collection assistant position is insufficient for effective operations. Staffing hours are from 10 AM to 6 PM and there is a half day gap that is currently filled with parking enforcement officers due to lack of parking ambassador staffing. Establishing the part-time collection assistant as a full-time position will eliminate the staffing gap, reduce weekly ambassador hours by 30 hours, and allow parking enforcement officers to focus strictly on handling enforcement duties.

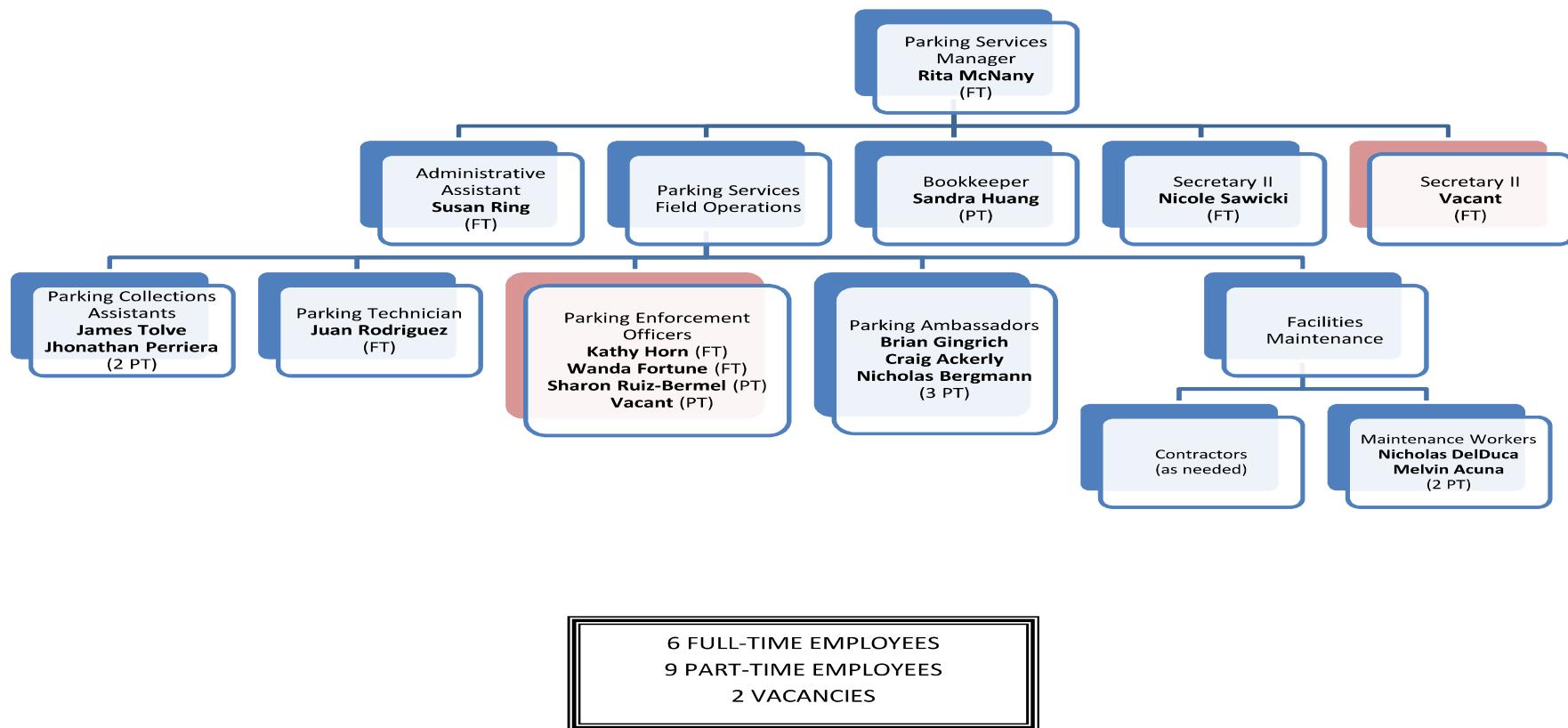
	<u>Summit</u>	<u>Millburn</u>	<u>Westfield</u>	<u>Montclair</u>	<u>Morristown</u>	
<b>FT PEO's</b>	2 \$42-\$63K	2 \$45-72K	4 \$33K	4 \$43K	5 31K	
<b>PT PEO's</b>	<u>2</u> <u>\$27K</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u> <u>\$15/hour</u>	
<b>FT Equivalent</b>	<b>3</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>5.5</b>	
<b>One PT position has been empty for 10 months.</b>						
<b>Daily Avg.</b>						
<b>Tickets</b>	21	20	35-40	47	50-60	
<b>Street</b>						
<b>Meters</b>	606	382	250	748	738	
<b>Off Street</b>	2239	1666	800	2535	2860	
<b>Garages</b>	2	1	0	2	3	
*All towns have to ticket residential time zones.						

- Summit ticket average is down due to lack of staffing.
- Ticketing should be double with ALPR which could generate \$200K+ for the City.
- Parking Services needs officers to use the ALPR vehicles and write the tickets.

## Agency Transactions by Quantity

DESCRIPTION	2013	2014	2015	2016
Permit Sales	2,421	2,350	2,407	2,974
Bag Meters	968	1,599	2,876	1,786
Dumpster Permits	58	55	98	311
Daily Visitor Passes - Counter	12,274	9,172	9,278	12,357
Corporate Codes	N/A	N/A	N/A	4,697
Smart Card Sales – Counter	1423	652	453	139
Smart Card Recharges – in Field	1970	1,027	24	0
<b>Total Smart Cards-as of 2015 only available in street meters</b>	<b>3,393</b>	<b>1,679</b>	<b>477</b>	<b>139</b>
Prepayments (Month, Quarter & Annual) – Counter	2,166	2,361	2,397	2,822
Prepayments - (Month, Quarter & Annual) – On-Line	4,238	2,440	1,849	545
<b>Total Prepayments (On-line system did not work in 2015)</b>	<b>6,404</b>	<b>4,801</b>	<b>4,246</b>	<b>3,367</b>
Parkmobile Off Street	79,639	141,740	173,496	152,509
Parkmobile On-Street	31,492	53,308	86,908	107,172
<b>Total Parkmobile</b>	<b>114,677</b>	<b>195,048</b>	<b>260,404</b>	<b>259,681</b>
Credit Card – Off Street	118,097	107,723	124,470	125,972
Cash – old machines only provided cash totals not quantity	N/A	N/A	162,757	137,757
Cash – DeForest Only	78,575	60,893	52,878	48,668

## PARKING SERVICES AGENCY



# PARKING SERVICES UTILITY

## REVENUES

REVENUES	2016			2017	2016-2017	
	ANTICIPATED	ACTUAL	Amount Over/(Under)		Budget	Variance
					\$	%
<b>Lots &amp; Garages - Cash, CC &amp; Parkmobile</b>						
Garage - Broad Street	\$ 329,000	\$ 340,726	\$ 11,726	\$ 340,000	\$ 11,000	3.34%
Garage - Tier Upper Level	150,000	162,044	12,044	160,000	10,000	6.67%
Garage - Tier Ground Level	70,000	79,751	9,751	75,000	5,000	7.14%
Parking Lots (excludes DeForest Lots)	260,000	370,158	110,158	360,000	100,000	38.46%
DeForest Lots	400,000	473,675	73,675	470,000	70,000	17.50%
Bank Street Lot	52,000	57,918	5,918	55,000	3,000	5.77%
Library Lot	65,000	65,876	876	65,000	3,000	5.77%
<b>Total Lots &amp; Garages</b>	<b>\$ 1,326,000</b>	<b>\$ 1,550,148</b>	<b>\$ 224,148</b>	<b>\$ 1,525,000</b>	<b>\$ 202,000</b>	<b>15.23%</b>
<b>On-Street Meters</b>						
Cash Only	\$ 390,000	\$ 354,142	\$ (35,858)	\$ 350,000	\$ (40,000)	-10.26%
Parkmobile	90,000	124,581	34,581	125,000	35,000	38.89%
<b>Total On-Street Meters</b>	<b>\$ 480,000</b>	<b>\$ 478,723</b>	<b>\$ (1,277)</b>	<b>\$ 475,000</b>	<b>\$ (5,000)</b>	<b>-1.04%</b>
<b>Credit Card Sales</b>						
Initial Sales - Counter	\$ 1,000	\$ 3,000	\$ 2,000	\$ 2,500	\$ 1,500	150.00%
Recharge Sales - Counter	5,000	5,410	410	5,000	0	0.00%
Recharge Sales - Machines	0	0	0	0	0	100.00%
<b>Total Credit Card Sales</b>	<b>\$ 6,000</b>	<b>\$ 8,410</b>	<b>\$ 2,410</b>	<b>\$ 7,500</b>	<b>\$ 1,500</b>	<b>25.00%</b>
<b>Bar-Code Permit Sales</b>						
Resident	\$ 14,000	\$ 14,220	\$ 220	\$ 10,000	\$ (4,000)	-28.57%
Resident Renewal	35,000	0	(35,000)	35,000	0	0.00%
Resident - Seniors	1,000	930	(70)	1,000	0	0.00%
Employee	6,000	0	(6,000)	0	(6,000)	-100.00%
Employee Renewal	10,000	12,740	2,740	13,000	3,000	30.00%
Employee - Seniors	100	460	360	100	0	0.00%
<b>Total Bar-Code Permit Sales</b>	<b>\$ 66,100</b>	<b>\$ 28,350</b>	<b>\$ (37,750)</b>	<b>\$ 59,100</b>	<b>\$ (7,000)</b>	<b>-10.59%</b>

# PARKING SERVICES UTILITY

## REVENUES

REVENUES	2016			2017		2016-2017 Budget Variance	
	ANTICIPATED	ACTUAL	Amount Over/(Under)	ANTICIPATED		\$	%
<b>Pre-Paid Parking</b>							
Resident - Monthly and Daily	\$ 56,000	\$ 57,051	\$ 1,051	\$ 55,000		\$ (1,000)	-1.79%
Resident - Quarterly	34,000	79,534	45,534	80,000		46,000	135.29%
Resident - Annual	34,000	41,498	7,498	40,000		6,000	17.65%
Resident - Pre-paid Prior Year for Current Year	35,000	58,925	23,925	55,000		20,000	57.14%
Resident - Pre-paid Current Year for Next Year	55,000	60,788	5,788	60,788		5,788	10.52%
<i>Less: Pre-paid Current Year for Next Year</i>	(55,000)	0	55,000	(60,788)		(5,788)	10.52%
<b>Resident Pre-Paid Sub-Total</b>	<b>\$ 159,000</b>	<b>\$ 297,796</b>	<b>\$ 138,796</b>	<b>\$ 230,000</b>		<b>\$ 71,000</b>	<b>44.65%</b>
Corporate Codes - Employer Paid Parking	\$ 21,000	\$ 18,280	\$ (2,720)	\$ 20,000		\$ (1,000)	-4.76%
Employee - Monthly and Daily	76,000	66,236	(9,664)	65,000		(11,000)	-14.47%
Employee - Quarterly	110,000	94,872	(15,128)	90,000		(20,000)	-18.18%
Employee - Annual	30,000	18,936	(11,064)	15,000		(15,000)	-50.00%
Employee - Pre-paid Prior Year for Current Year	111,629	111,636	7	110,000		(1,629)	-1.46%
Employee - Pre-paid Current Year for Next Year	75,000	38,804	(36,196)	34,804		(40,196)	-53.59%
<i>Less: Pre-paid Current Year for Next Year</i>	(75,000)	0	75,000	(34,804)		40,196	-53.59%
<b>Employee Pre-Paid Sub-Total</b>	<b>\$ 348,629</b>	<b>\$ 348,864</b>	<b>\$ 235</b>	<b>\$ 300,000</b>		<b>\$ (48,629)</b>	<b>-13.95%</b>
<b>Total Pre-Paid Parking</b>	<b>\$ 507,629</b>	<b>\$ 646,660</b>	<b>\$ 139,031</b>	<b>\$ 530,000</b>		<b>\$ 22,371</b>	<b>4.41%</b>
<b>Daily Visitor Passes</b>							
Bulk (Pack of 10 - \$50.00)	\$ 8,000	\$ 11,950	\$ 3,950	\$ 11,000		\$ 3,000	37.50%
Single (One Time - Atlantic Health)	27,000	36,278	9,278	36,000		9,000	33.33%
Single (1 for \$6.00)	500	470	(30)	500		0	0.00%
<b>Total Daily Visitor Passes</b>	<b>\$ 35,500</b>	<b>\$ 48,698</b>	<b>\$ 13,198</b>	<b>\$ 47,500</b>		<b>\$ 12,000</b>	<b>33.80%</b>
<b>Non-Resident Lot</b>							
Broad Street East Lot	\$ 311,000	\$ 260,067	\$ (50,933)	\$ 260,000		\$ (51,000)	-16.40%
<b>Total Non-Resident Parking</b>	<b>\$ 311,000</b>	<b>\$ 260,067</b>	<b>\$ (50,933)</b>	<b>\$ 260,000</b>		<b>\$ (51,000)</b>	<b>-16.40%</b>
<b>Overnight Parking</b>							
Quarterly	\$ 14,000	\$ 39,284	\$ 25,284	\$ 40,000		\$ 26,000	185.71%
Pre-paid Prior Year for Current Year	35,000	3,938	(31,062)	4,000		(31,000)	-88.57%
Pre-paid Current Year for Next Year	1,000	2,100	1,100	2,100		1,100	110.00%
<i>Less: Pre-paid Current Year for Next Year</i>	6,000	(2,100)	(8,100)	(2,100)		(8,100)	-135.00%
<b>Total Overnight Parking</b>	<b>\$ 56,000</b>	<b>\$ 43,222</b>	<b>\$ (12,778)</b>	<b>\$ 44,000</b>		<b>\$ (12,000)</b>	<b>-21.43%</b>

# PARKING SERVICES UTILITY

## REVENUES

REVENUES	2016			2017		2016-2017 Budget Variance	
	ANTICIPATED	ACTUAL	Amount Over/(Under)	ANTICIPATED		\$	%
<b>Other Revenues</b>							
Dumpster Permit/Bagged Meters	\$ 30,000	\$ 44,455	\$ 14,455	\$ 40,000		\$ 10,000	33.33%
Bid Specs	0	150	150	0		0	100.00%
Bagged Meters - Developer Agreement	0	0	0	0		0	200.00%
Miscellaneous Revenue	0	0	0	0		0	100.00%
Merchant Coupons	100	1,500	1,400	0		(100)	-100.00%
Leased Spaces	50,000	59,600	9,600	59,000		9,000	18.00%
<b>Total Other Revenues</b>	<b>\$ 80,100</b>	<b>\$ 105,705</b>	<b>\$ 25,605</b>	<b>\$ 99,000</b>		<b>\$ 18,900</b>	<b>23.60%</b>
<b>Park &amp; Ride (DOT Rt. 24 Lot)</b>							
Cash Receipts	\$ 100	\$ 545	\$ 445	\$ 400		\$ 300	300.00%
Smart Card Usage	0	0	0	0		0	100.00%
Credit Card Usage and Daily CC	7,000	6,540	(460)	6,000		(1,000)	-14.29%
Parkmobile	19,000	24,390	5,390	23,000		4,000	21.05%
Permit Monthly, Quarterly or Annually	35,000	29,780	(5,220)	29,000		(6,000)	-17.14%
Pre-paid Prior Year for Current Year	2,200	2,240	40	2,000		(200)	-9.09%
Pre-paid Current Year for Next Year	1,950	1,320	(630)	1,320		(630)	-32.31%
<i>Less: Pre-paid Current Year for Next Year</i>	<i>(2,000)</i>	<i>(1,320)</i>	<i>680</i>	<i>(1,320)</i>		<i>680</i>	<i>-34.00%</i>
<b>Total NJDOT Park &amp; Ride</b>	<b>\$ 63,250</b>	<b>\$ 63,495</b>	<b>\$ 245</b>	<b>\$ 60,400</b>		<b>\$ (2,850)</b>	<b>-4.51%</b>
<b>Park &amp; Rail (NJ Transit Lot)</b>							
Cash Receipts	\$ 3,500	\$ 4,908	\$ 1,408	\$ 4,000		\$ 500	14.29%
Smart Card Usage	0	0	0	0		0	50.00%
Parkmobile	48,000	48,910	910	48,000		0	0.00%
Credit Card Usage & CC Daily	50,000	51,104	1,104	50,000		0	0.00%
<b>Total NJT Park &amp; Rail</b>	<b>\$ 101,500</b>	<b>\$ 104,922</b>	<b>\$ 3,422</b>	<b>\$ 102,000</b>		<b>\$ 500</b>	<b>0.49%</b>
<b>Parking Services Revenues Sub-Total</b>	<b>\$ 3,033,079</b>	<b>\$ 3,338,400</b>	<b>\$ 305,321</b>	<b>\$ 3,209,500</b>		<b>\$ 176,421</b>	<b>5.82%</b>

## PARKING SERVICES UTILITY

## REVENUES

REVENUES	2016		Amount Over/(Under)	2017	2016-2017 Budget Variance	
	ANTICIPATED	ACTUAL			\$	%
<b>Other Anticipated Revenues</b>						
Anticipated from Capital Surplus for Capital Outlay	\$ 64,000	\$ 64,000	\$ 0	\$ 64,000	\$ 0	0.00%
Anticipated from Operating Surplus	54,643	54,643	0	193,148	138,505	253.47%
Budget Appropriation Vehicles and Other Improvements	0	0	0	57,000	57,000	100.00%
Reserved for Capital Outlay	0	(140,847)	(140,847)	0	0	0.00%
Adjustment for NJ Sales Tax	0	(7,341)	(7,341)	0	0	0.00%
Adjustment for Refunds	0	(4,201)	(4,201)	0	0	0.00%
Adjustment for Pre-paids	0	(99,012)	(99,012)	0	0	0.00%
<b>Total Miscellaneous Revenues</b>	<b>\$ 118,643</b>	<b>\$ (132,758)</b>	<b>\$ (251,401)</b>	<b>\$ 314,148</b>	<b>\$ 195,505</b>	<b>164.78%</b>
<b>TOTAL PARKING SERVICE UTILITY REVENUES</b>	<b>\$ 3,151,722</b>	<b>\$ 3,205,642</b>	<b>\$ 53,920</b>	<b>\$ 3,523,648</b>	<b>\$ 371,926</b>	<b>11.80%</b>

# PARKING SERVICES UTILITY

## LINE-ITEM BUDGET

		2016			2017		2016-2017 Budget Variance	
		Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>								
101	Full-Time	\$ 461,000	\$ 438,324	\$ 22,676	\$ 558,690	\$ 460,136	\$ (864)	-0.19%
102	Part-Time	190,000	150,783	39,217	160,194	170,560	(19,440)	-10.23%
103	Overtime	23,000	23,992	(992)	5,000	5,000	(18,000)	-78.26%
132	Parking Ambassadors	40,000	19,589	20,411	35,574	35,574	(4,426)	-11.07%
	<b>Total Salary &amp; Wages</b>	<b>\$ 714,000</b>	<b>\$ 632,688</b>	<b>\$ 81,312</b>	<b>\$ 759,458</b>	<b>\$ 671,269</b>	<b>\$ (42,731)</b>	<b>-5.98%</b>
<b><u>Other Expenses</u></b>								
200	Supplies & Materials	\$ 36,000	\$ 36,815	\$ (815)	\$ 36,000	\$ 36,000	\$ 0	0.00%
202	New Stickers	0	510	(510)	0	0	0	0.00%
203	Supplies DOT & Transit Lots	0	86	(86)	0	0	0	0.00%
204	Deforest Lots	67,588	62,930	4,658	69,000	69,000	1,412	2.09%
205-215	Credit Card Charges	75,000	105,848	(30,848)	196,000	196,000	121,000	161.33%
309	Bank Fees	0	0	0	0	0	0	0.00%
310	Electronic Costs	246,239	123,989	122,250	412,400	412,400	166,161	67.48%
402	Building Maintenance	37,000	33,865	3,135	57,000	57,000	20,000	54.05%
403	Equipment Maintenance	44,000	40,505	3,495	49,000	49,000	5,000	11.36%
405	Vehicle Maintenance	8,000	12,647	(4,647)	5,000	5,000	(3,000)	-37.50%
417-418	Snow Removal	30,000	30,000	0	50,000	50,000	20,000	66.67%
501	Legal Services	4,000	90	3,910	1,000	1,000	(3,000)	-75.00%
504	Audit	6,000	4,222	1,778	6,000	6,000	0	0.00%
506	Contract Services	0	11,500	(11,500)	0	0	0	0.00%
507	NJT Park & Rail Lots - Rents	50,000	36,670	13,330	50,000	50,000	0	0.00%
509	Parking Share of Other Services	250,000	250,000	0	250,000	250,000	0	0.00%
510	Parking Share of Pensions	0	48,900	(48,900)	55,000	55,000	55,000	100.00%
700	Equipment	15,000	6,831	8,169	11,500	11,500	(3,500)	-23.33%
801	Clothing (Uniforms)	6,000	2,044	3,956	4,000	4,000	(2,000)	-33.33%
804	Training & Seminars	4,000	2,915	1,085	5,000	5,000	1,000	25.00%
806	Memberships	2,000	632	1,369	2,000	2,000	0	0.00%
942	Parking Lot Maintenance	10,000	0	10,000	10,000	10,000	0	0.00%
943	Maintenance - NJ Transit & NJDOT Lots	2,000	0	2,000	2,000	2,000	0	0.00%
945	Prior Year Bills	0	0	0	0	0	0	0.00%
	<b>Total Other Expenses</b>	<b>\$ 892,827</b>	<b>\$ 811,001</b>	<b>\$ 81,826</b>	<b>\$ 1,270,900</b>	<b>\$ 1,270,900</b>	<b>\$ 378,073</b>	<b>42.35%</b>
	<b>Parking Appropriations Sub-Total</b>	<b>\$ 1,606,827</b>	<b>\$ 1,443,688</b>	<b>\$ 163,139</b>	<b>\$ 2,030,358</b>	<b>\$ 1,942,169</b>	<b>\$ 335,342</b>	<b>20.87%</b>

# PARKING SERVICES UTILITY

## LINE-ITEM BUDGET

	2016			2017		2016-2017 Budget Variance	
	Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u><b>Capital Improvement Fund</b></u>	\$ 90,000	\$ 90,000	\$ 0	\$ 30,000	\$ 30,000	\$ (60,000)	-66.67%
<u><b>Aquisition of Vehicles and Other Improvements</b></u>	\$ 95,000	\$ 51,649	\$ 43,351	\$ 57,000	\$ 57,000	\$ (38,000)	-40.00%
<u><b>Deferred Charges</b></u>	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 0	0.00%
<u><b>Insurance</b></u>	\$ 115,000	\$ 115,000	\$ 0	\$ 135,000	\$ 135,000	\$ 20,000	17.39%
<u><b>Debt Service</b></u>							
Bond Principal	\$ 140,000	\$ 140,000	\$ 0	\$ 201,000	\$ 201,000	\$ 61,000	43.57%
Bond Anticipation Notes Principal	0	0	0	0	0	0	0.00%
Interest on Bonds	69,751	69,751	0	75,372	75,372	5,621	8.06%
Interest on Bond Anticipation Notes	933	933	0	0	0	(933)	-100.00%
Debt Service Broad Street Garage	434,461	434,461	0	421,307	421,307	(13,154)	-3.03%
Reserve for Debt Service	0	37,989	(37,989)	18,050	18,050	18,050	100.00%
<b>Total Other Expenses</b>	<b>\$ 645,145</b>	<b>\$ 683,134</b>	<b>\$ (37,988)</b>	<b>\$ 715,729</b>	<b>\$ 715,729</b>	<b>\$ 70,584</b>	<b>10.94%</b>
<u><b>Statutory Expenditures</b></u>							
Social Security & Medicare	\$ 50,000	\$ 50,000	\$ 0	\$ 50,000	\$ 50,000	\$ 0	0.00%
	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 0</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 0</b>	<b>0.00%</b>
<u><b>Utilities</b></u>							
Electricity	\$ 75,000	\$ 62,834	\$ 12,166	\$ 70,000	\$ 70,000	\$ (5,000)	-6.67%
Mobile Phones & Data Lines	12,000	11,831	169	11,000	11,000	(1,000)	-8.33%
Telephone (Garages)	2,500	0	2,500	2,500	2,500	0	0.00%
Water	250	326	(76)	250	250	0	0.00%
<b>Total Other Expenses</b>	<b>\$ 89,750</b>	<b>\$ 74,991</b>	<b>\$ 14,759</b>	<b>\$ 83,750</b>	<b>\$ 83,750</b>	<b>\$ (6,000)</b>	<b>-6.69%</b>
<u><b>Contribution to Current Fund</b></u>	<b>\$ 450,000</b>	<b>\$ 450,000</b>	<b>\$ 0</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 50,000</b>	<b>11.11%</b>
<b>Overall Parking Utility Totals</b>	<b>\$ 3,151,722</b>	<b>\$ 2,968,462</b>	<b>\$ 193,260</b>	<b>\$ 3,611,837</b>	<b>\$ 3,523,648</b>	<b>\$ 371,926</b>	<b>11.80%</b>

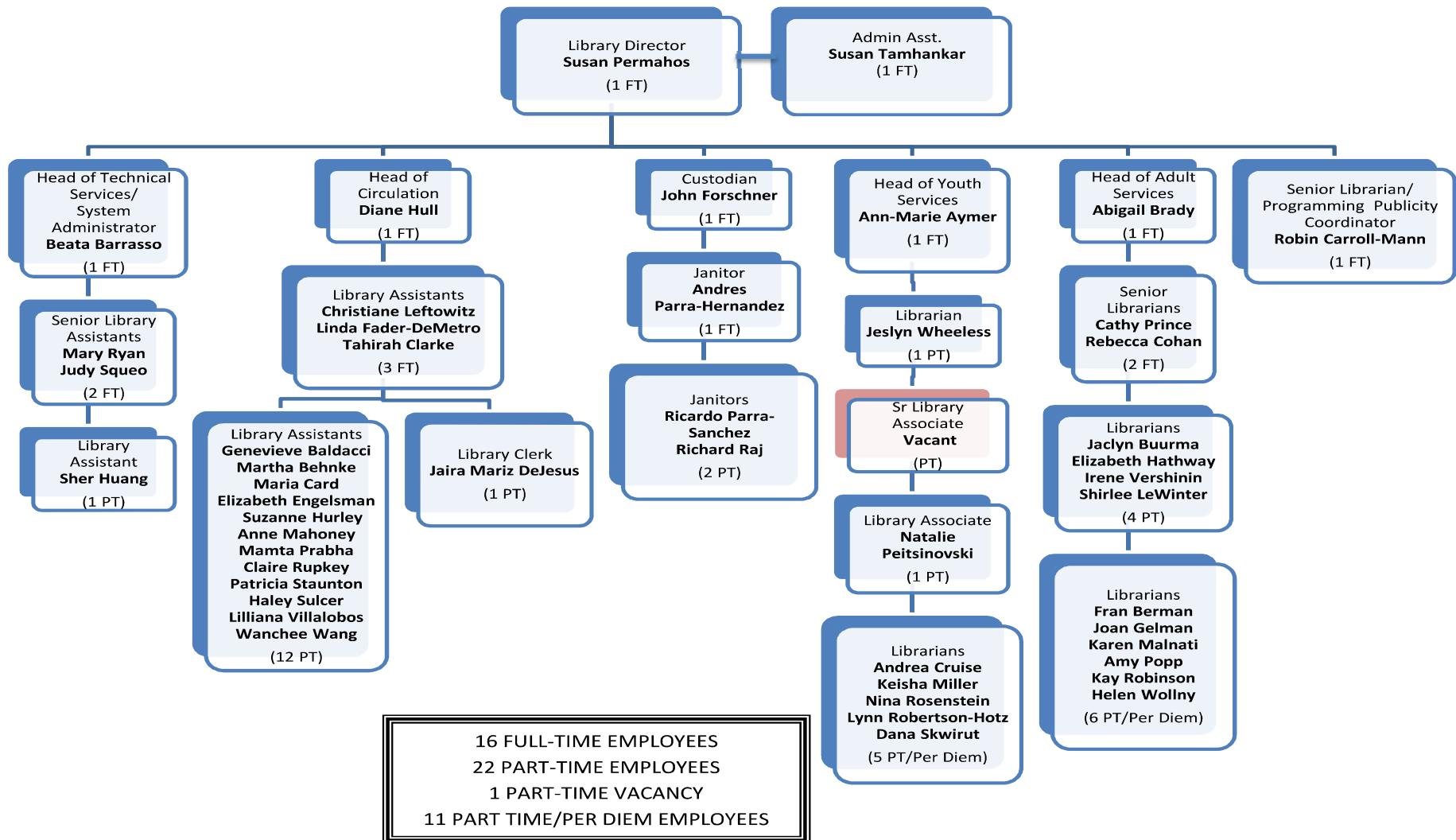
# PARKING SERVICES UTILITY

## EMPLOYEE SALARY & WAGES

Status	Title	2016		2017			2017	
		Base + Longevity		Base	Grade	Step	Longevity	Total
Fortune, Wanda	Full-Time	Parking Enforcement Officer	\$ 57,209	\$ 57,209	5	19	\$ 0	\$ 57,209
Horn, Kathleen	Full-Time	Parking Enforcement Officer	61,786	57,209	5	19	4,577	61,786
McNany, Rita	Full-Time	Parking Services Manager	94,656	94,524	14	13	5,671	100,195
Ring, Susan	Full-Time	Administrative Assistant	66,421	66,421	8	19	0	66,421
Rodriguez, Juan	Full-Time	Parking Technician	73,063	66,421	8	19	6,642	73,063
Sawicki, Nicole	Full-Time	Secretary II	57,209	59,152	7	15	0	59,152
Vacant	Full-Time	Secretary II	0	42,310	5	1	0	42,310
Acuna, Melvin	Part-Time	Maintenance Worker	22,736	22,736				22,736
DelDuca, Nicholas	Part-Time	Maintenance Worker	22,554	22,554				22,554
Huang, Sandra	Part-Time	Bookkeeper	21,430	21,430				21,430
Pereira, Jhonathan	Part-Time	Parking Collections Assistant	26,038	26,038				26,038
Ruiz-Bermel, Sharon	Part-Time	Parking Enforcement Officer	30,618	30,618				30,618
Tolve, James	Part-Time	Parking Collections Assistant	20,183	20,183				20,183
Vacant	Part-Time	Parking Enforcement Officer	0	27,000				27,000
<i>Salaries &amp; Wages Total</i>		\$ 553,904		\$ 613,805			\$ 16,890	\$ 630,695

# LIBRARY

## SUMMIT FREE PUBLIC LIBRARY



# 390-000 MUNICIPAL LIBRARY

## LINE-ITEM BUDGET

2016			2017		2016-2017 Budget Variance	
	Adopted Budget	Paid or Charged	Amount (Over) / Under	Department Request	Proposed Budget	\$      %
<b><u>Salaries and Wages</u></b>						
101	Full-Time	\$ 1,190,000	\$ 1,182,505	\$ 7,495	\$ 1,210,000	\$ 20,000 1.68%
102	Part-Time	328,000	288,099	39,901	341,000	13,000 3.96%
	<b>Total Salary &amp; Wages</b>	<b>\$ 1,518,000</b>	<b>\$ 1,470,604</b>	<b>\$ 47,396</b>	<b>\$ 1,551,000</b>	<b>\$ 33,000 2.17%</b>
<b><u>Other Expenses</u></b>						
217	Books	\$ 88,820	\$ 84,928	\$ 3,892	\$ 88,834	\$ 14 0.02%
218	Periodicals	14,000	13,072	928	14,500	500 3.57%
219	Audio Visual	20,000	17,553	2,447	33,000	13,000 65.00%
220	Other Materials	1,000	278	722	1,000	0 0.00%
221	Machine Readable	30,000	33,223	(3,223)	31,000	1,000 3.33%
222	Other Operating Expenses	31,500	31,803	(303)	32,500	1,000 3.17%
415	Plant Operation & Maintenance	104,000	96,399	7,601	104,000	0 0.00%
517	Computer Costs	26,000	27,050	(1,050)	29,000	3,000 11.54%
813	Fringe Benefits - Pension	154,000	144,500	9,500	157,000	3,000 1.95%
814	Fringe Benefits - SS/Med/Hlth/Dntl	355,000	344,700	10,300	350,000	(5,000) -1.41%
815	Fringe Benefits - Bldg Insurance	42,000	42,000	0	42,000	0 0.00%
816	DCRP/Group Life/Disability	5,000	3,600	1,400	11,100	6,100 122.00%
816	Library Other Municipal Expenses	5,000	4,600	400	5,000	0 0.00%
899	Miscellaneous	100	0	100	400	300 300.00%
	<b>Total Other Expenses</b>	<b>\$ 876,420</b>	<b>\$ 843,706</b>	<b>\$ 32,714</b>	<b>\$ 899,334</b>	<b>\$ 22,914 2.61%</b>
	<b>Library Total Appropriations</b>	<b>\$ 2,394,420</b>	<b>\$ 2,314,310</b>	<b>\$ 80,110</b>	<b>\$ 2,450,334</b>	<b>\$ 55,914 2.34%</b>

Status	Title	2016	2017	2017		
		Base + Longevity	Base	Longevity	Total	
Aymer, Ann Marie	Full-Time	Head of Youth Services	\$ 89,023	\$ 91,250	\$ 0	\$ 91,250
Brady, Abigail	Full-Time	Head of Adult Services	89,023	91,250	0	91,250
Carroll-Mann, Robin	Full-Time	Sr. Librarian / Programming Publicity Coordinator	92,702	84,129	7,624	91,753
Clarke, Tahirah	Full-Time	Library Assistant	52,513	53,827	0	53,827
Cohan, Rebecca	Full-Time	Senior Librarian	74,172	77,169	0	77,169
Fader-Demetro, Linda	Full-Time	Library Assistant	52,513	53,827	0	53,827
Forschner, John	Full-Time	Custodian	61,335	62,871	0	62,871
Hull, Diane	Full-Time	Head of Circulation	71,759	69,392	4,164	73,556
Lefkowitz, Christine	Full-Time	Library Assistant	52,513	53,827	0	53,827
Paczek-Barrasso, Beata	Full-Time	Head of Technical Services / System Administrator	80,961	82,987	0	82,987
Parra-Hernandez, Andres	Full-Time	Janitor	52,513	53,827	0	53,827
Permahos, Susan	Full-Time	Library Director	135,582	138,975	0	138,975
Prince, Cathy	Full-Time	Senior Librarian	80,599	77,169	6,427	83,596
Ryan, Mary	Full-Time	Senior Library Assistant	67,469	62,871	6,287	69,158
Squeo, Judith	Full-Time	Senior Library Assistant	60,642	58,641	4,691	63,332
Tamhankar, Susan	Full-Time	Administrative Assistant	66,421	68,083	0	68,083
<i>Salaries &amp; Wages Total</i>		\$ 1,179,740	\$ 1,180,095	\$ 29,193	\$ 1,209,288	

# CAPITAL

# 2017 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 2017 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 \$10.11 million. However, after careful re-assessment of all capital requests, the recommended 2017 capital budget plan, which includes city, sewer utility and parking services utility projects, amounts to \$6.48 million.

## CAPITAL PROJECT ASSESSMENT

The proposed 2017 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)

## 2017 CAPITAL PROJECTS SUMMARY

Functional Area	Total Capital Request	Brief Description
<b>PUBLIC SAFETY</b>		
<i>Fire Department</i>	<b>\$ 164,500</b>	<ul style="list-style-type: none"> <li>▪ SCBA Cylinder Replacement (Breathing air fill station)</li> <li>▪ Modifications to rescue/operations</li> <li>▪ Replace and upgrade recall radio/pagers</li> <li>▪ FD Rescue and FF equipment</li> <li>▪ Warning light upgrade</li> <li>▪ New all-terrain vehicle (ATV)</li> <li>▪ Replace firefighter turnout gear</li> <li>▪ Replace computer workstations</li> <li>▪ Training book and material</li> </ul>
<i>Police Department</i>	<b>\$ 229,046</b>	<ul style="list-style-type: none"> <li>▪ Vehicle replacement</li> <li>▪ Body worn cameras</li> <li>▪ Weapon replacement</li> <li>▪ Traffic equipment</li> </ul>
<i>MVEC Joint Dispatch</i>	<b>\$ 150,000</b>	<ul style="list-style-type: none"> <li>▪ Public safety radio infrastructure enhancements</li> </ul>
<b>LIBRARY</b>	<b>\$ 159,500</b>	<ul style="list-style-type: none"> <li>▪ Replace reference and circulation desks</li> <li>▪ Computer hardware</li> <li>▪ Fire alarm panel</li> <li>▪ Duct cleaning</li> </ul>
<b>ADMINISTRATION/ CLERK/FINANCE</b>	<b>\$157,000</b>	<ul style="list-style-type: none"> <li>▪ HTTV switchboard and control board upgrade</li> <li>▪ HTTV live streaming services</li> <li>▪ Cash register and software (CO)</li> <li>▪ Whitman Room presentation upgrades</li> <li>▪ VoIP telephone upgrade</li> </ul>
<b>COMMUNITY PROGRAMS</b>	<b>\$ 910,000</b>	<ul style="list-style-type: none"> <li>▪ Community center building expansion and renovation</li> <li>▪ Investors Bank field fencing and landscaping</li> <li>▪ Park furnishing(s)</li> </ul>

Functional Area	Total Capital Request	Brief Description
<b>COMMUNITY SERVICES</b>	<b>\$2,998,000</b>	<ul style="list-style-type: none"> <li><u>Infrastructure</u>: Various road, sidewalk and pedestrian safety improvement projects</li> <li><u>Vehicle/Equipment</u>: Replace dump truck with plow, trash transfer tractors, golf course maintenance equipment, skid steer loader, asphalt cold planer attachment, mower and asphalt recycling hot box trailer</li> <li><u>Buildings</u>: City Hall HVAC chiller replacement, Chatham Road Master Plan and other building maintenance projects</li> </ul>
<b>TECHNOLOGY</b>	<b>\$17,500</b>	<ul style="list-style-type: none"> <li>City Hall building security keycard access</li> </ul>
<b>PARKING SERVICES</b> <b>UTILITY</b>	<b>\$400,000</b>	<ul style="list-style-type: none"> <li>Parking lot maintenance</li> <li>Payment kiosks</li> <li>Vehicle replacement</li> </ul>
<b>SEWER UTILITY</b>	<b>\$1,303,357</b>	<ul style="list-style-type: none"> <li><u>Equipment</u>: Loader/backhoe</li> <li><u>Capital Projects</u>: Joint Meeting capital infrastructure plan</li> <li><u>Pump Station</u>: Work at Constantine and Chatham Road</li> </ul>

# 2017 CAPITAL BUDGET

# 2017-2022 CAPITAL PLAN

2017 Capital Budget		Requested	Future Years							
PROJECT SUMMARY		2017	2018	2019	2020	2021	2022	Prospective Projects	Total All Years	

## Fire Department

### Equipment

Replacement Fire Hydrant Markers  
 Warning Light Upgrade  
 Replacement & Upgrade Existing Recall Radio/Pagers  
 Modifications to Rescue/Ops  
 Computer Workstations  
 Replace Turn-out Gear  
 All Terrain Vehicle  
 Interior Painting Fire Headquarters  
 Training Book and Materials  
 SCBA Cylinder Replacement  
 FD Rescue & FF Equipment  
 Portable Radios  
 Small Equipment Replacement Program  
 Replace Office Carpeting  
 Replacement of Office Furniture  
 Replacement of Fire Hose  
 Replace Engine #4  
 Upgrade Rescue Equipment  
 Replace Fire Prev Car 02

### Fire Equipment Subtotal

\$ 3,000	\$ 0	\$ 3,500	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 6,500
10,000									10,000
12,000		13,000		14,000					39,000
13,000									13,000
13,500									13,500
14,000	14,500	14,500	15,000	15,000	15,000				88,000
18,000									18,000
	20,000								20,000
25,000									25,000
26,000	26,500	27,000	27,500	28,000	28,000				163,000
30,000									30,000
	50,000	75,000							125,000
	10,000		10,500		10,500				31,000
	11,000								11,000
	11,000		12,000						23,000
	17,000	19,000							36,000
	700,000								700,000
		40,000							40,000
		55,000							55,000
<b>Fire Equipment Subtotal</b>	<b>\$ 164,500</b>	<b>\$ 860,000</b>	<b>\$ 247,000</b>	<b>\$ 65,000</b>	<b>\$ 57,000</b>	<b>\$ 53,500</b>	<b>\$ 0</b>	<b>\$ 1,447,000</b>	

### Fire Headquarters

Traffic studies, engineering, drawings etc.  
 Advertising, bidding process  
 New Fire Station

### Fire Headquarters Subtotal

\$ 0	\$ 650,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 650,000
		275,000							275,000
								10,000,000	10,000,000
<b>Fire Headquarters Subtotal</b>	<b>\$ 0</b>	<b>\$ 650,000</b>	<b>\$ 275,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 10,000,000</b>	<b>\$ 10,925,000</b>

## FIRE DEPARTMENT TOTAL

<b>\$ 164,500</b>	<b>\$ 1,510,000</b>	<b>\$ 522,000</b>	<b>\$ 65,000</b>	<b>\$ 57,000</b>	<b>\$ 53,500</b>	<b>\$ 10,000,000</b>	<b>\$ 12,372,000</b>
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## Police Department

Body Worn Cameras  
 Traffic Equipment  
 Long Gun Replacement  
 Motorcycle (trike)  
 Weapon Replacement  
 Vehicle Replacement  
 Variable Message Board

### POLICE DEPARTMENT TOTAL

\$ 51,303	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 51,303
33,043									33,043
	29,300								29,300
	25,500								25,500
46,700									46,700
98,000	98,000	98,000	98,000	98,000	98,000	98,000			588,000
	18,500								18,500
<b>POLICE DEPARTMENT TOTAL</b>	<b>\$ 229,046</b>	<b>\$ 171,300</b>	<b>\$ 98,000</b>	<b>\$ 98,000</b>	<b>\$ 98,000</b>	<b>\$ 98,000</b>	<b>\$ 0</b>	<b>\$ 792,346</b>	

## MVEC Dispatch Center

Public Safety Radio Enhancements

### MVEC DISPATCH CENTER TOTAL

\$ 150,000	\$ 150,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 300,000
<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 0</b>	<b>\$ 300,000</b>						

# 2017 CAPITAL BUDGET

# 2017-2022 CAPITAL PLAN

2017 Capital Budget	Requested	Future Years						Prospective Projects	Total All Years
	2017	2018	2019	2020	2021	2022			
PROJECT SUMMARY									
<b>Library</b>									
Computer Hardware	\$ 19,500	\$ 19,500	\$ 19,500	\$ 19,500	\$ 19,500	\$ 19,500	\$ 19,500	\$ 0	\$ 117,000
Replace Library Roof		50,000	50,000	50,000	50,000	50,000	50,000		250,000
Replace Reference & Circulation Desks	60,000	60,000							120,000
Duct Cleaning	30,000								30,000
Fire Alarm Panel	50,000								50,000
Self-Checkout Units		10,000							10,000
<b>Library Total</b>	<b>\$ 159,500</b>	<b>\$ 139,500</b>	<b>\$ 69,500</b>	<b>\$ 69,500</b>	<b>\$ 69,500</b>	<b>\$ 69,500</b>	<b>\$ 69,500</b>	<b>\$ 0</b>	<b>\$ 577,000</b>
<b>Administration/Clerk/Finance</b>									
HTTV Switchboard and Control Board Upgrade	\$ 50,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 50,000
Cash Register and Software - Clerk's Office		5,000							5,000
Whitman Room Presentation Upgrades	15,000								15,000
HTTV Live Streaming Services	12,000								12,000
VoIP Telephone Upgrade	75,000								75,000
Revaluation								1,000,000	1,000,000
<b>ADMINISTRATION/CLERK/FINANCE TOTAL</b>	<b>\$ 157,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1,000,000</b>	<b>\$ 1,157,000</b>
<b>Department of Community Programs</b>									
<b>Facility Repair/Maintenance</b>									
Investors Field Fencing and Landscaping	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 100,000
Community Center	800,000								800,000
Tatlock Park Redevelopment		2,750,000							2,750,000
Cornog Field House	2,000,000								2,000,000
Family Aquatic Center Improvements	400,000								400,000
Memorial Tennis Courts	40,000								40,000
Muni Golf Course Entrance Renovation		550,000							550,000
Memorial Track Repairs	250,000								250,000
<b>Subtotal Community Programs Facility Repair/Maintenance</b>	<b>\$ 900,000</b>	<b>\$ 5,190,000</b>	<b>\$ 800,000</b>	<b>\$ 0</b>	<b>\$ 6,890,000</b>				
<b>Community Programs Vehicles &amp; Equipment</b>									
Park Furnishing	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 0	\$ 60,000
Village Green Playground		200,000							200,000
Memorial Playground Upgrade	150,000								150,000
Senior Bus Replacement	75,000								75,000
<b>Subtotal Community Programs Vehicles &amp; Equipment</b>	<b>\$ 10,000</b>	<b>\$ 435,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 0</b>	<b>\$ 485,000</b>
<b>DEPARTMENT OF COMMUNITY PROGRAMS TOTAL</b>	<b>\$ 910,000</b>	<b>\$ 5,625,000</b>	<b>\$ 810,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 0</b>	<b>\$ 7,375,000</b>

# 2017 CAPITAL BUDGET

# 2017-2022 CAPITAL PLAN

2017 Capital Budget	Requested	Future Years						Total All Years
	2017	2018	2019	2020	2021	2022	Prospective Projects	

## Department of Community Services

### Infrastructure

Annual Road Program  
 Beacon Road  
 Blackburn Road (Prospect to Valley View)  
 Briant Parkway & Edison Drive  
 Butler Parkway  
 Canoe Brook Parkway/Wade/Karen/Beverly  
 Canterbury Lane, Ramsey Drive  
 Clark, Huntley, Dayton & Willow  
 College Roads (Yale, Harvard, Princeton)  
 Colonial Road  
 Colony/Crest Acre/Carleen/FriarTuck/O'Shea  
 Colt Road  
 Curbing Program  
 Dorchester Road & Winchester Road  
 Drainage Improvement Projects  
 Edgar Street  
 Henry & Pearl  
 Hobart Ave Sect 1 (Franklin - Springfield)  
 Hobart Ave Sect 2 (Springfield to Rte 124)  
 Larned, Laurel, & Maple  
 Linden/Oakland Place  
 Michigan Avenue  
 Micropaving Program  
 New Providence Avenue  
 Open Space Management  
 Park Avenue  
 Pedestrian Safety Improvement Project  
 Pine Grove Avenue  
 Plymouth Road & Sweetbriar  
 Prospect Street  
 Public Works Paving Program  
 Regulatory & Warning Sign Replacement  
 Silver Lake Drive & Tanglewood Road  
 Storm Water Requirements  
 Traffic Signal Upgrade Program  
 Wallace Road Improvements  
 Whittredge Road Section 2 (Essex - Prospect)  
**Subtotal DCS Infrastructure**

\$ 125,000	\$ 150,000	\$ 150,000	\$ 200,000	\$ 200,000	\$ 0	\$ 0	\$ 825,000
			200,000				200,000
250,000							250,000
				850,000			850,000
			750,000				750,000
				800,000			800,000
				400,000			400,000
		625,000					625,000
			550,000				550,000
			300,000				300,000
		550,000					550,000
				750,000			750,000
			200,000		200,000		400,000
400,000							400,000
	150,000	150,000	200,000	200,000	200,000		900,000
		250,000					250,000
	200,000						200,000
	300,000						300,000
		750,000					750,000
	550,000						550,000
	775,000						775,000
			350,000				350,000
150,000	150,000	150,000	150,000	150,000			750,000
		250,000					250,000
30,000		30,000		35,000			95,000
			550,000				550,000
150,000	150,000	150,000	150,000	150,000			750,000
		400,000					400,000
400,000							400,000
		500,000					500,000
	125,000		125,000		125,000		375,000
15,000	15,000	15,000	15,000	15,000			75,000
200,000							200,000
5,000	5,000	5,000	5,000	5,000			25,000
50,000	50,000	50,000	50,000	50,000	50,000		300,000
	950,000						950,000
350,000							350,000
<b>\$ 2,125,000</b>	<b>\$ 3,570,000</b>	<b>\$ 3,275,000</b>	<b>\$ 3,645,000</b>	<b>\$ 3,755,000</b>	<b>\$ 1,325,000</b>	<b>\$ 0</b>	<b>\$ 17,695,000</b>

# 2017 CAPITAL BUDGET

# 2017-2022 CAPITAL PLAN

2017 Capital Budget	Requested	Future Years						
		2018	2019	2020	2021	2022	Prospective Projects	
PROJECT SUMMARY	2017							Total All Years
<b>Vehicle/Equipment</b>								
Replace Jeep Wrangler 4WD w/Plow #104 #102	\$ 0	\$ 38,000	\$ 48,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 86,000
Replace Ford Explorer #210		40,000						40,000
Replace SA Dump Truck 5-7CY w/Plow #93 #12 #15 #42	165,000		170,000	175,000	175,000			685,000
Replace F550 Traffic Truck w/Bucket #45						150,000		150,000
Replace F450 4WD Mason Dump w/Plow #47 #103		60,000	60,000					120,000
Replace F350 4WD Pickup w/Plow #11 #90 #41 #101 #3 #91		91,000	47,000	48,000	49,000	50,000		285,000
Replace F450 4WD Rack Body Truck w/Plow #56		65,000						65,000
Replace 2008 Trash Transfer Trailers #78 #79 #81 #82		100,000	100,000	100,000	100,000			400,000
Replace 2007 Volvo Trash Transfer Tractors #71 #72	155,000			160,000				315,000
Replace Rear Packer Garbage Truck 20CY #63 #65			190,000	205,000				395,000
Replace Rear Packer Garbage Truck 25CY #64 #66 #68			280,000	284,000	285,000			849,000
Replace Front End Loaders/Backhoes #83 #89 #98		295,000	150,000			150,000		595,000
Replace Golf Course Mtn Equip #153 #177 #168 #178 #179	46,000	20,000	46,000	20,000	50,000	25,000		207,000
Replace Street Sweeper #519				255,000				255,000
Replace 1994 Ingersoll Rand Light Tower			35,000					35,000
Replace Salt Spreaders 5-6CY #30 #34		60,000						60,000
Replace Salt Spreader 3CY		9,300						9,300
Replace Salt Brine Applicator			25,000					25,000
Replace Sprayer Turf 175 Gallon w/ Foam #110				44,168				44,168
Replace Asphalt Rollers		60,000		130,000				190,000
Replace Snow Loader #166				140,000				140,000
Replace Snow Melting machine					300,000			300,000
Replace Skid Steer Loader #17	81,000							81,000
Replace Asphalt Cold Planer Attachment	35,000							35,000
Replace 72" Mower #108 #152	20,000	22,000						42,000
Replace Yard Jockey Tractor TS #73		110,000						110,000
Replace Hot Tar Crack Filler, Trailer Mount				95,000				95,000
Replace Tree Stump Grinder #147				70,000				70,000
Replace Tractor 4WD & Implements #151 #158 #160		50,000	75,000		75,000			200,000
Replace Turf Vehicle 4WD w/Plow #162		26,000						26,000
Replace Upgrade Fuel Dispensing System City Garage		40,000						40,000
Replace Compost/Topsoil/Sweepings Screener			120,000					120,000
Replace Compost Window Turner		225,000						225,000
Replace Asphalt Recycling Hot Box Trailer	31,000							31,000
<b>Subtotal DCS Vehicles and Equipment</b>	<b>\$ 533,000</b>	<b>\$ 1,311,300</b>	<b>\$ 1,346,000</b>	<b>\$ 1,631,168</b>	<b>\$ 1,054,000</b>	<b>\$ 450,000</b>	<b>\$ 0</b>	<b>\$ 6,325,468</b>

# 2017 CAPITAL BUDGET

# 2017-2022 CAPITAL PLAN

2017 Capital Budget	Requested	Future Years						
		2017	2018	2019	2020	2021	2022	
<u>PROJECT SUMMARY</u>							Prospective Projects	Total All Years

## DCS Buildings

City Hall Building Maintenance  
 City Hall HVAC (Water Cooling Tower)  
 City Hall HVAC (Chiller Replacement)  
 DPW 41 Chatham Road Building Maintenance  
 DPW 41 Chatham Road Master Plan  
 DPW 41 Chatham Road Facility Renovation  
 Transfer Station Building Maintenance  
 Transfer Station Remediation/Redevelopment  
 Village Green Improvements  
**Subtotal DCS Buildings**

\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 0	\$ 0	\$ 425,000
	30,000						30,000
200,000							200,000
30,000	30,000	30,000	30,000	30,000			150,000
25,000							25,000
	100,000			1,000,000			1,100,000
	30,000	30,000	30,000				90,000
	1,500,000						1,500,000
	750,000	750,000					1,500,000
<b>\$ 340,000</b>	<b>\$ 2,525,000</b>	<b>\$ 895,000</b>	<b>\$ 1,145,000</b>	<b>\$ 115,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 5,020,000</b>

## DEPARTMENT OF COMMUNITY SERVICES TOTAL

<b>\$ 2,998,000</b>	<b>\$ 7,406,300</b>	<b>\$ 5,516,000</b>	<b>\$ 6,421,168</b>	<b>\$ 4,924,000</b>	<b>\$ 1,775,000</b>	<b>\$ 0</b>	<b>\$ 29,040,468</b>
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## Technology

GIS - DCS  
 City Hall Building Security Keycard Access  
**Subtotal Technology**

\$ 0	\$ 50,000	\$ 0	\$ 50,000	\$ 0	\$ 50,000	\$ 0	\$ 150,000
17,500	17,500	17,500					52,500
<b>\$ 17,500</b>	<b>\$ 67,500</b>	<b>\$ 17,500</b>	<b>\$ 50,000</b>	<b>\$ 0</b>	<b>\$ 50,000</b>	<b>\$ 0</b>	<b>\$ 202,500</b>

## TOTAL CITY PROJECTS

<b>\$ 4,785,546</b>	<b>\$ 15,069,600</b>	<b>\$ 7,033,000</b>	<b>\$ 6,713,668</b>	<b>\$ 5,158,500</b>	<b>\$ 2,056,000</b>	<b>\$ 11,000,000</b>	<b>\$ 51,816,314</b>
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## UTILITY PROJECTS

### Parking Services Utility

New Parking Structure  
 Parking Lot Maintenance  
 Payment Kiosks  
 Structural Repairs  
 Vehicles  
 Broad Street Garage Camera System  
**Parking Services Utility Totals**

\$ 0	\$ 500,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 500,000
50,000	50,000	50,000	50,000	50,000	50,000	50,000	350,000
300,000	300,000						600,000
			500,000		500,000	250,000	1,250,000
50,000				25,000			75,000
	50,000						50,000
<b>\$ 400,000</b>	<b>\$ 900,000</b>	<b>\$ 50,000</b>	<b>\$ 550,000</b>	<b>\$ 75,000</b>	<b>\$ 550,000</b>	<b>\$ 300,000</b>	<b>\$ 2,825,000</b>

# 2017 CAPITAL BUDGET

# 2017-2022 CAPITAL PLAN

2017 Capital Budget	Requested	Future Years						Total All Years
		2018	2019	2020	2021	2022	Prospective Projects	
PROJECT SUMMARY	2017							

## Sewer Utility

### General - Infrastructure

TV Inspection & Line Cleaning Project  
 Sewer Lining  
 Spot Repairs  
 GIS mapping & updates  
 Trundling Maintenance & Repairs  
 Infiltration & Inflow Projects  
**Subtotal General Routine Infrastructure**

\$ 0	\$ 150,000	\$ 0	\$ 150,000	\$ 150,000	\$ 0	\$ 0	\$ 450,000
	75,000		75,000	75,000			225,000
50,000	50,000	50,000	50,000	50,000			250,000
10,000		10,000		10,000			30,000
	50,000			50,000			100,000
	25,000		25,000	25,000			75,000
<b>\$ 60,000</b>	<b>\$ 350,000</b>	<b>\$ 60,000</b>	<b>\$ 300,000</b>	<b>\$ 360,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1,130,000</b>

## Sewer Utility

### Capital Projects

Broad Street Trunk line  
 West End Avenue  
 Division Avenue & Blackburn Road  
 Priority Spot Repairs & Investigation  
 Out year Projects  
**Subtotal Sewer Capital Projects**

\$ 0	\$ 25,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 25,000
	350,000						350,000
50,000	20,000						70,000
100,000							100,000
	350,000		350,000				700,000
<b>\$ 0</b>	<b>\$ 175,000</b>	<b>\$ 370,000</b>	<b>\$ 350,000</b>	<b>\$ 350,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1,245,000</b>

### Equipment

Equip. #43 5CY Dump with Plow  
 Equip. #49 Komatsu Loader/Backhoe  
 Sewer Camera & Setup  
**Subtotal Sewer Infrastructure**

\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
125,000							125,000
	50,000						50,000
<b>\$ 125,000</b>	<b>\$ 50,000</b>	<b>\$ 0</b>	<b>\$ 175,000</b>				

### Pump Station

Chatham Road  
 Constantine  
 Glen Avenue  
 River Road  
**Subtotal Sewer Pump Stations**

\$ 25,000	\$ 0	\$ 200,000	\$ 0	\$ 0	\$ 35,000	\$ 0	\$ 260,000
150,000			100,000				250,000
	15,000				20,000		35,000
	15,000				20,000		35,000
<b>\$ 175,000</b>	<b>\$ 0</b>	<b>\$ 230,000</b>	<b>\$ 100,000</b>	<b>\$ 0</b>	<b>\$ 75,000</b>	<b>\$ 0</b>	<b>\$ 580,000</b>

### JMEUC - Capital Contribution

Capital Plan  
**Subtotal JMEUC Capital Contribution**

\$ 943,357	\$ 0	\$ 0	\$ 1,009,152	\$ 0	\$ 0	\$ 0	\$ 1,952,509
<b>\$ 943,357</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1,009,152</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1,952,509</b>

## SEWER UTILITY TOTALS

<b>\$ 1,303,357</b>	<b>\$ 575,000</b>	<b>\$ 660,000</b>	<b>\$ 1,759,152</b>	<b>\$ 710,000</b>	<b>\$ 75,000</b>	<b>\$ 0</b>	<b>\$ 5,082,509</b>
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## TOTAL CITY & UTILITY PROJECTS

<b>\$ 6,488,903</b>	<b>\$ 16,544,600</b>	<b>\$ 7,743,000</b>	<b>\$ 9,022,820</b>	<b>\$ 5,943,500</b>	<b>\$ 2,681,000</b>	<b>\$ 11,300,000</b>	<b>\$ 59,723,823</b>
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## TOTAL SCHOOL PROJECTS

<b>\$ 0</b>							
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## TOTAL CITY, SCHOOL & UTILITY PROJECTS

<b>\$ 6,488,903</b>	<b>\$ 16,544,600</b>	<b>\$ 7,743,000</b>	<b>\$ 9,022,820</b>	<b>\$ 5,943,500</b>	<b>\$ 2,681,000</b>	<b>\$ 11,300,000</b>	<b>\$ 59,723,823</b>
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