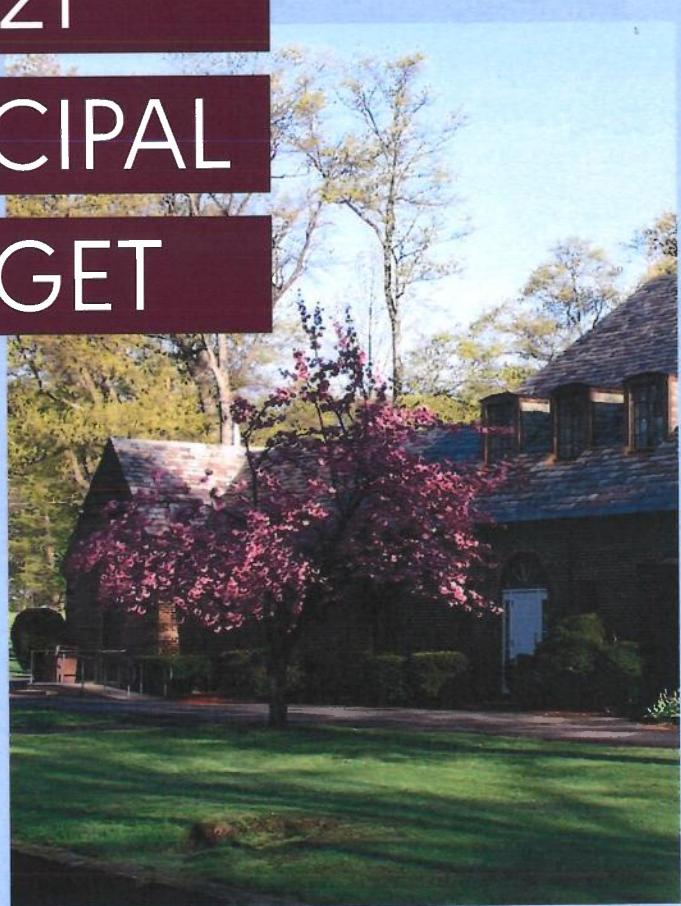


2021

MUNICIPAL  
BUDGET



City of Summit



New Jersey

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## Mayor

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Nora G. Radest (2023)

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## Common Council

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### President

Marjorie Fox (2023)

### President *Pro Tempore* Council Member-At-Large

Beth Little (2021)

### First Ward

Susan Hairston (2023)  
B. David Naidu (2021)  
Danny O' Sullivan (2022)

### Second Ward

Lisa Allen (2021)  
Gregory Vartan (2021)

City of Summit



New Jersey

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## City Officials

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### **City Administrator**

Michael F. Rogers

### **Fire Chief**

Eric Evers

### **Police Chief**

Andrew J. Bartolotti

### **City Treasurer/CFO**

Tammie Baldwin

### **City Clerk**

Rosemary Licatese

### **Director of Community Programs**

Mark Ozoroski

### **Director of Community Services**

Aaron Schrager

### **Parking Services Manager**

Rita M. McNany

### **Chief Communications Officer**

Amy Cairns

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# **MUNICIPAL**

# **GOALS**



## 2021 Municipal Goals & Objectives

The Summit City Administrator sets the strategic vision for our municipality. During the budget development process, department directors formulate operational goals and objectives and work with Common Council to adopt priorities to 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 will impact Summit residents, businesses and the community as a whole. City administration uses established goals to set priorities, direct work activities and allocate staff and financial resources.

During 2020 and through the impact of the COVID-19 health pandemic, the City of Summit continued its work to adapt and improve the capacity, delivery and quality of city services. In 2021 as the effects of the health crisis lessen, our municipality will continue to transform the safe provision of essential city services to effectively manage changing constituent needs.

### **Goal 1: Operate a safe, responsive, and healthy city government during and after the COVID-19 pandemic**

#### **Strategic Objectives**

- As soon as safely possible, open all city buildings to the public.
- Continue to educate staff and members of the community on protocols for the safe provision of service and conducting business at City Hall and in other city facilities.
- Restore and expand existing city community programs for all constituencies.
- Promote to employees how the COVID-19 vaccine is safe and an important step in protecting themselves and others from infection.
- Provide increased local access for citizens to vaccinations.
- Investigate and pursue options for funding from federal, state and county government to reduce the negative impact of revenue losses from pandemic closures and related economic restrictions.
- Sustain a healthy and balanced financial condition.

#### **Key Actions**

- Reopen City Hall to the public once health data shows a consistent decline in COVID-19 cases, and Governor Murphy rescinds Executive Order limitations on the number of people allowed to gather indoors.
- Establish “pop-up” vaccination sites at key locations within the community.
- Continue modified operation schedules for employees to minimize potential coronavirus spread, protect staff and their families, and ensure uninterrupted service to public.
- Return to a full schedule for existing city programs (i.e., weekly gentle chair yoga and Tai Chi) and create new programs (i.e., Lunch and Learn, Men’s Club, nutrition classes, AARP Car Fit program and computer classes, and a game club for seniors with memory issues) at the Community Center once COVID-19 pandemic restrictions ease.
- Hold vaccination information sessions for members of the community and employees, providing in-person assistance with registration for vulnerable populations.



## 2021 Municipal Goals & Objectives

- Prioritize distribution of information on COVID-19 testing, positive confirmed cases, fatalities, and vaccines as well as federal, state, county and municipal executive orders, restrictions, advisories, and assistance programs.
- Partner with Atlantic Health System and Summit Housing Authority to provide transportation for seniors to the Community Center to receive COVID-19 vaccines.
- Partner with a mental health services organization that offers various programs that facilitate, promote, and foster recovery from mental illness and reoccurring individual and family problems.
- Continue to provide timely assistance and response to the public during the pandemic, including applicants who need to obtain licenses or permits issued by the City Clerk's Office, particularly for those businesses seeking sidewalk cafes, expansion of liquor licenses and parklet/outdoor dining and non-dining spaces.
- Work with grant consultant on creating a strategic plan to research and apply for all available governmental and non-profit grant opportunities that support the city's priorities in public health.

### Goal 2: Broad Street West Redevelopment

#### Strategic Objectives

- Continue our community-focused planning work on Broad Street West redevelopment area.
- Create incentives for investment and reinvestment through enhanced land use controls.
- Facilitate safe, compliant land development and economic growth in a balanced environment.
- Prioritize development of data, studies, guidelines, and policy priorities according to the goals and objectives of the Broad Street West Redevelopment Plan.
- Encourage all development to incorporate environmentally-sustainable practices and design.

#### Key Actions

- Conduct public meetings (virtual and/or in-person) to illustrate design concepts of the proposed redevelopment projects and solicit feedback.
- Negotiate contractual terms with designated redevelopers and finalize the Broad Street West redevelopers agreement.
- Partner with a real estate consultant to serve as the city's advisor on economic and financial feasibility of several development options being considered in the redevelopment area subdistricts and prepare detailed financial modeling reports to determine the impact of proposed projects.
- Complete action items stipulated in the Letter of Intent with the United States Postal Service and commence drafting of a purchase/sale agreement.
- Work with a parking consultant to complete evaluation of current parking conditions in the Broad Street West redevelopment area, assess the potential impact of redevelopment on public parking facilities, conduct a shared parking analysis, and identify parking strategies and mobility initiatives to address current and future parking needs.



## 2021 Municipal Goals & Objectives

### Goal 3: Demonstrate fiscal responsibility and sound financial management

#### Strategic Objectives

- Ensure stable city tax rates and fees.
- Maintain a fiscal model that effectively balances short-term and long-term needs.
- Apply strategies to reduce the cost of current and future city services.
- Identify new revenue sources and partners for collaboration.
- Maximize the efficacy of the Joint Insurance Fund liability and worker's compensation management.

#### Key Actions

- Create and present the 2021 city operating budget with a municipal tax rate change at or under 2.0%.
- Maintain the city's 'AAA' credit rating, and secure short-term and long-term financing through general serial bonds and bond anticipation notes.
- Secure federal American Rescue Plan funding to offset revenue losses during 2020 and into 2021.
- Successfully negotiate a labor contract with the Firefighters' Mutual Benevolent Association (FMBA), Local 54.
- Determine list of selected vendors that may benefit from implementation of ACH payments.
- Activate "positive-pay" ability for all checks issued by the city.
- Integrate Primepoint with Edmunds Financial System to have Primepoint generate a proper data file to auto update payroll totals to the Salary & Wage budget accounts.
- Complete the policies and procedures manual for the procurement card program and begin phase-in process.
- Implement auto feeds for time and attendance from public safety departments and Parking Services into Primepoint payroll system.
- Review banking solutions for escrow accounts and implement best practices.
- Implement Daniel's Law for private tax records.
- Working with grant consultant, research, identify opportunities based on city strategic plan in 2021, and apply for new sources of funding for city capital improvement projects and programs.
- Lease the Municipal Golf Course to outside groups twice each season to increase revenue.
- Pursue additional sponsorship opportunities for the Municipal Golf Course and Summit Family Aquatic Center.
- Continue to establish policies, procedures, and associated fees for use of space at the Summit Community Center.
- Active collaboration between the municipal Human Resource Manager and Risk Manager to ensure all liability and worker's compensation claims are processed in a timely manner and managed to ensure cost minimization, and train employees in occupational safety and risk mitigation to reduce future claims.



## 2021 Municipal Goals & Objectives

### Goal 4: Expand the application of technology to create business opportunity and increase customer convenience

#### Strategic Objectives

- Utilize technology to improve efficiency of city systems, including the timeliness and accuracy of service delivery from the entire city organization.
- Adopt a paperless policy to streamline delivery of essential city services and to conserve vital resources.
- Become a “smarter city” by creating a strategic planning approach to improve citizen quality of life and safety, facilitate economic growth, and advance environmental and fiscal resilience.

#### Key Actions

- Implement new Granicus software module that will upgrade municipal volunteer/appointment management system that enable citizens to view available volunteer positions and process their applications more efficiently.
- Streamline use of paper through digital platforms, including agenda packets, application forms, internal and external correspondence, and licenses and permits.
- Further enhance record management technology platform (GovPilot) to improve efficiency of OPRA request tracking and document management.
- Consult with city Technology Advisory Committee to find viable, cost-effective digital scheduling system solution.
- Enhance features and functionality of Spatial Data Logic (SDL) platform technology for processing of licenses, construction and zoning permits and tracking.
- Upgrade and maintain the city’s Geographic Information System (GIS) and identify ways technology can be utilized to enhance service across departments.
- Work with IT Manager to select and implement technology and equipment upgrades in Council Chamber and the Whitman Community Room to enhance virtual/in-person meeting capabilities.
- Expand ability to process and promote online payments and use of the Parkmobile™ app.
- Explore using gateless parking payment options for the Deforest Avenue parking lots.
- Work with city Technology Advisory Committee to research potential advantages of using a new registration platform instead of the DCP’s current software program.
- Research feasibility of instituting a mobile tablet system for efficient data collection for Tax Assessor field work.
- Assess energy aggregation options, evaluate feasibility of renewable energy projects, and develop an electric vehicle purchasing policy and plan for the municipal transportation fleet.
- Develop and implement an online platform for citizens to request certain police department services, such as overnight parking permissions, house checks, emergency contact information, filing non-crime related reports, and reporting of non-working streetlights.



## 2021 Municipal Goals & Objectives

### Goal 5: Maintain and upgrade critical city assets and infrastructure

#### Strategic Objectives

- Identify areas for improvement throughout the city to enhance transportation and public safety options, including safe walking and biking routes.
- Ensure courteous, professional and respectful interactions with, and response to, the community.
- Conduct routine, scheduled preventative maintenance to ensure safety and preserve value of city assets including city streets, parking lots and garages, parks and recreation areas, city buildings and properties, athletic fields and over 8,000 city trees.
- Reduce criminal activity and increase ability to respond in emergency situations.
- Ensure recommendations from the Master Plan Re-examination are accessed during decision-making across all departments and integrated into existing project work.
- Increase opportunities to partner with community corporations to develop programs, purchase equipment and develop infrastructure.

#### Key Actions

- Move forward with construction of new firehouse facility, and prepare legal documents for public bid process.
- Complete various infrastructure improvements related to sewers, drainage and roads that are approved capital budget projects.
- Execute the fleet maintenance and replacement program for all municipal and Summit Board of Education vehicles.
- Working together, police and engineering will further identify areas where traffic and pedestrian access improvements are needed.
- Develop and institute a citywide school emergency digital radio network to allow for intercommunication between public and private school communities during emergency events.
- Reorganize, inventory, and maximize storage space in City Hall records storage area.
- Initiate Americans with Disabilities compliance plan for all facilities and increase the number of participating TryCAN communities.
- Install additional security systems in the Community Center and other recreational facilities.
- Obtain needed equipment across departments, including:
  - Turnout gear, rescue equipment, air monitoring equipment, a fire hose and fire prevention vehicle.
  - Body cameras, license plate recognition software, and upgrades to all in-vehicle camera systems.
  - Tools needed for City Hall maintenance projects.
- Complete approved capital budget projects, including various infrastructure improvements related to sewers, drainage, and roads, ameliorate flooding at the Municipal Golf Course, and various improvements at Tatlock and Memorial fields.
- Install dog waste stations throughout the city park system.
- Purchase a new showmobile that serves as a performance stage system on wheels at the city Village Green.



## 2021 Municipal Goals & Objectives

### Goal 6: Build community connectedness and expand communications effort

#### Strategic Objectives

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

#### Key Actions

- Update city website to reflect current best practices in information delivery.
- Working with the city communications office, create and reinforce key departmental brand messaging that is reinforced through a coordinated marketing effort.
- Review and enhance citywide communications protocol guidelines through the communications office for use in distributing public information and handling media inquiries.
- Develop, refine, and promote work being done by Mayor and Common Council, and other community volunteers.
- Initiate new TryCAN programs for teens and young adults, with a focus on children aged three to five years, and 19 to 21 years.
- Work with the Summit Board of Education and TryCAN to create work opportunities at the Community Center, Summit Family Aquatic Center and Municipal Golf Course for individuals with special needs.
- Convert space in the Community Center into a sensory-friendly lounge for participants in mainstream programs.
- Augment website and social media strategy to best reach all segments of the Summit community and for the DCP specifically.
- Pursue mentoring, partnership, fundraising and grant opportunities for TryCAN, the Senior Connections bus and senior programs.
- Expand Community Programs internal and external outreach to employees and allied organizations through special events and targeted content development.
- Hold consensus building meetings with the public on potential capital improvements at Tatlock Park.
- Expand theme of the holiday skating event at the Village Green.
- Continue collaboration with Latino community to build on success of the Night in the Tropics event.
- Add cultural diversity events at the Community Center during Black History Month, Asian History Month, Disability Awareness Month, etc.



## 2021 Municipal Goals & Objectives

### Goal 7: 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 constituency demands.
- Develop and implement specialized divisions to initiate public safety, education and services.
- Build a culture of openness with a focus on mentoring and staff development, and sharing of internal information.
- Continue to implement centralized human resources management plan.
- Seek out joint training and partnership opportunities for police and fire departments with nearby municipalities and local organizations.

#### Key Actions

- Implement Microsoft SharePoint, a secure cloud-based service to assist city staff in sharing and managing content, knowledge and applications and allow for efficient search of information and seamlessly collaborate across the entire organization.
- Provide support for the effective management of active and archived records.
- Continue outreach of police traffic and patrol units dedicated to improving circulation, pedestrian, and bicycle safety in all areas throughout town.
- Enhance and refine existing Primepoint human resources program to better develop human resources functionality citywide.
- Share information being publicly distributed to keep internal staff informed.
- Create opportunities for staff development and training, particularly in the areas of technology and human resources management, with an emphasis on cross-training and mentoring.
- Conduct a comprehensive review of Summit Police Department policies and procedures.
- Obtain Summit Police Department Accreditation Certification.
- Continue automatic engine company coverage with Millburn Fire Department.
- Expand automatic aid program to include Springfield Fire Department.
- Evaluate additional joint training options with area departments.
- Continue Summit Police and Fire Department partnership agreements with Overlook Medical Center.
- Build the working relationship between public safety departments and Bristol Myers Squibb.



## 2021 Municipal Goals & Objectives

### Goal 8: Offer innovative solutions to ongoing municipal challenges

#### Strategic Objectives

- Ensure that strategic branding goals reflect the needs, cultures and interests of diverse populations and are being supported in all collaborations, policy recommendations and public investment decisions.
- Reduce the incidence of crime, as well as traffic collisions, injuries and fatalities.
- Enhance coordination efforts with Union County and other agency partners for routine service delivery and during emergency incidents.
- Coordinate with Union County to align long-term goals for county owned assets and infrastructure.
- Protect and enhance the quality of natural resources, parks, and public spaces.
- Develop more proficient technology management to mitigate cybersecurity risks.

#### Key Actions

- Unify and consolidate all branding, communications and publicity efforts to the city Communications Office.
- Advance a community-based home surveillance network to allow residents to collaborate with the Summit Police Department in the deterrence, detection, and investigation of criminal activity.
- Increase public awareness of various emergency notification systems such as Swift Reach and Nixle.
- Promote use of Parkmobile™ and availability of free parking in Broad Street and upper levels of Tier garages on weekends, as well as free parking in the downtown on Sundays.
- On a monthly or quarterly basis, schedule outreach to agency partners.
- Promote use of See Click Fix to obtain necessary feedback for service and infrastructure-related (non-emergency) issues.
- Increase marketing efforts to promote sign-up for push notifications on the City of Summit website as a primary channel of information for citizens.
- Record, identify and secure sensitive data residing in the municipal network and cloud-based applications.
- Expand and improve the city's cybersecurity plan.
- Investigate further opportunities for shared services across all departments.



## 2021 Municipal Goals & Objectives

### Goal 9: Retain and reinitiate improved customer service and accessibility

#### Strategic Objectives

- Ensure courteous, professional and respectful interactions with the community.
- Within each department, provide expanded and enhanced customer service training opportunities.
- Develop additional services and programming to meet the needs of seniors, young residents and residents with disabilities.
- Manage public safety programs related to criminal activity and traffic safety.
- Further digitize public document retention and retrieval process.
- Improve new employee on-boarding process and current personnel interactions through a cloud-based platform for remote human resources functionality.

#### Key Actions

- Develop and implement a succession plan for various department head and key personnel retirements and resignations.
- Increase staff development and focus on customer service improvements.
- Hold monthly meetings with front-line personnel to discuss strategies for better service and problem solving, including specific examples of best practices.
- Enhance strong community relationships across departments through outreach efforts and sharing of information.
- Respond to public safety emergencies and calls for service quickly and efficiently.
- Transfer user documents and folders to a secure cloud-based storage system.
- Implement multi-factor authentication for all cloud-based applications.
- Complete Phase 1 of the public record digital imaging system project to increase document retrieval efficiency and reduce physical storage needs.
- Launch Primepoint recruitment and on-boarding modules, and implement a new, secure e-document signature feature.

# **BUDGET**

# **REPORT**



## **2021 Municipal Budget**

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

FROM: Michael F. Rogers  
City Administrator

DATE: April 20, 2021

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Since the outbreak of the pandemic in early 2020, local governments have been at the forefront of managing the COVID-19 health crisis and its social and economic consequences. Within the first three months of 2020, the novel coronavirus developed into a global pandemic. In spring 2020, many Summit businesses began remote operations and a significant number of retail stores, restaurants and bars temporarily closed. Schools began holding classes online as infection rates soared. The State of New Jersey issued restrictions, experiencing a lockdown with strong containment measures for the first time in recent history. The COVID-19 crisis has Summit city government operating in a context of uncertainty, faced with difficult trade-offs given the health, economic and social challenges the pandemic raises. Since the beginning of the crisis, Summit has faced urgent requests for financial support for local businesses, and social care demands from the elderly and other vulnerable populations – all of whom are directly or indirectly affected by the coronavirus.

As a priority during the crisis, Summit continued all of its public services, adapting as necessary for the protection of our staff. Citizens expect seamlessness in essential public services, such as waste collection and recycling, Transfer Station operations, public order and safety, and basic administrative services - the proper delivery of many of these is fundamental in managing the pandemic. The city implemented initiatives in areas outside the scope of our standard responsibilities in response to emergencies that arose.

The Sustain Summit Fund raised \$750,000 in private donations and was able to make grants to area businesses in amounts ranging from \$2,000 to \$15,000. FLAG of Summit provided meals to frontline workers purchasing thousands of dollars of food from local businesses to help sustain them as well. SHIELD

## BUDGET REPORT

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of Summit provided resources for seniors and disabled citizens that included the delivery of food and necessities during the health emergency. GRACE Pantry saw a dramatic increase in the number of families requesting weekly food support. At the height of the pandemic, 500 families, a 300% increase over past participation, joined the queue at Cornog Field House for food. The Department of Community Programs was a primary partner in facilitating these relationships and in securing services for seniors.

Unquestionably, the COVID-19 pandemic created unprecedented financial challenges for the city's 2020 budget. The 2020 municipal budget was prepared with a combination of conservative revenue estimates and zero growth in municipal service operation costs. After amending the city budget between introduction and adopted, the governing body reduced the municipal tax rate from 0.75% to 0.01%, resulting in a slight increase. However, despite the city's best efforts, other revenue source realization last year proved to be worse than anticipated, specifically, local revenues that were down by nearly \$250,000. Coupled with this revenue decline, the city incurred over \$1 million dollars in COVID-19 related costs.

In March 2020, the United States Congress enacted the Coronavirus Aid Relief and Economic Security Act (the "CARES Act") to provide relief for economic damage caused to governmental entities by the COVID-19 health crisis. Through the County of Union, the City of Summit received CARES Act funds to reimburse the city for COVID-19 related costs. In 2020, the city made an application for approximately \$1.073 million, of which the city has been approved for, and received \$848,414 in actual reimbursement. With approval from the Director of the New Jersey Division of Local Government Services, the city amended its municipal and utility budgets mid-year to allow for CARES Act grant funds to correct for the rapid decline in revenue intake and accelerating COVID-19 expenses.

As a result of a near complete shut down of the New Jersey/New York economy and its transient workforce, the city's Parking Services utility saw a staggering loss of user fees because there was essentially no one using its parking infrastructure. Recognizing this severe economic hardship, the governing body implemented a four month moratorium on parking user fees. At the end of 2020, the parking services utility suffered its worst operating year since its inception with a \$1.1 million deficit. As a means of providing some legal mechanism to fill this significant loss of revenue, the State of New Jersey granted municipalities the authority to seek financing for its operating revenue shortfall. In December 2020, the Summit governing body approved short-term financing notes of \$850,000, which the Parking Services utility will appropriate \$170,000 annually to replenish its operating fund balance over a five year period starting in year 2022.

In the face of continuing COVID-19 related financial strain, the Common Council Finance Committee carefully examined the 2021 annual operating budget and capital improvement project requests submitted by city department heads and division managers. After extensive review and discussion, the Finance Committee, Capital Projects 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 to preserve 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.

Therefore, I respectfully present the 2021 Municipal Budget as a policy document that establishes a strong operational plan to provide essential public services and responsibly meet other financial obligations. Budget

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preparation was particularly challenging this year given various appropriation increases outweighed declining revenue sources. While competing interests and scarce resources always present challenges in balancing the city's annual budget, unfortunately, an increase in property tax revenues will be necessary to provide a more structurally sound financial plan in the future. Consequently, the 2021 municipal tax rate is \$0.009 (under one cent) higher than last year's rate.

The 2021 financial totals, which include the city's proposed Sewer utility and Parking Services utility operating and capital budgets, balance revenues and appropriations of \$64.26 million compared with the 2020 financial total of \$64.52 million. This is a 0.41% total financial plan decrease. The 2021 municipal tax levy amount that provides revenues to support the city budget is estimated to increase by 2.0%. However, due to a \$27.8 million increase in the city's tax base, the actual net tax levy increase will be 1.1%.

Summary points of 2021 revenue projections are as follows:

- The municipal tax levy is \$548,127 more than last year.
- General Fund balance anticipated (surplus) revenue will be \$7.6 million, a \$700,000 increase above the prior year budget amount.
- Total local revenues will decrease this year by \$346,975.
- State aid revenue amounts (energy receipts taxes and school debt service funds) mirror receipts from the State of New Jersey in 2020 except for a small decline in school debt service state aid.
- The federal American Rescue Plan Act fiscal recovery aid to local governments will significantly offset prior year revenue loss in both General Fund and Parking Services budgets. Given the anticipated \$2.15 million in total aid (\$1.07 million in 2021), the enterprise fund and contribution revenue sources are up by approximately \$340,000 despite a \$750,000 reduction in the Parking Services utility contribution and various costs line items, and a \$514,016 decrease in various reserve funds used as revenue sources.

Key appropriation highlights include:

- Total salary and wages will increase by \$329,959 in the General Fund (\$17.82 million total), which includes Teamsters (public works employees) 2.25% and PBA (police officers) 2.25% contract salary adjustments for its members. An additional \$190,000 is included in the reserve for salary adjustment line item accounts to fund a 2.00% increase for non-union employees and provide for estimated monies at which time the FMBA (firefighters) collective bargaining unit contract is negotiated this year.
- Combined other expense appropriation line items for all municipal departments show a net increase of \$119,855, or 1.11%. While the city's waste disposal and recycling marketing/transportation charges are projected to decrease by \$100,000, its curbside recycling collection services is estimated to cost \$139,600 more in 2021.
- Pension obligations (PERS and PFRS) will increase this year by \$370,945, or 10.16%.

- Healthcare insurance premiums will decrease by \$69,000, or 2.86%. Current city employees will contribute approximately \$1.14 million toward health insurance premium costs, approximately \$20,000 more than last year.
- Municipal debt service payments in the General Fund budget will increase by \$429,344, or 9.21%. In the Sewer utility budget, debt service payments are up \$17,234 from last year. Debt service obligations for the Parking Services Agency are up by only \$377 from 2020.
- General liability and workers compensation costs combine for a total decrease of \$2,036 from what was budgeted last year.

The proposed 2021 Capital Improvement Plan (CIP) estimates \$3.99 million to be budgeted for various capital project needs, including those in the Sewer and Parking Services utilities. Approximately \$950,000 is budgeted for various city facilities improvements, and \$1.98 million of the total capital budget amount is for investment in infrastructure such as roads, sidewalks and streetscapes throughout the community. The city plans to invest \$522,500 in capital improvement costs related to the sewer operations infrastructure and equipment. Despite challenges to meet increasing service delivery demands and community needs, the municipal budget will direct its constrained resources to achieve strategic operational priorities and investments in streets, sidewalks, buildings and park facilities while maintaining a stable fiscal position.

The budget report provides a brief overview of the city's profile and economic condition, with an assessment of where revenues come from and how money is spent. Additional details are included about city debt and pension obligations, insurance and tax base insight. Further, a more detailed and complete picture of each municipal service area, respective departmental goals, objectives and staff are contained within the municipal budget document. The comprehensive budget document was compiled with the assistance of the Chief Financial Officer, department heads, division managers and other key administrative staff. It is the goal of city administration for this financial and managerial document to provide transparency and guidance for the Mayor, Common Council and Summit citizens to understand how past budget policies and decisions impacted the financial health of its municipality, and how the 2021 budget provides for a sufficient level of financial resources to meet spending obligations and service responsibilities this year.

As mandated by New Jersey Local Budget Law, and in accordance with the City of Summit Code, I am submitting Summit's 2021 Municipal Budget to the Common Council for consideration, authorization and adoption.

### CITY PROFILE & ECONOMIC CONDITION

#### SUMMIT DEMOGRAPHICS

<b>Population (July 2019)</b>	21,897
<b>Population % change from 2010</b>	2.0%
<b>Land area (square miles)</b>	6.0
<b>Housing units (April 1, 2010)</b>	8,190
<b>Owner-occupied housing unit rate, 2015-2019</b>	69.9%
<b>Median value of owner-occupied housing units, 2015-2019</b>	\$890,100
<b>Median gross rent, 2015-2019</b>	\$1,880
<b>Persons per household, 2015-2019</b>	2.82
<b>High school graduate or higher, percent of persons age 25 years+, 2015-2019</b>	96.0%
<b>Bachelor's degree or higher, percent of persons age 25 years+, 2015-2019</b>	71.0%
<b>In civilian labor force, total, percent of population age 16 years+, 2015-2019</b>	68.5%
<b>Median household income (in 2019 dollars), 2015-2019</b>	\$157,835
<b>Per capita income in past 12 months (in 2019 dollars), 2015-2019</b>	\$90,561

Source: US Census Bureau <https://www.census.gov/quickfacts/table/summitcitynewjersey/PST045219>  
2015-2019 American Community Survey five year estimates

The City of Summit is a prominent, historic suburban community, consisting of six square miles in Union County, New Jersey. Twenty miles west of New York City, Summit is a 15-minute drive from Newark Liberty International Airport. Two major highways lie to the north and east of the municipal border, providing convenient access for people and commerce to circulate in and out of the city.

Summit is a thriving regional transportation hub with a centrally-located train station, an integral transfer point on the Morris & Essex line of the New Jersey Transit railway, providing direct service to New York Penn Station and Hoboken Station, NJ. The New Jersey Department of Transportation has designated Transit Village status to the city, creating incentives for economic development in areas adjacent to the train station and transit.

With an estimated 21,897 residents, Summit ranks 163 out of the 565 municipalities in the State of New Jersey in population density. It is a walkable community with a vibrant, pedestrian-friendly central business district. According to recent census figures, our pedestrian and bike-friendly city is ranked 16 in the state for highest per capita income. In 2019, according to the U.S. Census Bureau, the median household income in

## BUDGET REPORT

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Summit was \$157,835 compared with the rest of Union County at \$80,198 and the State of New Jersey at \$82,545.

Summit's corporate residents and their employees are an integral aspect of city life. Before restrictions were put in place during the 2020 pandemic, Summit welcomed approximately 17,000 people to our city each day in more than 200 retail stores, restaurants, businesses and corporate offices. When commuters return to the workplace, there is significant potential for an increase in economic activity in Summit in the near future.

Summit is home to two major corporate employers: Atlantic Health Systems Overlook Medical Center and Bristol Myers Squibb.

Overlook Medical Center (OMC) was named one of America's 50 Best Hospitals in 2021 by *Healthgrades*, a 2021 World's Best Hospital by *Newsweek* and recognized as a Best Regional Hospital in the NY Metro area by U.S. News & World Report for the tenth consecutive year. In October 2020, OMC achieved Magnet designation by the American Nurses Credentialing Center (ANCC), the highest national honor for nursing excellence. Atlantic Health Systems employs more than 3200 people in its Overlook Medical Center location and is home to the Atlantic Neuroscience Institute, which serves as a hub for the New Jersey Stroke Network. Its Atlantic Neuroscience Institute is the region's leader in neuroscience care, offering a range of advanced neurological, neurosurgical and neurodiagnostic services. It is a certified Level IV Epilepsy Center and home to the Gerald J. Glasser Brain Tumor Center, where more brain tumor surgeries are performed than anywhere else in New Jersey. Overlook Medical Center has advanced certification from The Joint Commission for perinatal care and is designated an Advanced Comprehensive Stroke Center. Additional Joint Commission-certified services include behavioral health care, spine surgery, wound care, and primary care medical home (PCMH).

With headquarters in New York City, Bristol Myers Squibb (BMS) is a global biopharmaceutical company whose mission is to discover, develop and deliver innovative medicines that help patients prevail over serious diseases. The company acquired Celgene Corporation in November 2019 and established business operations in Summit. The growing global company offers biotech resources with the reach and resources of an established pharmaceutical company. It is a leading biopharma company that employs talented individuals driving scientific innovation. In its two Summit locations, BMS employs 1,332 on its east campus and 2,200 on its west campus.

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 a valued community resource and enrichment center in New Jersey as well.

## BUDGET REPORT

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### 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 a current year budget revenue and/or provide funds for emergencies and unforeseen events. In the State of New Jersey, certain amounts of surplus must be used for receivables such as taxes, interfunds and other revenues that have not yet been collected. Unassigned fund balance increases when these receivables are realized in cash.

GENERAL FUND					
	2016	2017	2018	2019	2020
Assets	\$14,131,760	\$39,282,110	\$16,706,944	\$16,780,007	\$17,664,639
Liabilities	4,191,224	29,156,026	6,155,049	6,636,640	7,664,605
Reserves	1,856,966	722,261	890,991	995,795	921,506
<b>Net Assets</b>	<b>\$8,083,570</b>	<b>\$9,403,823</b>	<b>\$9,660,904</b>	<b>\$9,147,572</b>	<b>\$9,078,528</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.

SEWER UTILITY FUND					
	2016	2017	2018	2019	2020
Assets	\$1,262,110	\$1,171,102	\$1,415,531	\$1,663,647	\$2,087,427
Liabilities	179,561	248,363	198,493	483,030	293,140
Reserves	88,875	48,288	49,093	52,010	52,327
<b>Net Assets</b>	<b>\$993,674</b>	<b>\$874,451</b>	<b>\$1,167,945</b>	<b>\$1,128,607</b>	<b>\$1,741,960</b>

PARKING SERVICES UTILITY FUND					
	2016	2017	2018	2019	2020
Assets	\$2,687,299	\$2,640,938	\$2,924,199	\$2,777,369	\$2,174,686
Liabilities	1,371,296	1,080,560	1,142,214	1,001,678	1,245,827
Reserves	0	0	0	0	0
<b>Net Assets</b>	<b>\$1,316,003</b>	<b>\$1,560,378</b>	<b>\$1,781,985</b>	<b>\$1,775,691</b>	<b>\$928,859</b>

## BUDGET REPORT

### CAPITAL ASSETS

According to CBIZ Valuation and its property valuation report dated February 16, 2021, as of December 31, 2020, the city's investment in capital assets is more than \$108.74 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 2020 will be analyzed and reported on later this year. Below is an account summary of city assets valued and owned at year end 2020.

Net Changes of City Asset Original Costs				
Asset (Number)	Beginning Year Original Cost	Additions	Disposals	Ending Year Original Cost
Land Parcels (54)	\$52,289,000	\$ 0	\$178,900	\$52,110,100
Outdoor Improvements (142)	5,009,564	0	0	5,009,564
Buildings (72)	28,835,537	3,260,093	0	32,164,562
Infrastructure (3)	68,932	0	0	64,932
Machinery & Equipment (704)	8,397,725	390,220	2,841	8,785,103
Licensed Vehicles (140)	11,123,414	315,078	763,873	10,674,618
<b>TOTALS (1,115)</b>	<b>\$105,724,172</b>	<b>\$3,965,390</b>	<b>\$945,614</b>	<b>\$108,743,947</b>

City Asset Depreciation & Net Valuation				
Asset (Number)	Beginning Year Accumulated Depreciation	Current Year Depreciation Net +/- Assets	Ending Year Accumulated Depreciation	Net Book Value (Original Cost - Depreciation)
Land Parcels (54)	\$0	\$0	\$0	\$52,110,100
Outdoor Improvements (142)	4,501,365	116,410	4,617,774	391,790
Buildings (72)	15,059,857	675,738	15,735,594	16,360,036
Infrastructure (3)	4,127	1,061	5,187	63,745
Machinery & Equipment (704)	6,072,672	404,880	6,477,552	2,307,551
Licensed Vehicles (140)	7,670,898	(86,923)	7,583,974	3,090,644
<b>TOTALS (1,115)</b>	<b>\$33,308,918</b>	<b>\$1,111,164</b>	<b>\$34,420,082</b>	<b>\$74,323,866</b>

The total number of city assets increased by 13, increasing the original cost of capital asset value by \$3.01 million from 2019. Asset category Machinery & Equipment grew last year by \$387,379. The cost value of Machinery & Equipment increased the most of any asset class by approximately \$3.26 million. Licensed Vehicle assets, however, realized a net decline of \$373,653. Yearly change in accumulated depreciation was nearly \$1.11 million. Lastly, from 2019, the net book value of all city capital assets increased by over \$1.90 million.

## BUDGET REPORT

### 2020 OPERATING RESULTS

Budget Funds Statement of Operations (Unaudited)	General Fund	Sewer Utility	Parking Services Utility
<b>Revenues &amp; Other Income</b>			
<b>Realized:</b>			
Fund balance/operating surplus	\$6,900,000	\$266,000	\$923,498
Miscellaneous revenues anticipated	10,935,828		
Receipts from delinquent taxes	483,163		
Receipts from current taxes	138,651,527		
User charges		4,482,455	1,389,959
Miscellaneous	296,081	213,818	14,037
Other*	1,369,932	97,738	1,175,298
<b>SUBTOTAL</b>	<b>\$158,636,531</b>	<b>\$5,060,011</b>	<b>\$3,502,792</b>
<b>Expenditures:</b>			
Operating	\$32,762,707	\$3,025,544	\$2,325,818
Capital improvements	109,475	35,500	
Debt service	4,662,009	652,234	484,123
Deferred charges & statutory expenditures	4,411,505	185,560	73,000
Surplus (to General Fund)		490,000	550,000
Local school district purposes	5,145,002		
Refund prior year revenue	75,502		
Interfunds advanced			
County tax	38,088,670		
Local school district tax levy	66,270,750		
Special district taxes	270,080		
<b>SUBTOTAL</b>	<b>\$151,795,700</b>	<b>\$4,388,838</b>	<b>\$3,432,941</b>
Statutory excess to surplus	\$6,840,831	\$671,173	\$69,851
Fund balance January 1, 2020	9,137,697	1,336,787	1,782,506
<b>SUBTOTAL</b>	<b>\$15,978,528</b>	<b>\$2,007,960</b>	<b>\$1,852,357</b>
Utilized as anticipated revenue	(6,900,000)	(266,000)	(923,498)
<b>Fund Balance</b>	<b>\$9,078,528</b>	<b>\$1,741,960</b>	<b>\$928,859</b>
<b>December 31, 2020</b>			

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

## **2021 FINANCIAL BUDGET OVERVIEW**

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

The financial summary totals for 2021 approximates \$64.26 million and includes appropriations for the General Fund operations, Sewer and Parking Services utility funds and its respective annual capital budgets. Compared with 2020, the total 2021 financial budget represents a \$262,182, or 0.41% decrease. The proposed 2021 municipal budget will slightly increase by \$33,185, or 0.06%. The total combined capital budgets for all three funds will require \$5.49 million to fund various infrastructure, facility and equipment needs. The 2021 total capital budget request is 3.08% higher than the approved 2020 capital budget plan.

	Financial Summary Totals		<i>Variance</i>
	<i>2021</i>	<i>(as Amended &amp; Adopted)</i>	
<b><u>General Fund</u></b>			
Municipal Budget	\$51,787,747	\$51,754,562	0.06%
Capital Budget	<u>3,998,000</u>	<u>4,189,500</u>	<u>(4.57%)</u>
<b>Subtotal</b>	<b><u>\$55,785,747</u></b>	<b><u>\$55,944,062</u></b>	<b><u>(0.28%)</u></b>
<b><u>Sewer Utility Fund</u></b>			
Operations Budget	\$4,763,737	\$4,388,838	8.54%
Capital Budget	<u>1,495,573</u>	<u>710,000</u>	<u>110.64%</u>
<b>Subtotal</b>	<b><u>\$6,259,310</u></b>	<b><u>\$5,098,838</u></b>	<b><u>22.76%</u></b>
<b><u>Parking Services Utility Fund</u></b>			
Operations Budget	\$2,218,602	\$3,432,941	(35.37%)
Capital Budget	<u>0</u>	<u>50,000</u>	<u>(100.00%)</u>
<b>Subtotal</b>	<b><u>\$2,218,602</u></b>	<b><u>\$3,482,941</u></b>	<b><u>(36.30%)</u></b>
<b>Total Financial Budgets</b>	<b>\$64,263,659</b>	<b>\$64,525,841</b>	<b>(0.41%)</b>

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

**Municipal Tax Rate:** The estimated 2021 municipal tax rate is \$0.864, a \$0.009 increase above the 2020 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

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

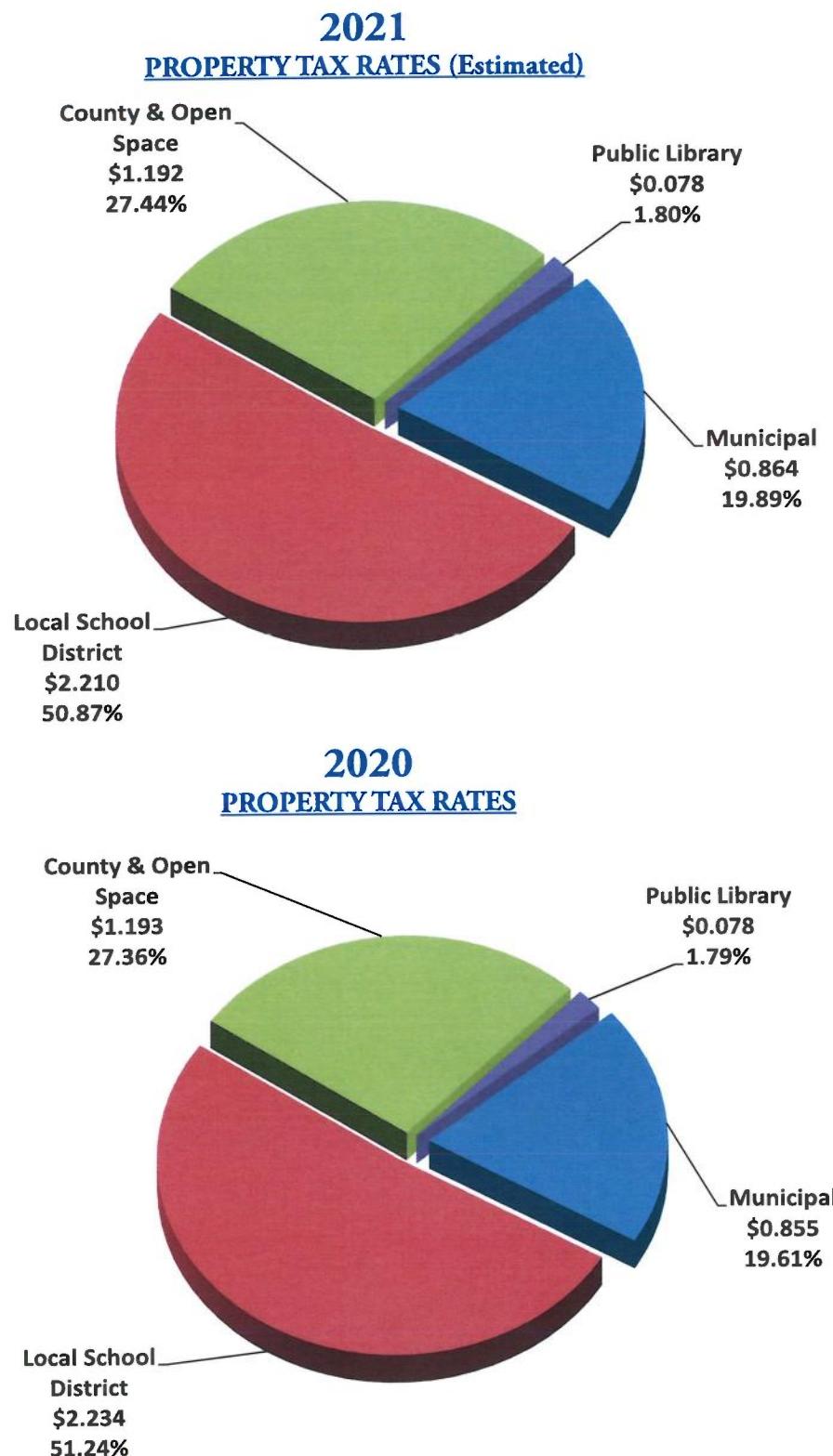
<u>2021 Summit Tax Rate</u>	=	\$152,280,346 - \$18,292,113/0.9636
	=	\$139,048,333 - \$111,396,335
	=	\$27,651,998/\$3,200,766,106
	=	<b>\$0.864 per \$100 of Assessed Valuation</b>

Municipal Tax Rate Comparison		
	2021	2020
Municipal budget appropriations	\$40,884,011	\$39,392,383
<i>Less: (General Revenues)</i>		
Fund balance (surplus)	7,600,000	6,900,000
Local revenues	2,840,905	3,187,880
State aid	3,425,107	3,488,186
Grants	328,838	148,806
Enterprise funds/contributions	3,677,263	3,337,784
Prior year tax receipts	<u>420,000</u>	<u>520,000</u>
<i>General Revenues total</i>	<u>(\$18,292,113)</u>	<u>(\$17,582,656)</u>
Sub-total	\$22,591,898	\$21,809,727
Add: Reserve for Uncollected Taxes	<u>5,060,100</u>	<u>5,294,145</u>
Amount to be raised by taxes	\$27,651,998	\$27,103,871
<i>Divided by</i> net assessed valuation	\$3,200,766,106	\$3,172,957,793
<b>Municipal Tax Rate (per \$100 of AV)</b>	<b>\$0.864</b>	<b>\$0.855</b>

## BUDGET REPORT

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The following pie charts depict each property tax rate and its respective percentage of the total tax rate amount compared with other applicable public entity tax rates estimated for 2021 and levied in 2020.



In 2021, one cent (\$0.01) of the municipal tax rate is equal to \$320,076 which is based on the city's net assessed valuation amount of \$3.20 billion. In the previous year, one cent was equal to \$317,295. Fortunately, the city's tax base increase of \$27.8 million in 2020 and accounts for about \$1.21 million in total tax revenue gain. Using the 2020 municipal tax rate, the municipal tax revenue increase from the tax base valuation expansion is \$237,761. As a result, the \$237,761 of new municipal tax revenues reduces the city's tax levy need of \$548,127 to balance the budget. Overall, the impact to the municipal tax rate is 0.89%, or seven tenths of one cent (\$0.007).

**Total Property Tax Rates:** The chart below delineates each component of the total property tax rate amount for the last five years (plus estimated 2021).

2016 - 2021 PROPERTY TAX RATES						
	2021*	2020	2019	2018	2017	2016
<b>Municipal</b>	\$0.864	\$0.855	\$0.853	\$0.844	\$0.844	\$0.836
<b>Local School District</b>	2.210	2.234	2.217	2.179	2.167	2.141
<b>County &amp; Open Space</b>	1.192	1.193	1.217	1.237	1.275	1.247
<b>Public Library</b>	0.078	0.078	0.078	0.077	0.079	0.077
<b>TOTAL</b>	<b>\$4.344</b>	<b>\$4.360</b>	<b>\$4.365</b>	<b>\$4.337</b>	<b>\$4.365</b>	<b>\$4.301</b>

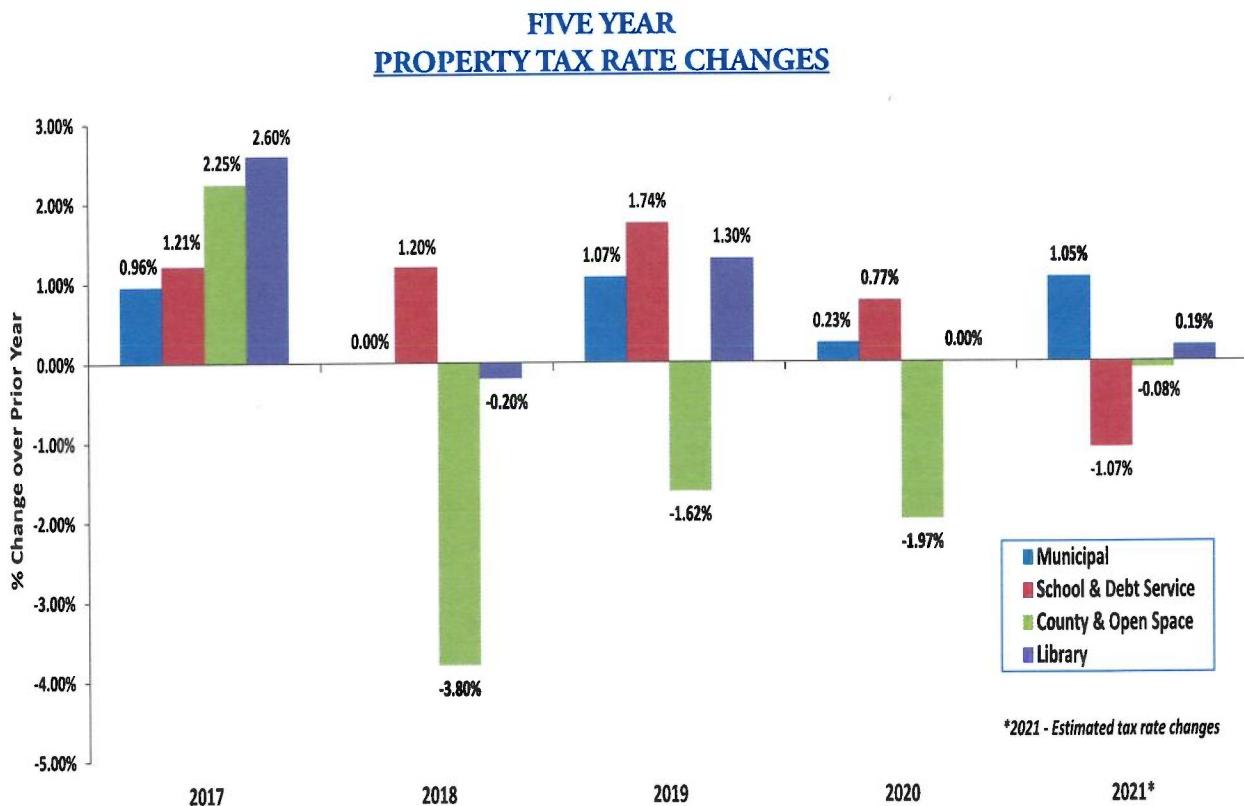
\*2021 Estimated Tax Rates (thousandths place rounded up)

Since 2016, on average, the municipal tax rate has increased slightly by 0.51%. The public library rate has incrementally grown by 0.67%. As evidenced in the chart above, the local school district has risen, on average, by 0.75%. However, the county tax rates has declined, on average, by 0.07%. Overall, during the 2016-2021\* time period, Summit property owners have experienced an average total property tax rate increase of 0.50% per year. Moreover, the percentage change from 2016 to 2021\* for all four tax rates are the following:

- Municipal: 3.35% increase;
- Local school district: 3.22% increase;
- County and open space: 4.41% decrease; and
- Public library: 1.30% increase.

## BUDGET REPORT

The following graph illustrates the percentage change in the tax rate year-to-year since 2017.



For Summit's average assessed residence of \$423,028, 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 2021. Given 2021 estimates, Summit property owners will likely see their total tax bills decrease 0.23% from last year.

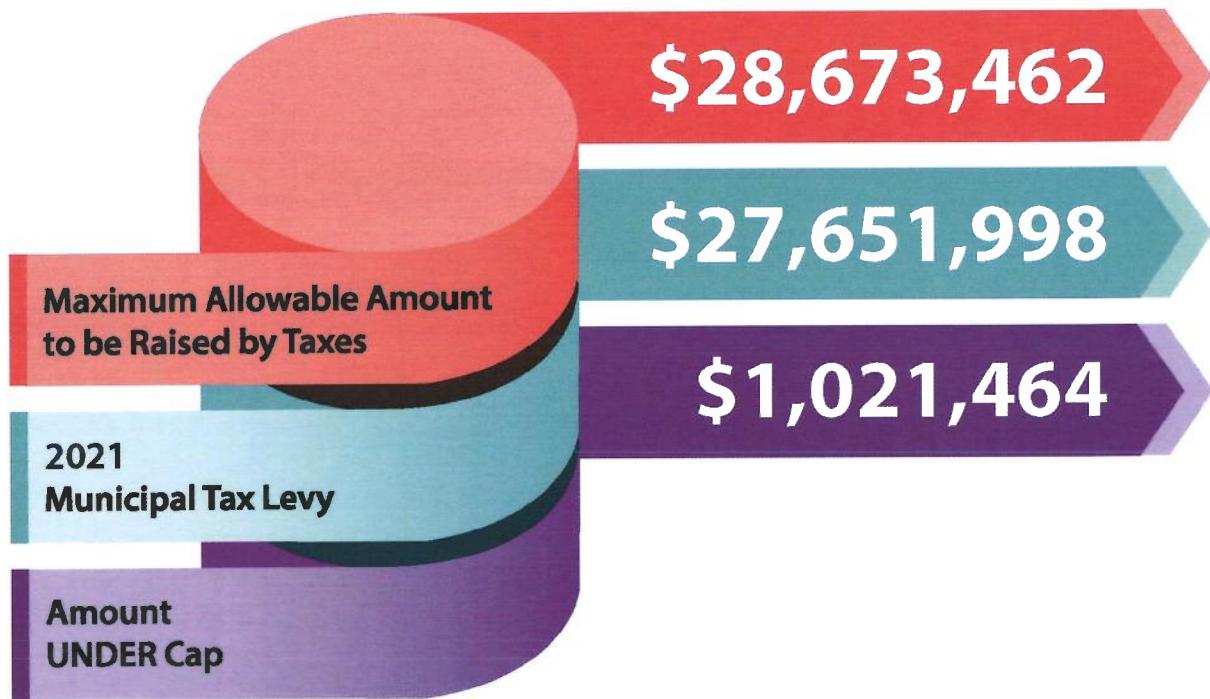
<i>Total Property Tax Bill Comparison</i> <i>Average Residential Assessment Valuation (\$423,028)</i>		
	2021*	2020
<b>City of Summit Taxes</b>	<b>\$3,654.96</b>	<b>\$3,591.86</b>
Local School District Taxes	9,348.92	9,450.45
Union County & Open Space Taxes	5,042.49	5,046.72
Public Library Taxes	<u>329.96</u>	<u>329.96</u>
<b>TOTAL TAX BILL AMOUNT</b>	<b>\$18,376.33</b>	<b>\$18,418.99</b>
<b>2021 Estimated Total Property Tax Effect</b>	<b>(\$42.66) for year*</b> <b>or, 0.23% Decrease</b>	
	* 2021 Estimated	

Another way to think about the tax impact is that for every \$100,000 of assessed valuation, a property owner should anticipate an estimated \$.00 increase in their total tax bill. The breakdown of this \$16.00 total tax decrease per \$100,000 assessed valuation is as follows:

• <u>Municipal Taxes:</u>	\$ 9.00	Increase
• <u>Local School District Taxes:</u>	\$24.00	Decrease
• <u>County &amp; Open Space Taxes:</u>	\$ 1.00	Decrease
• <u>Public Library Taxes:</u>	\$ 0.00	Flat

**TOTAL PROPERTY TAXES:** \$16.00 annual decrease per \$100,000 AV

**\$1,1021,464 UNDER property tax levy cap:** The 2021 municipal budget is well under the 2.0% property tax levy cap.



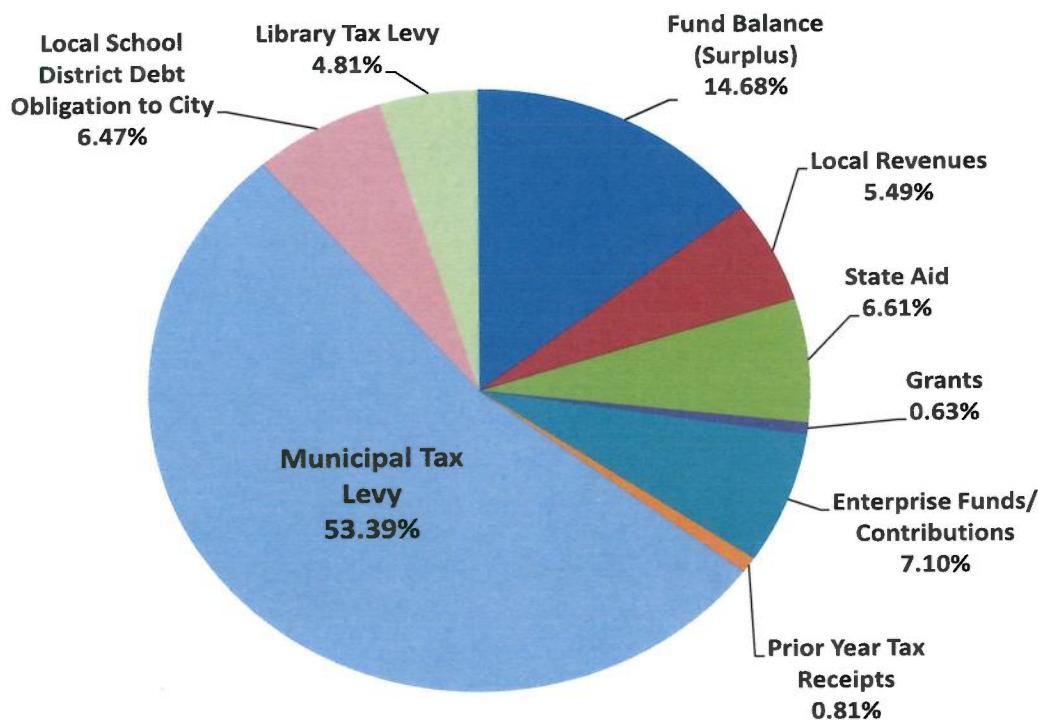
As calculated through the property tax levy cap formula, the maximum allowable amount to be raised through the city's municipal levy is \$28.67 million. However, the 2021 municipal budget requires \$27.65 million in property tax revenues this year to balance total appropriations proposed. In 2021, the city budget is \$1.02 million under the tax levy cap. The 2021 tax levy cap amount is permitted under state law to "bank" for three budget years (2021-23). Given the 2021 municipal budget is under cap again this year, no prior year levy cap bank amounts are required. For the 2021 budget, over \$3.56 million of prior year amounts (2018-2020) under the levy cap will be banked and available, if necessary.

## REVENUES

### **2021 GENERAL REVENUES SYNOPSIS**

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

**2021 ANTICIPATED REVENUES (%)  
“WHERE BUDGET DOLLARS COME FROM”**



Expenses paid from the General Fund are supported primarily from municipal taxes. As the 2021 Anticipated Revenues graph illustrates, the most significant budget revenue source is derived from taxes levied on real property assessed valuations. Municipal tax revenue accounts for 53.39% of total revenues this year, an increase of 1.01% (2020: 52.38%). In 2021, total projected non-tax levy revenues are \$18.29 million, which are lower by approximately \$74,806 from 2020 realized revenues. State aid revenues are anticipated to be slightly lower than 2020 anticipated aid numbers due to a slight decrease of approximately \$63,079 for school debt service. Municipal energy receipts tax revenues are expected to be the same as 2020 amounts. The 2020 COVID-19 pandemic greatly impacted city revenue amounts realized last year. Due to the negative financial outcomes caused by the national economy shutdown and state health restrictions, local revenue sources are projected to be much lower than 2020 anticipated amounts by approximately \$347,000. Even though anticipated enterprise funds and contributions are expected to be about \$340,000 higher than anticipated last year, a major reason for this increase is the first tranche of the federal American Rescue Plan Act fiscal recovery aid to local governments that

## BUDGET REPORT

will amount to approximately \$1.07 million for Summit (\$2.15 million in total). Overall, in 2021, city administration conservatively expects most of its revenue sources to remain stable and meet projections.

The Common Council Finance Committee and its municipal budget team recommend using \$7.6 million of General Fund balance (surplus) as a revenue source to stabilize the municipal budget. The General Fund balance amount anticipated in the 2021 municipal budget is \$700,000 higher than in 2020 and is necessary to offset the significant revenue loss caused by the 2020 coronavirus pandemic. By credit rating agency standards, the city's use of fund balance as a budget revenue source, which is approximately 14.7% of total operating appropriations this year, is considered low and qualifies as a 'very strong' financial indicator. The following comparative schedule of fund balances show all three fund balances for years 2012 to 2020 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>
2020*	\$9,078,528	\$7,600,000	\$1,741,960	\$520,280	\$928,859	\$928,859
2019	9,147,572	6,900,000	1,128,607	266,000	1,775,691	923,498
2018	9,660,903	6,900,000	1,167,944	280,000	1,781,985	662,705
2017	9,403,823	6,900,000	874,451	463,000	1,560,378	329,000
2016	8,083,571	7,100,000	993,674	630,000	1,870,167	193,148
2015	8,747,775	7,100,000	953,753	355,700	1,370,646	54,643
2014	10,071,282	7,600,000	926,849	325,000	1,556,371	386,000
2013	9,732,447	6,300,000	954,381	350,000	1,216,876	0
2012	8,072,954	6,300,000	1,251,482	346,000	731,436	0

\* 2020 Unaudited Fund Balance amounts

Some unassigned funds in the General Fund balance will be used to offset discretionary appropriation reserve line items such as \$50,000 in deferred charges for previous capital expenses unfunded and \$190,000 in the reserve for salary adjustments. Recognizing the need for additional non-tax revenues to keep pace with annual appropriation demands, city administration will continue to focus on developing new revenue options to stabilize or reduce the municipal tax levy amount. The following chart categorically outlines revenues with anticipated total amounts to fund the city's 2021 municipal budget (see general revenue section, page 4-1 for more details).

## BUDGET REPORT

General Fund Revenues			
	2021 Anticipated	2020 Anticipated	Dollar Change from 2020
<b>Fund balance</b>	\$7,600,000	\$6,900,000	\$700,000
<b>Local revenues</b>	2,840,905	3,187,880	(346,975)
<b>State aid</b>	3,425,107	3,488,186	(63,079)
<b>Grants</b>	328,838	148,806	180,032
<b>Enterprise funds/contributions</b>	3,677,263	3,337,784	339,479
<b>Prior year tax receipts</b>	420,000	520,000	(100,000)
<b>Municipal tax levy</b>	27,651,998	27,103,871	548,127
<b>School district debt obligation</b>	3,351,551	4,588,290	(1,236,739)
<b>Library tax levy</b>	2,492,085	2,479,745	12,340
<b>TOTAL REVENUES</b>	<b>\$51,787,747</b>	<b>\$51,754,562</b>	<b>\$33,185</b>

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 about 20 cents of every tax dollar collected. The chart below outlines what the city billed and collected during 2020.

2020 PROPERTY TAX BILLING & COLLECTION	
<b>TAX BILLING</b>	
Municipal	\$27,103,871
Local School District	70,859,040
County	36,743,129
County Open Space	1,129,932
Public Library	<u>2,479,745</u>
<b>Total Levy</b>	<b>\$138,315,717</b>
Excess Collections	\$25,243
Special Improvement District	268,243
Added & Omitted	788,567
Remitted, Abated or Canceled	(310,676)
<b>Total Taxes Billed</b>	<b>\$139,087,094</b>
<b>TAX COLLECTION</b>	
Collected in 2020	\$137,501,274
Prepaid in 2019	1,109,125
Senior & Veteran Deductions	55,147
Homestead Benefit Credit	0
<b>Total Taxes Collected</b>	<b>\$138,665,546</b>
<b>Percentage of Taxes Collected</b>	<b>99.70%</b>

## BUDGET REPORT

The table below shows total property tax levy amounts for years 2017 through 2021 along with the percentage change from 2017 through 2020. Since 2017, the city has stabilized its municipal tax needs, averaging a 0.85% levy increase per year.

### PROPERTY TAX LEVIES

	2021*	2020	2019	2018	2017	% Change from 2017
<b>Municipal</b>	\$27,651,998	\$27,103,871	\$26,792,506	\$26,456,806	\$26,214,106	3.39%
<b>Local School District</b>	70,743,500	70,859,040	69,676,048	68,244,105	67,348,570	5.21%
<b>County</b>	37,004,404	36,743,129	37,153,311	37,672,817	38,548,845	(4.68%)
<b>County Open Space</b>	1,156,346	1,129,932	1,105,258	1,096,984	1,104,641	2.29%
<b>Library</b>	2,492,085	2,479,745	2,479,745	2,410,620	2,450,334	1.20%
<b>TOTAL</b>	<b>\$139,048,333</b>	<b>\$138,315,717</b>	<b>\$137,167,908</b>	<b>\$135,881,332</b>	<b>\$135,666,496</b>	<b>1.95%</b>

\* 2021 Estimated Tax Levies

### **LOCAL & ENTERPRISE/CONTRIBUTION REVENUES**

Revenue loss in 2020 will negatively impact municipal budget (General Fund) revenue projections in 2021. While several local revenue sources anticipated remain consistent and stable this year, a majority of revenue line-items such as municipal court and health fees, interest on investments, and hotel/motel occupancy fees are anticipated to be down a combined \$530,000 this year. Further, cable television franchise fees from both Verizon and Comcast will be down again by \$17,109 in 2021. Additionally, as a result of an excellent collection rate last year (99.70%), interest and costs on taxes still uncollected will be down by \$60,000. On the upside, the city will be permitted by the State of New Jersey to anticipate a three-year average of past realized revenue (2018-2020), which will allow for the municipality to anticipate \$165,000 more in Family Aquatic Center fees in 2021. Other revenue line-items expected to rise this year are Community Services fees, municipal golf course and police off duty administration fees, and utility income from cell towers leases on municipal property. In total, the projected revenue increases from these sources will be over \$127,000.

During the five year period of 2013 to 2017, total local revenues realized minimally fluctuated between \$2.56 and \$2.60 million. However, in 2017, local revenues jumped to \$3.89 million and can be directly attributed to two revenue sources: AHS/Overlook community support services (\$795,400) and utility income from cell towers (\$100,000). Taking a conservative approach, the 2021 municipal budget provides for estimated local revenue amounts (\$2.84 million) below 2020 realized revenues (\$2.94 million) in various line items (approximately \$103,818 lower).

## BUDGET REPORT

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In the enterprise/contribution revenue section, the municipal budget will be significantly impacted this year by the serious decline in Parking Services Utility revenue last year. After a \$250,000 decrease in Parking Services revenue support in the 2020 General Fund budget, the city will further reduce parking service revenue contributions from \$550,000 to zero this year. Additionally, Parking Services share of various costs accounted for in the municipal budget will be reduced by \$200,000 in revenue support. These revenue contribution reductions are necessary because of the negative financial condition of the Parking Services budget this year. Fortunately, the Sewer Utility's financial condition is strong and allows for a greater contribution amount of \$210,000 from last year. Various reserve amounts are being used as revenue sources to offset municipal debt service payments, which includes donations for the Community Center construction project finished two years ago, past sale of municipal assets revenue and general capital surplus accumulated from capital project appropriations canceled. Lastly, and most importantly, the passing of the federal American Rescue Plan (ARP) Act will provide over \$2.15 million in fiscal recovery funds to the city, of which 50% will be distributed in 2021 (\$1.07 million) and the other 50% tranche in 2022. The ARP recovery funds will offset substantial revenue loss incurred last year in both the General Fund and Parking Services budgets. Overall, due to ARP revenue loss aid, the enterprise/contribution revenue section is anticipated to be higher by nearly \$340,000.

### PRIOR YEAR TAXES

In 2020, the city exceeded its anticipated tax collection rate (96.20%) by 3.5% (99.70%). For the last five years, on average, the city's collection rate has been 99.62%. Thus, the city's collection rate in 2020 was above satisfactory and consistent with prior years.

Tax Collection				
Year	Total Tax Levy	Billed (includes SID and Added/Omitted Taxes)	Total Taxes Collected	% of Tax Levy Collected
2020	\$138,315,717	\$139,087,094	\$138,665,546	99.70%
2019	137,167,908	138,201,971	137,679,802	99.62%
2018	135,881,332	136,994,364	136,365,871	99.54%
2017	135,666,496	136,829,299	136,347,327	99.65%
2016	133,836,209	134,552,884	134,035,881	99.61%
2015	131,019,055	131,739,995	130,724,249	99.58%
2014	128,419,583	129,117,692	128,445,645	99.47%
2013	126,919,279	127,551,901	126,560,574	99.22%
2012	123,297,630	124,051,780	122,815,294	99.00%
2011	119,468,463	120,008,514	118,810,144	99.00%

The average quarterly delinquency rate percentage last year was 0.66%, down 0.28% from last year. Additionally, the average quarterly delinquency amount was \$467,082, down approximately \$193,216 from 2019. At the end of December 2020, delinquent taxes owed to the city were \$428,321. Given such, the city is budgeting \$420,000 as an anticipated revenue this year. As of February 28, 2021, outstanding property taxes billed in prior years but still uncollected are \$225,688. Furthermore, the first quarter 2021 taxes billed (\$34.86 million) but uncollected are \$880,825, or 2.53% of the total amount.

### PROPERTY TAX LEVY CAP

The property tax levy cap law strictly limits a municipality to a 2.0% increase over the previous year's municipal tax levy. The levy cap law does provide for several exclusions to the formula, which are as follows: (1) change in debt service; (2) allowable increases in health care insurance; (3) pension costs; and (4) capital improvements. In addition, the property tax levy cap, similar to the total appropriations cap, has an allowable increase for new construction value (new values x the previous year municipal tax rate). In 2021, the municipal budget is \$1.02 million under the 2.0% property tax levy cap (see the following levy cap calculation summary).

Prior year amount to be raised by taxation for municipal purposes	\$27,103,871
<i>Less: Prior year deferred charges to future taxation</i>	<i>(\$50,000)</i>
Plus: 2% cap increase	\$ 542,077
Plus: Exclusions	\$ 764,255
Plus: New ratable adjustment to levy	<u>\$ 313,259</u>
Maximum allowable amount to be raised by taxation	\$28,673,462
2021 amount to be raised by taxation for municipal purposes	<u>\$27,651,998</u>
2021 municipal levy amount UNDER 2.0% cap	<b><u>\$ 1,021,464</u></b>

# BUDGET REPORT

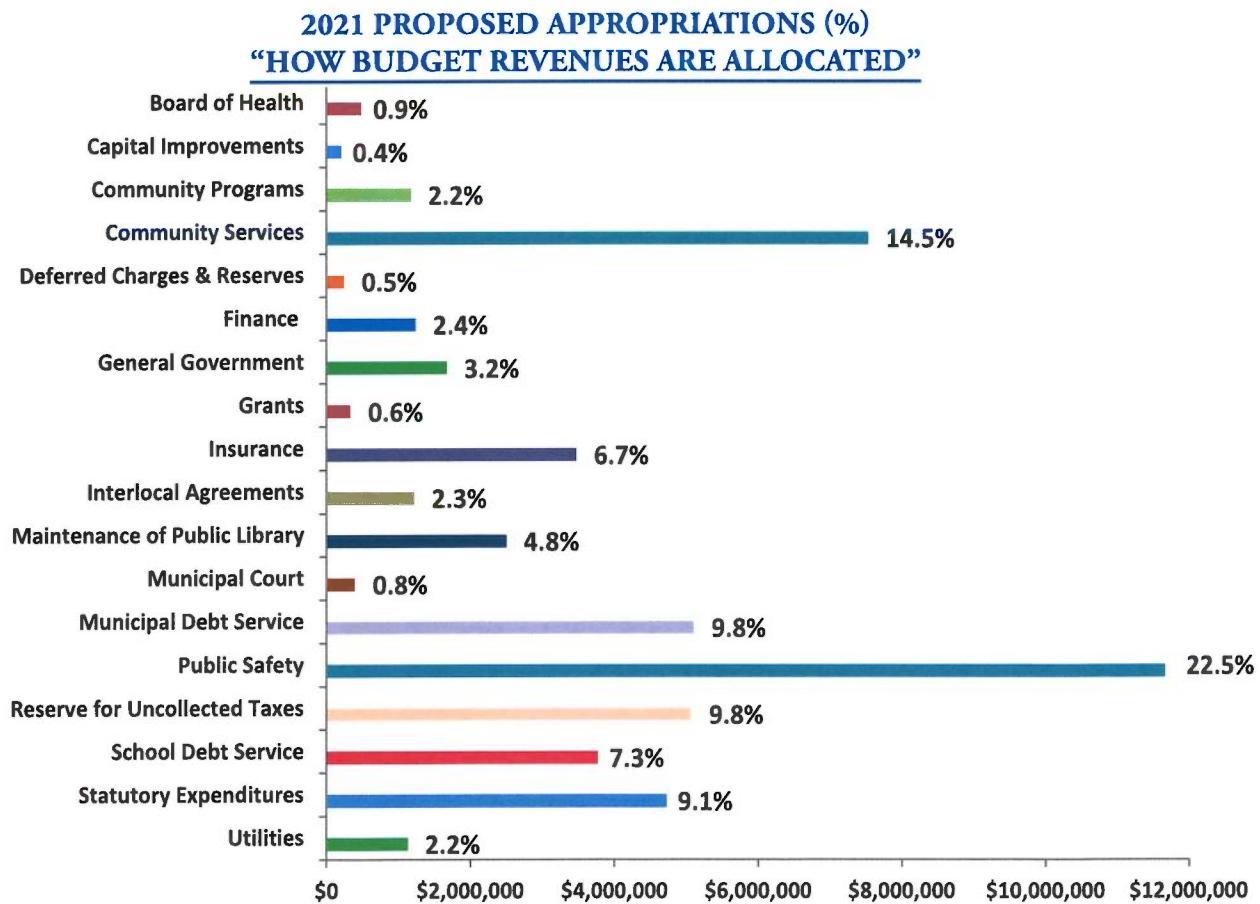
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## APPROPRIATIONS

### 2021 GENERAL APPROPRIATIONS SYNOPSIS

The 2021 municipal budget projects total appropriations to be \$51.78 million, approximately \$33,186 more than 2020 adopted budget appropriations. Total appropriations needed to fund municipal services are projected to rise by \$881,717, a 2.71% increase compared with 2020 municipal operation costs (\$32.51 million). Major cost drivers within General Fund municipal operations include salaries and wages (\$17.82 million), healthcare insurance premiums and pension obligations (\$6.36 million). Other appropriations, such as municipal debt service, interlocal agreements and deferred charges/reserves total \$6.54 million and account for 12.6% of total appropriations. Municipal operation appropriations are above 2020 appropriated amounts mainly due to a projected increase of nearly \$371,000 in pension obligations, the city's recycling collection services contract (\$139,600 increase) and the Fire Department's first lease purchase payment for its new fire engine (\$118,000 increase). Discretionary costs, such as salaries and wages and municipal operation other expenses account for 34.4% and 21.0%, respectively, of total appropriations. The reserve for uncollected taxes line item represents 9.8% of total appropriations, a drop of 0.4% from last year.

The total percentage breakdown of 2021 municipal budget appropriations is shown in the following graph. A substantial part of each property tax dollar goes to pay public safety (22.5%) and community services such as public works, transfer station operations, and code enforcement (14.5%).



2021 Total Appropriations Breakdown - \$ 51,787,747			
Board of Health	\$483,290	Interlocal Agreements	\$1,213,758
Capital Improvements	200,000	Maintenance of Public Library	2,492,085
Community Programs	1,163,394	Municipal Court	391,700
Community Services	7,518,112	Municipal Debt Service	5,091,796
Deferred Charges & Reserves	240,000	Public Safety	11,650,201
Finance	1,230,673	Reserve for Uncollected Taxes	5,060,100
General Government	1,663,788	School Debt Service	3,763,276
Grants	328,838	Statutory Expenditures	4,714,683
Insurance	3,459,054	Utilities	1,123,000

### MUNICIPAL SERVICE COSTS

As it pertains to total appropriations proposed in the city's 2021 municipal budget, municipal service costs comprise 77.05%, up 2.38% from last year. Based on the average valuation assessment of a Summit residential property, the table below, broken down by municipal service category (excluding school debt service, public library, reserves and deferred charges) illustrates how municipal property taxes are allocated for the provision of each service area and its respective budgetary cost.

Municipal Service Cost Breakdown						
2021 Average Residential Home Assessment (\$423,028)						
	2021	% of Total	2020	% of Total	2019	% of Total
Municipal Service Cost Total	\$39,903,449		\$38,647,662		\$38,442,425	
Municipal Taxes	\$3,655		\$3,592		\$3,561	
Public Safety	\$1,067	29.2%	\$1,072	29.8%	\$1,049	29.5%
Community Services	689	18.8%	683	19.0%	667	18.7%
Municipal Debt Service	466	12.8%	433	10.4%	371	10.4%
Statutory Expenditures	432	11.8%	398	11.1%	396	11.1%
Insurance	317	8.7%	330	9.2%	346	9.7%

## BUDGET REPORT

Municipal Service Cost Breakdown 2021 Average Residential Home Assessment (\$423,028)						
General Government	152	4.2%	152	4.2%	142	4.0%
Finance	113	3.1%	117	3.2%	116	3.2%
Interlocal Agreements	111	3.0%	113	3.1%	114	3.2%
Community Programs	107	2.9%	98	2.7%	110	3.1%
Utilities	103	2.8%	106	3.0%	104	2.9%
Board of Health	44	1.2%	42	1.2%	41	1.2%
Municipal Court	36	1.0%	38	1.1%	37	1.0%
Capital Improvements	18	0.5%	10	0.3%	68	1.9%
	100.0%		100.0%		100.0%	

The following tables compare the top five largest projected 2021 municipal budget appropriation line items with 2020; the percentage change from 2017 in these same categories; and the five largest appropriation increases and decreases this year.

5 LARGEST APPROPRIATION LINE ITEMS				
	2021	% of Total Appropriations	2020	% of Total Appropriations
<b>Salary &amp; Wages</b> (General Fund)	\$17,828,587	34.39%	\$17,498,628	33.81%
<b>Debt Service</b>				
* Municipal	\$5,091,796	9.82%	\$4,662,542	9.01%
* School	<u>3,763,276</u>	<u>7.26%</u>	<u>5,145,003</u>	<u>9.94%</u>
	\$8,855,072	17.08%	\$9,807,545	18.95%
<b>Pension Obligations</b>				
* PERS	\$1,107,739	2.14%	\$1,038,605	2.01%
* PFRS	<u>2,914,350</u>	<u>5.62%</u>	<u>2,612,719</u>	<u>5.05%</u>
	\$4,022,089	7.76%	\$3,651,324	7.06%
<b>Health Insurance</b>	\$2,346,000	4.53%	\$2,415,000	4.67%
<b>General Liability/ Workers Compensation</b>	\$1,063,504	2.05%	\$1,065,080	2.06%
<b>Total Appropriations</b>	\$51,787,747		\$51,754,562	

## BUDGET REPORT

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5 LARGEST APPROPRIATION LINE ITEMS			
	2021	2017	% Change from 2017
<b>Salary &amp; Wages</b> (General Fund)	\$17,828,587	\$17,476,850	2.01%
<b>Debt Service</b> * Municipal * School	\$5,091,796 <u>3,763,276</u> \$8,855,072	\$3,636,337 <u>5,265,129</u> \$8,901,466	40.03% (28.52%) (0.52%)
<b>Pension Obligations</b> * PERS * PFRS	\$1,107,739 <u>2,914,350</u> \$4,022,089	\$1,005,796 <u>2,206,006</u> \$3,211,802	10.14% 32.11% 25.23%
<b>Health Insurance</b>	\$2,346,000	\$2,620,000	(10.46%)
<b>General Liability Insurance/ Workers Compensation</b>	\$1,063,504	\$1,094,000	(2.79%)

5 LARGEST APPROPRIATION INCREASES		
	2021 Appropriation Amount	Increase Over 2020 Appropriations
<b>Municipal Debt Service</b>	\$5,091,796	\$429,344
<b>Pension Obligations - PFRS</b>	2,914,530	301,811
<b>Recycling Curbside Collection</b>	507,600	139,600
<b>Police Salaries &amp; Wages</b>	6,048,911	134,641
<b>Capital Improvement Fund</b>	200,000	90,525

5 LARGEST APPROPRIATION DECREASES		
	2021 Appropriation Amount	Decrease Under 2020 Appropriations
<b>School Debt Service</b>	\$3,763,276	(\$1,381,727)
<b>Reserve for Uncollected Taxes</b>	5,060,100	(234,045)
<b>Disposal Charges</b>	970,000	(100,000)
<b>Employee Group Health Insurance</b>	2,346,000	(69,000)
<b>Fire Salaries &amp; Wages</b>	4,206,545	(65,698)

## BUDGET REPORT

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The tables below depict the projected ten largest Other Expense category appropriations in 2021 compared with 2020 in addition to projected five largest professional service appropriation line items.

<b>10 LARGEST OTHER EXPENSES</b> <i>(Excludes Professional Service Line Items)</i> <i>2020 and 2021 Comparison</i>		
	<b>2021</b>	<b>2020</b>
Transfer Station Disposal Charges	\$970,000	\$1,070,000
Recycling Curbside Collection	507,600	368,000
Police	449,300	448,800
Fire	386,700	304,700
Electricity	368,000	368,000
Municipal Shared Court	350,900	364,128
Fuel	324,000	344,000
Fire Hydrant Service	300,000	300,000
Fleet Maintenance	287,700	274,150
Shade Tree Division	282,500	277,500

<b>5 LARGEST PROFESSIONAL SERVICE APPROPRIATIONS</b>		
	<b>2021</b>	<b>2020</b>
Legal Services - General and Labor	\$260,000	\$240,000
Land Use Planning Services & Special Projects	185,000	155,000
Legal Services - Tax Appeals	135,000	140,000
Information Technology	98,000	96,000
Tax Assessor - Appraisal Services	80,000	80,000

### SALARIES & WAGES

The total 2021 salaries and wages amount for all city employees, which includes base salary, longevity, and step increases for full-time and part-time union and non-union employees and temporary/seasonal appropriations, is \$19.71 million, or 37.8% of total appropriations in the 2021 Municipal Budget. Comparing years 2021 to 2020, the total salaries and wages increase within the General, Parking Services, Sewer and U.C.C. Funds is \$285,645, or 1.47%. For each respective fund, total salary and wages for this year and last are shown in the following chart:

## BUDGET REPORT

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<b>TOTAL SALARIES &amp; WAGES</b> <i>(includes Temporary/Seasonal Employee Wages &amp; Overtime)</i>		
<b>FUND</b>	<b>2021</b>	<b>2020</b>
General	\$17,828,587	\$17,498,628
Sewer Utility	383,841	353,000
Parking Services Utility	643,627	710,924
Uniform Construction Code (Dedicated Trust Fund)	861,629	869,487
<b>Totals</b>	<b>\$19,717,684</b>	<b>\$19,432,039</b>

Total overtime line items are projected to increase by \$49,500, or 5.81% above 2020 budget amounts (2021 total overtime budgeted is \$873,300). Overall, total overtime appropriations are 4.49% of the total salary and wages amount. Public safety overtime accounts for 70.69% (Police: 26.41%, Fire: 44.29%) of total overtime appropriations. The fire department overtime budget accounts for \$35,000 of the increase in total proposed overtime this year with the remaining \$14,500 projected by other city departments.

The chart below shows the impact from salary adjustments budgeted in 2021, which is broken down by non-union employees and collective negotiation units. The Teamsters Local 469 and PBA Local 55 collective negotiation units are each contracted to receive, respectively, a 2.25% and 2.25% cost-of-living adjustment (COLA) increase this year. Further, the FMBA Local 54 contract expired on December 31, 2020, and negotiations are currently taking place between City Administration and FMBA representatives. Thus, any cost-of-living adjustments for FMBA members this year are yet to be determined. For non-union employees, 2.00% is allocated in the salary adjustment reserve line item to fund compensation increases. Total salary amounts vary from 2020 to 2021 due to retirements, resignations, new employees and/or annual salary step increases.

### 2021 SALARIES & WAGES ADJUSTMENT *(excludes Overtime)*

GROUPS	TOTAL FT & PT EMPLOYEES	2021 TOTAL SALARIES	2020 TOTAL SALARIES	S&W % Adjustment in 2021	COLA Increase	Step Increase	Longevity Increase
Non-Union Employees	76	\$4,631,231	\$4,546,161	2.00%	\$58,331	\$27,822	\$2,123
Teamsters Local 469	47	2,983,575	2,818,622	2.00%	125,543	15,674	(37,526)
PBA Local 55	45	4,870,454	4,764,615	2.25%	78,172	68,570	20,172
FMBA Local 54	30	3,390,637	3,448,178	TBD	TBD	24,742	23,730
<b>TOTAL</b>	<b>198</b>	<b>\$15,875,897</b>	<b>\$15,577,576</b>		<b>\$262,046</b>	<b>\$136,808</b>	<b>\$8,499</b>

## BUDGET REPORT

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### OTHER EXPENSES

For General Fund municipal operations, total Other Expenses (\$10.85 million) will increase this year by \$119,855. In addition to the various large appropriations previously mentioned, other notable appropriation increases are as follows:

- \$139,600 in Department of Community Services (Recycling unit) due to 2020 bid award for curbside recycling collection services contract that commenced on July 1, 2020.
- \$72,000 in Fire Department for a lease purchase of a new fire engine.
- \$30,000 in Department of Community Services (Transfer Station unit) for facility licenses.
- \$27,067 in Board of Health for an increase in contracted services for the Westfield Regional Health Services and funds for the city to pursue contract services with an outside agency for mental health services.
- \$20,000 in Department of Community Services (Land Use) for Planning Services and Special Projects to cover professional consultant costs related to the Broad Street West (BSW) redevelopment project. Please note that any costs related to the BSW redevelopment project will be reimbursed to the city from the redevelopers escrow account.
- \$13,350 in Department of Community Services (Fleet Maintenance & Equipment unit) to cover increased costs related to sanitation vehicle maintenance and licensing requirements.
- \$10,000 in Department of Community Services (Shade Trees unit) for forester contract increase.
- \$10,000 in Legal Services to fund projected increase in professional legal work this year.

Some notable other expense line item decreases are as follows:

- \$100,000 in Department of Community Services (Transfer Station unit) for a projected decrease in disposal charges.
- \$69,000 in Insurances for a decrease in group health insurance due to a shift in the number of employees enrolling for health insurance.
- \$43,000 in Police Department for contract services reductions.
- \$25,000 in Insurances for a reduction in unemployment insurance.
- \$20,000 in Utilities for a decrease in fuel expenditures.
- \$15,228 in Municipal Court for the city's shared court agreement with the Borough of New Providence, which includes agreed upon costs for salaries, healthcare benefits, pension and social security, court security and other per diem needs.

### INSURANCE

In 2021, the city's net healthcare insurance premium line item of \$2.34 million will decrease by \$69,000 from last year. The city participates in the state health benefit plan for the provision of medical/prescription drug insurance coverage. For 2021, the State of New Jersey ended its contractual relationship with Aetna to provide state health insurance to all public employee participants. Consequently, many city employees opted into existing Horizon Blue Cross Blue Shield plans, mainly Direct 10 and 15, which is the reason why those plans show significant total annual premium increases. In addition, the city will continue to use Delta Dental as its dental insurance provider and will not incur any increase in its premium cost this year. Of the 184 eligible employees, 28 employees waived their insurance benefits for which there is no compensation to do so. As a result of 28 employees opting-out of healthcare insurance coverage, the estimated annual cost savings for the city is approximately \$430,423.

## BUDGET REPORT

### MEDICAL INSURANCE PLAN PREMIUMS

Insurance Plans	# of Employees	Category	2021	2020	\$ Total Annual Premium Increase (Decrease)	% Total Monthly Premium Increase (Decrease)
<b>NJ Direct 10</b>			<b>Monthly</b>	<b>Monthly</b>		
	12	Single	\$939.22	\$922.16	\$(75,004)	1.85%
	9	Member & Spouse	1,878.44	1,844.32	(40,579)	1.85%
	7	Parent & Child	1,681.20	1,650.66	(17,243)	1.85%
	33	Family	2,620.42	2,572.82	49,723	1.85%
<i>Subtotal (Annual)</i>	<i>61</i>		<i>\$1,517,026.32</i>	<i>\$1,600,128.96</i>	<i>\$(83,103)</i>	<i>(0.05%)</i>
<b>Horizon #11</b>			<b>Monthly</b>	<b>Monthly</b>		
	3	Single	\$908.68	\$893.26	\$21,993	1.73%
	4	Member & Spouse	1,817.36	1,786.52	(41,396)	1.73%
	2	Parent & Child	1,626.54	1,598.94	(37,712)	1.73%
	8	Family	2,525.22	2,429.20	(19,932)	3.95%
<i>Subtotal (Annual)</i>	<i>17</i>		<i>\$401,403.84</i>	<i>\$478,451.28</i>	<i>\$(77,047)</i>	<i>(0.16%)</i>
<b>NJ Direct 15</b>						
	21	Single	\$894.36	\$878.12	\$(6,445)	1.85%
	12	Member & Spouse	1,788.72	1,756.24	25,752	1.85%
	7	Parent & Child	1,600.90	1,571.83	59,028	1.85%
	27	Family	2,495.26	2,449.95	132,278	1.85%
<i>Subtotal (Annual)</i>	<i>67</i>		<i>\$1,425,894.24</i>	<i>\$1,215,281.40</i>	<i>\$210,613</i>	<i>17.33%</i>
<b>Horizon 2030 #52</b>						
	2	Single	\$818.04	\$803.25	\$354.96	1.84%
	1	Member & Spouse	1,636.08	1,606.50	354.96	1.84%

## BUDGET REPORT

Insurance Plans	# of Employees	Category	2021	2020	\$ Total Annual Premium Increase (Decrease)	% Total Monthly Premium Increase (Decrease)
NJ Direct 1525 #51	0	Parent & Child	2,282.34	1,437.32	0	58.79%
	0	Family	1,464.30	2,241.07	0	(4.66%)
	3		\$39,265.92	\$38,556.00	\$710	1.84%
	1	Single	\$864.24	\$848.45	\$189	1.86%
	0	Member & Spouse	1,728.48	1,696.90	0	1.86%
	1	Parent & Child	1,546.99	1,518.73	339	1.86%
	1	Family	2,411.23	2,367.18	529	1.86%
Subtotal (Annual)	3		\$57,869.52	\$56,812.32	\$1,057	1.86%
Horizon Omnia Health Plan	0	Single	\$689.70	\$677.69	\$0	1.77%
	2	Member & Spouse	1,379.40	1,355.38	(15,688)	1.77%
	0	Parent & Child	1,234.57	1,213.07	(0)	1.77%
	3	Family	1,924.27	1,890.76	23,895	1.77%
Subtotal (Annual)	5		\$102,379.32	\$94,171.92	\$8,207	8.72%

Workers compensation and general liability insurance policy coverage will slightly decrease by \$2,036 to the total premium amount of \$1.063 million. Unemployment insurance and other insurances total a combined \$50,000, down by \$25,000 from what was budgeted last year. Overall, the city's total cost for these insurance policies and potential unemployment claims is \$3.45 million, down 2.7% this year.

## BUDGET REPORT

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### PENSION OBLIGATIONS

The city's 2021 pension obligations will increase significantly this year to \$4.18 million. Total annual pension payments for PERS and PFRS will be \$362,945, or 9.49% above 2020 obligations. However, when the city Library's share of pension obligations (\$165,000) is deducted from the gross total amount (\$4.18 million), the net increase is \$370,945, or 10.16% above the 2020 budgeted amount. The net total amount in the 2021 budget is \$4.02 million.

The following table depicts ten years of PERS & PFRS pension obligations, and annual percentage change from the previous year. Since 2011, on average, total pension obligations have increased by 4.22%.

### PENSION OBLIGATION PAYMENTS

Year	PERS	PFRS	Year-to-Year % Change
2021	\$1,272,739	\$2,914,530	9.49%
2020	1,211,605	2,612,719	0.21%
2019	1,274,378	2,541,918	6.99%
2018	1,224,459	2,342,567	5.45%
2017	1,176,696	2,206,006	2.96%
2016	1,151,400	2,134,000	6.25%
2015	1,074,137	2,018,053	6.31%
2014	1,020,821	1,887,969	(6.01%)
2013	1,027,957	2,066,877	2.54%
2012	1,040,526	1,977,771	(10.43%)
2011	1,030,389	2,339,321	22.60%

### RESERVE FOR UNCOLLECTED TAXES

Last year's tax collection rate was 99.70%. Historically, the city takes a very conservative approach by anticipating a lower annual collection rate. In 2020, \$5.38 million was appropriated in the budget based on a 96.2% collection rate. Given the city's consistently high annual collection rate, the 2021 municipal budget reflects a 96.3% collection rate that, in turn, results in a reserve for uncollected taxes at \$5.06 million.

### **TOTAL APPROPRIATIONS CAP**

Under the total appropriations cap law, the State of New Jersey allows exclusions, or cap base adjustments, to appropriation limits. Some of these exclusions are debt service, reserve for uncollected taxes and tax appeals, capital improvements, deferred charges and interlocal service agreements. The state has promulgated the cap index at 1.0% this year with the option to increase it another 2.5% to 3.5% with the adoption of a cap bank ordinance. Nevertheless, even if the city does not exercise this cap increase option, it will be well under the allowable total appropriation limit in 2021 by \$3,059,107.

### **APPROPRIATIONS CAP FORMULA**

Total general appropriations for calendar year 2020	\$51,754,562
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<i>Less: Exclusions from "caps":</i>	<u>(19,128,384)</u>
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Amount on which 3.5% cap is applied:	\$32,626,178
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Allowable cost of living adjustment:	
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*1.0% cap* = \$326,262 added to above equals \$32,952,440

*2.5% cap* = \$815,654 added to above equals **\$33,441,832**

*3.5% cap* = \$1,141,916 added to above equals **\$33,768,094**

#### **Add:**

Value of new construction and improvements:	\$313,259
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(Assessed value of new construction x municipal tax rate per \$100 value)  
(\$36,638,500 x 0.00855)

2019 cap bank:	\$899,526
----------------	-----------

2020 cap bank:	\$1,476,123
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<i>Total cap bank</i>	\$2,688,908
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Total allowable 2021 appropriations within caps:	\$36,457,002
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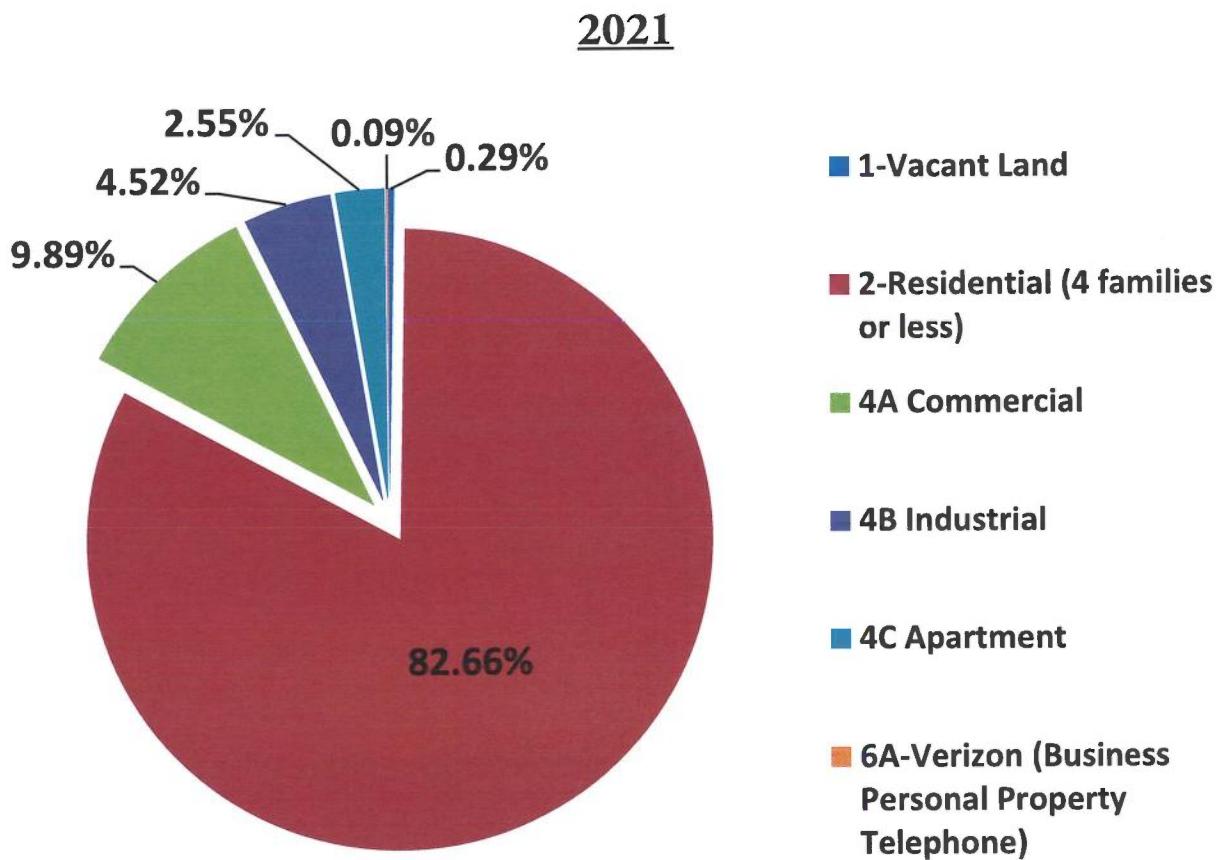
Total proposed 2021 appropriations within caps:	<u>33,397,895</u>
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<b>Amount Under (Over) cap:</b>	<b><u>\$3,059,107</u></b>
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### TAX BASE

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

The city's property tax base generates approximately 53.39% of municipal budget revenues through its tax levy. As evident in the graph below, the city's residential properties, comprising of 82.66% of the total tax base this year, are the primary funding source of municipal tax revenues. The percentage of residential assessment compared with total net assessed valuation has been expanding over the past several years.



## BUDGET REPORT

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

The following chart depicts the city's net assessed valuation (NAV) in 2021 and the previous four years.

### ASSESSMENT VALUATIONS (LAND & IMPROVEMENTS BY CLASS)

Class & Type	2021	2020	2019	2018	2017
1-Vacant Land	\$9,361,300	\$9,476,200	\$10,383,500	\$12,040,500	\$15,270,400
2-Residential (4 families or fewer)	2,645,680,800	2,627,818,600	2,608,521,700	2,581,194,700	2,558,372,600
4A-Commercial	316,641,100	309,179,900	305,221,800	302,951,600	283,665,000
4B-Industrial	144,564,800	144,804,800	144,804,800	165,104,200	183,080,676
4C-Apartment	81,735,600	79,025,200	71,542,500	69,373,700	65,339,600
6A-Verizon Business Personal Property Telephone (BPPT)	2,782,506	2,653,093	2,645,524	2,593,126	2,517,120
<b>TOTAL</b>	<b>\$3,200,766,106</b>	<b>\$3,172,957,793</b>	<b>\$3,143,119,824</b>	<b>\$3,133,257,826</b>	<b>\$3,108,245,396</b>

Compared with 2020, the city's 2021 NAV rose by over \$27.8 million, or 0.88%. When comparing the 2020 and 2021 valuations, the city's residential, apartment and commercial NAV's expanded over last year by \$27.8 million with gains offset only by a minimal loss of vacant land and industrial valuation. This is not unusual as property flows in and out of vacant land as structures are demolished and rebuilt. Finally, total tax exempt properties (242) are valued at \$467.3 million, approximately 12.8% of the total properties in the city. Of the total tax exempt property valuation, over \$117 million is owned by Overlook Medical Center and nearly \$190 million is owned by either the city, county or state governments.

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

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

## BUDGET REPORT

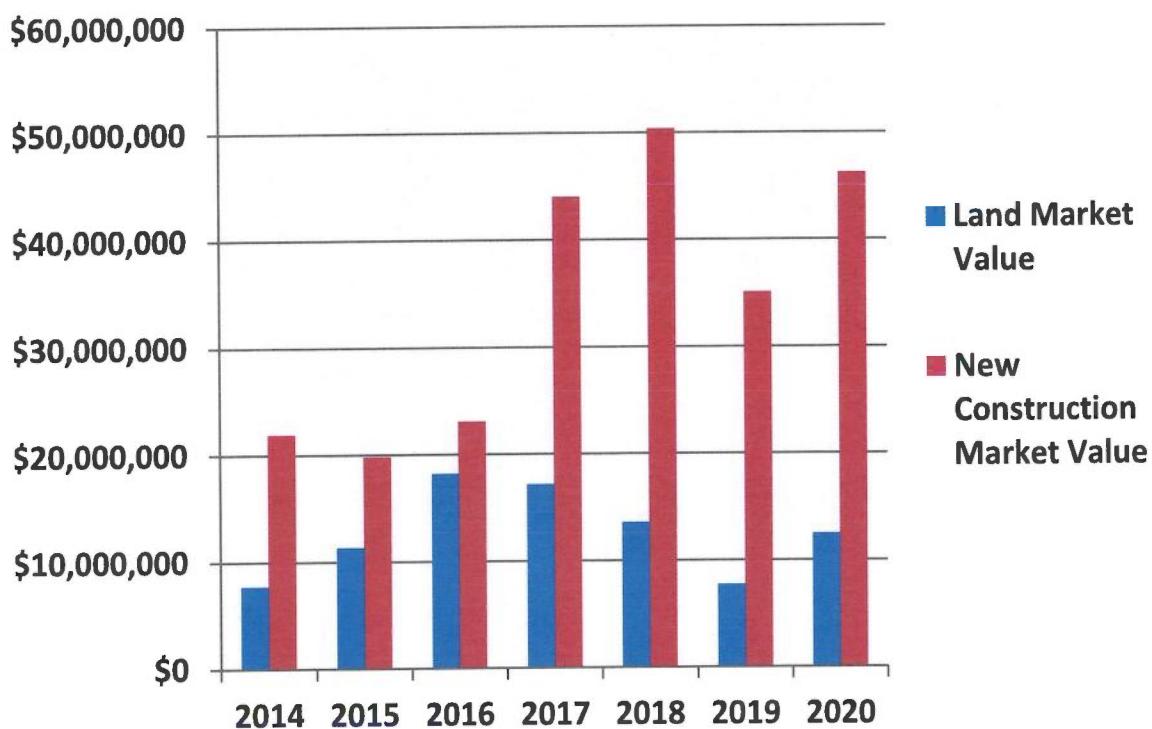
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Focusing on residential properties, the following chart provides the number of parcels for assessed valuation ranges in years 2020 and 2021. This year, the average residential property assessment is \$423,028 or a market value of \$997,236.

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

<i>Valuation Range (\$)</i>	2021		2020	
	<i>Number of Parcels</i>	<i>Percent of Total</i>	<i>Number of Parcels</i>	<i>Percent of Total</i>
\$0 to \$400,000	3733	59.68%	3766	60.21%
\$400,001 to \$800,000	1947	31.13%	1919	30.68%
\$800,001 to \$1,200,000	400	6.39%	401	6.41%
\$1,200,001 to \$1,600,000	125	2.00%	123	1.97%
\$1,600,001 and Up	50	0.80%	46	0.74%
<b>TOTAL</b>	<b>6255</b>	<b>100.00%</b>	<b>6255</b>	<b>100.00%</b>

In the following graph and table, construction not yet completed is missing from new construction market value totals (count per year depicted below – 26 remain to be valued).



## BUDGET REPORT

Year	Land Market Value	New Construction Market Value	Structures Demolished	Listed on Tax Record w/ New Valuation
2020	\$12,439,800	\$46,207,000	10	28
2019	7,677,000	35,051,274	8	21
2018	13,510,500	50,339,900	14	21
2017	17,136,680	44,006,334	20	20
2016	18,199,800	23,038,000	21	10
2015	11,298,750	19,771,000	13	8
2014	7,691,200	21,886,999	11	11
<b>Total</b>	<b>\$87,953,730</b>	<b>\$240,300,507</b>	<b>97</b>	<b>119</b>

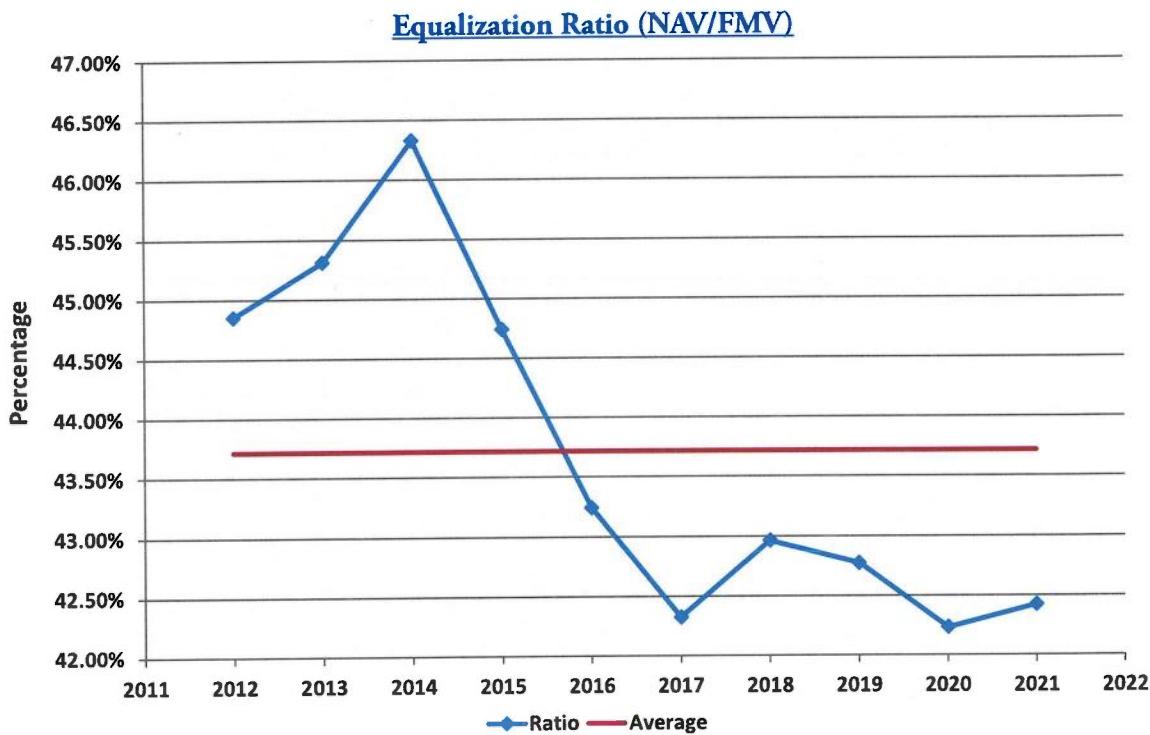
In 2020, over \$21 million in residential property assessment value was added to the city tax base. The Tax Assessor's office estimates that approximately \$14 million of new assessment valuation could be realized on the tax records this year from the type of residential work mentioned above as well as various other improvement work planned or in progress involving all real property classifications.

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

Number of Residential Properties	% of Total Number of Properties	Assessed Valuation Range	NAV-to-Fair Market Valuation Ratio	Fair Market Valuation Range Cap	Total Taxes by Valuation Range	Average Total Taxes per Property (2020 Total Tax Rate - \$4.36)
1733	27.71%	\$0-\$229,000	42.42	\$539,840	\$12,736,175	\$7,349
2000	31.97%	\$229,100 - \$400,000	42.42	\$942,951	\$26,301,656	\$13,151
1947	31.13%	\$401,000 - \$800,000	42.42	\$1,885,903	\$47,696,142	\$24,497
400	6.39%	\$801,000 - \$1,200,000	42.42	\$2,828,854	\$16,673,359	\$41,683
125	2.00%	\$1,200,000 - \$1,600,000	42.42	\$3,771,806	\$7,394,800	\$59,158
50	0.80%	\$1,600,000+	42.42	\$8,506,836	\$4,565,116	\$91,302
<b>Total: 6255</b>	<b>100.00%</b>				<b>\$115,367,248</b>	<b>Average \$18,444</b>

### TAX APPEALS

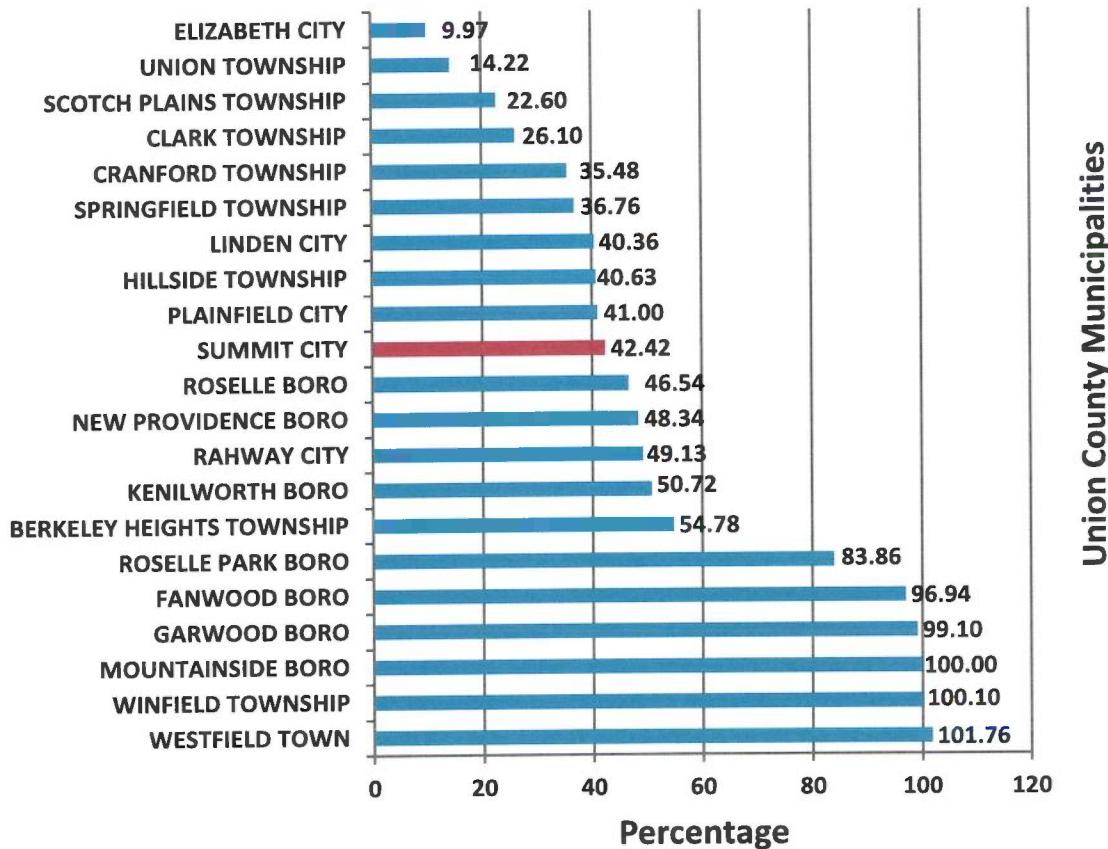
The city's NAV-to-Fair Market Valuation (FMV) ratio (or ratio) is a primary factor used in tax appeal litigation, and determines whether a property owner has a likelihood of success under state tax law. Annually, the county tax board issues a ratio for every municipality in the state by the month of October of the prior tax year. The ratio is a lagging indicator. Property sales data are used from a period dating back one year from when the annual ratio is issued. A weighted average of property sales data is also gathered for two years preceding the first year, and factored into a formula to produce a municipality's ratio. For example, the city's 2021 ratio is based on weighted sales data from July 2017 to June 2019, and from selected sales between July 2019 through June 2020. The following graph illustrates the city's ratio for 2021, and the preceding nine years.



As evidenced in the preceding graph, the city's ratio trended downward from 2014-2017 as FMV real estate sales data increased compared to NAV, but increased and then stabilized from 2018 to 2021. However, in 2021, the slight change in ratio indicates that the lower 2019 residential sale prices were offset by the higher 2020 home sale prices driven by the COVID-19 pandemic.

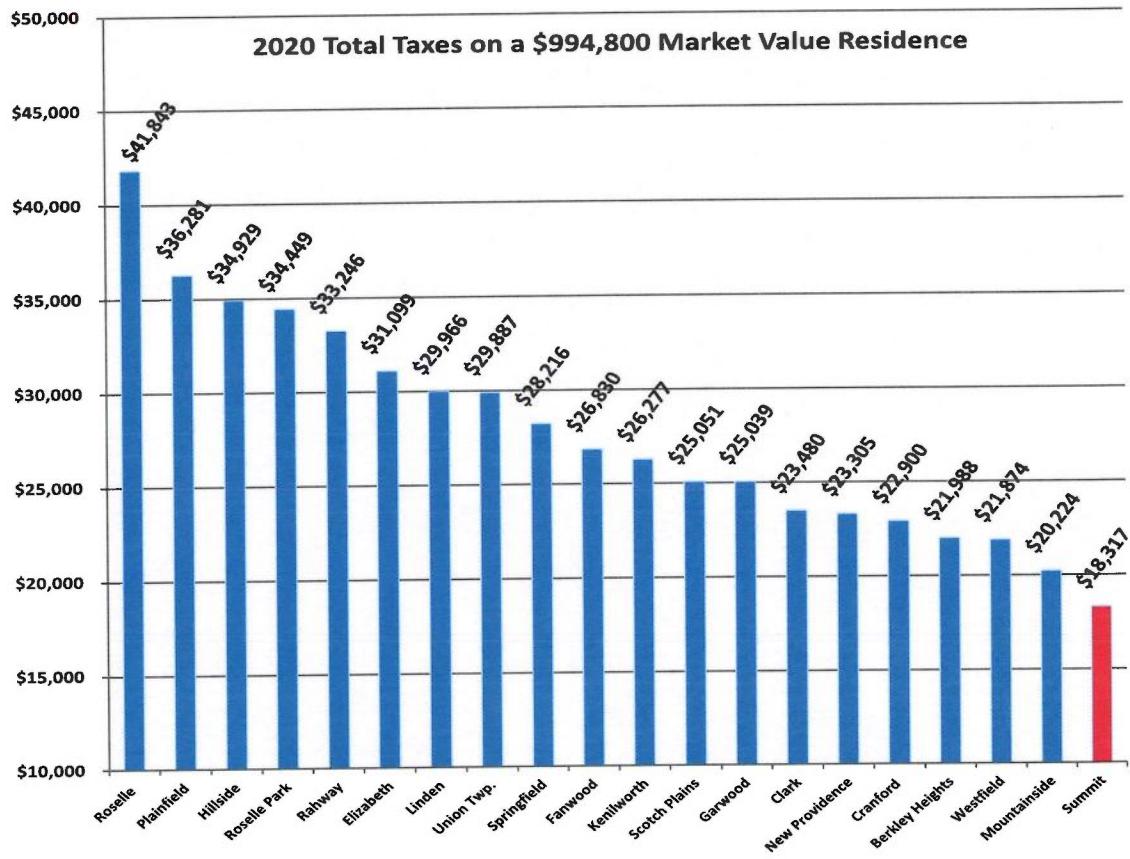
The following graph is a comparison of Summit's 2021 equalization ratio to all other Union County municipalities. In recent years, several Union County municipalities (Mountainside, Fanwood, Garwood and Westfield) have completed their respective revaluation process.

### Comparison of Equalization Rates



For the comparative purpose of tax rates, the effective tax rate is used, which is a statistical study that enables the comparison of one municipal tax district to another district (based on the assumption that all districts are at 100% valuation). For example, in 2020, the average residential assessment value in Summit was \$420,100, which represents a market value of \$994,800. Even though 2021 equalization ratios are known, 2021 total tax rates are undetermined at this time. Thus, the following graph depicts what the average 2020 total tax bill for each Union County municipality (using 2020 tax rates) would be for a home valued at \$994,800 to determine comparable 2020 effective total tax amounts. In Summit, the total tax bill for its average residential property value was \$18,317, the lowest effective tax bill in Union County.

### Effective Tax Rates & Union County Municipality Comparisons



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

Effective Tax Rate & Tax Bill Comparison (2020 Equalization Ratios & 2020 Total Tax Rates - Average Residential Value of \$994,800)				
Municipality	2020 Tax Rate	2020 Ratio	Effective Tax Rate	Total Tax Bill
Roselle	\$8.46	49.73	\$4.21	\$41,843
Springfield	\$7.33	38.70	\$2.84	\$28,216
Fanwood	\$2.70	100.00	\$2.70	\$26,830
Summit	\$4.36	42.23	\$1.84	\$18,317

The tax year 2020 Union County Tax Board appeals showed an increase in the number of cases filed (119) as compared to the previous year (67). This was mainly due to Governor Murphy's executive order extending the tax appeal filing deadline date from April 1st to July 1st related to the COVID-19 public health state of emergency. Tax appeal filings included 115 regular appeals, three added/omitted appeals and one cross appeal. Impressively, only 11 cases chose to move forward to State Tax Court, of which three of the 11 are new cases, and the remaining eight cases were filed in previous years.

## BUDGET REPORT

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On the State Tax Court level, 55 cases were filed that include 11 cases moved up from the county tax board. 35 cases were resolved last year encompassing 18 properties. There are currently 94 open cases, of which two are cross appeals. This leaves 92 cases to carry forward, which is approximately 33% higher than the carry forward number of cases from last year.

With regard to total state court appeals carried for 2020, the following table shows the type of property classification under appeal, total number of appeals filed in that respective classification, the number of appeals adjudicated and/or settled, and pre- and post-adjudication/settled NAV amounts. Ultimately, of the 34 state court appeals settled and/or adjudicated last year, total NAV lost in 2020 was \$1,867,900 (post-adjudication NAV variance), or 3.83%.

2020 Tax Appeal Summary State Court					
Class	# of Appeals by Class	2020 NAV Under Appeal	# of Appeals Adjudicated/ Settled	Pre-Adjudication NAV	Post-Adjudication/ Settled NAV
Vacant Land	0	\$0	0	\$0	\$0
Residential	71	86,021,800	24	30,709,700	28,992,300
Commercial	51	118,180,700	6	7,351,500	7,201,000
Industrial	3	6,720,000	3	6,720,000	6,720,000
Apartment	6	13,534,400	1	4,025,000	4,025,000
<b>TOTAL</b>	<b>131</b>	<b>\$224,456,900</b>	<b>34</b>	<b>\$48,806,200</b>	<b>\$46,938,300</b>

### RESERVES

City administration recommends reducing appropriations in its reserve for a tax appeal line item as the city continues to actively settle prior year tax appeals with property owners who may be entitled to tax refunds. Upon recommendation from city tax appeal professionals, the reserve amount requested in 2021 is zero dollars, a \$25,000 reduction from last year. There are 43 total pending residential property tax appeal cases (29 properties), including prior year cases and cross appeals, that could result in tax revenue refunds or credits to property owners. Total residential valuation under appeal amounts to \$50.6 million. Further, there are 42 total pending commercial cases under appeal (12 properties), including prior year and cross appeals, that have an assessed value of \$107.7 million. Last year, the city refunded \$81,459 to property owners as a result of tax appeal settlement/adjudications.

The municipal budget also includes a reserve for a salary adjustment line item that, upon Common Council approval, provides funding of a 2.00% salary increase for non-union employees and monies allotted for a pending collective bargaining unit negotiation in 2021. An amount of \$190,000 is allocated for this reserve.

### DEBT STRUCTURE

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

The city's statutory borrowing power (1) as of December 31, 2020 is as follows:

Statutory Equalized Valuation (2)	\$7,409,990,605
Statutory Borrowing Power (3)	259,349,671
Statutory Net Debt	54,618,423
<b><i>Remaining Statutory Borrowing Power</i></b>	<b>204,731,248</b>
Net Debt to Statutory Equalized Valuation	0.737%

(1) Unaudited; (2) Average of the immediately preceding three years (2018-2020) as calculated by state;  
(3) 3 1/2% of the equalized valuation.

At the end of 2020, the city had a net debt total of \$54.61 million in municipal purpose bonds and notes outstanding. However, \$14.40 million of prior year capital projects debt were authorized but not issued. Therefore, the city has \$40.21 million in principal bonds/notes outstanding to pay off at this time.

In 2021, the city's municipal debt service is \$5.09 million, an increase of \$429,344 (up 9.21%) compared with last year. Additionally, as of December 31, 2020, the outstanding debt for the sewer utility is \$8.89 million; parking services debt owed is \$4.39 million. Debt service payments for sewer will increase by \$17,234 and, for parking services, will increase by only \$337.

In the capital debt market, the city continues to benefit from its 'AAA' credit rating (highest and best) given by the three main credit rating agencies (Fitch, Moody's and Standard & Poors). Summit is considered to have a very strong economic base, management team, budgetary performance/flexibility and liquidity position. During a 2020 credit rating evaluation process, all three credit rating agencies provided a 'stable' outlook on Summit, reflecting an expectation that the city's tax base, finances and wealth will remain strong.

In October 2020, the city issued new short-term bond anticipation notes (BANs) totaling \$10.03 million, which includes a \$213,882 premium paid. The coupon rate of the BANs was 2.50% with a true interest cost of 2.33%. The premium paid by the financial institution that purchased the city's BANs lowered the net interest rate to 1.36%. The \$10.03 million principal amount consists of \$7.51 million in general BANs, \$96,000 in parking utility BANs, \$1.12 million in sewer utility BANs, and \$1.3 million in curb and sidewalk assessment BANs.

## BUDGET REPORT

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

### SUMMARY OF LONG-TERM DEBT OBLIGATIONS

		Original Issuance Amount	Principal Outstanding 12/31/2020	2021 Principal Payment Due	2021 Interest Payment Due	Maturity Date
<b><i>Municipal Debt</i></b>						
2014	General Bonds	\$7,400,000	\$4,770,000	\$540,000	\$121,850	2028
2016	General Bonds	10,800,000	6,945,000	1,105,000	127,850	2026
2017	Refunding Bonds	6,633,000	2,710,000	525,000	46,921	2026
2019	General Bonds	24,995,000	24,790,000	1,575,000	829,650	2033
<b><i>Municipal Debt Service Totals</i></b>		<b>\$49,828,000</b>	<b>\$39,215,000</b>	<b>\$3,745,000</b>	<b>\$1,126,271</b>	
<b><i>Sewer Utility Debt</i></b>						
2016	Sewer Bonds	\$4,071,000	\$3,135,000	\$255,000	\$60,150	2031
2017	Sewer Bonds	2,200,000	1,015,000	160,000	17,580	2026
2019	Sewer Bonds	1,435,000	1,335,000	105,000	44,150	2033
<b><i>Sewer Utility Debt Service Totals</i></b>		<b>\$7,706,000</b>	<b>\$5,485,000</b>	<b>\$520,000</b>	<b>\$121,880</b>	
<b><i>Parking Services Utility Bonds</i></b>						
2014	Parking Bonds	\$2,200,000	\$1,345,000	\$150,000	\$34,410	2028
2016	Parking Bonds	1,161,000	875,000	80,000	16,700	2030
2019	Parking Bonds	2,120,000	1,985,000	135,000	65,950	2033
<b><i>Parking Utility Debt Service Totals</i></b>		<b>\$5,481,000</b>	<b>\$4,205,000</b>	<b>\$365,000</b>	<b>\$117,060</b>	

## BUDGET REPORT

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### DEBT STRUCTURE TRENDS

Total Net Debt has risen steadily over the last five years from 0.67% to 0.74% (see debt structure analysis: page 2-22). As of December 31, 2020, the city's total net debt, which excludes local school, Sewer and Parking Services utility debt but does include short-term bond anticipation notes (BAN's), is \$ 54,618,423. For the year 2020, the city's annual equalized valuation (EV) is \$7.473 billion. The annual EV amount is equal to the net assessed valuation (NAV) multiplied by the municipality's NAV-to-FMV ratio in its respective year. However, to calculate the EV basis, the city's total net debt is divided by the average amount of the city's last three (3) years of annual equalized valuations. At the end of last year, the percentage of the total net debt to equalized valuation basis amount over the years 2018 to 2020 (\$7,409,990,605) is 0.737%.

In 2020, the city's net debt service expense (long-term general obligation municipal and school debt minus long-term utilities debt) as a percentage of total revenues increased from 16.00% in 2019 to 17.02%. Except for the net debt service expense ratio decrease in 2019, this indicator has trended upward the previous several years due to increased spending on capital projects over the last decade. In 2021, the city's debt service amount is nearly 9.21%, or \$429,523 higher than last year. In fact, this year's municipal debt service amount is approximately \$1.86 million higher than what was appropriated in 2017.

From the community fundraising efforts made in previous years, the city received \$80,460 in 2020 in donations to offset the new community center debt service in 2021. As the city continues to take in community center donation commitments, these monies will be annually applied to the reserve for debt service.

The data below sets forth the city's existing general bond debt service schedule from 2021 to 2033. As depicted in the general bond debt service schedule table, debt service payments will slightly increase by about \$5,600 next year and then drop off over subsequent years. However, future total municipal debt service obligations will increase above stated amounts in this schedule due to principal and interest owed on short-term notes issued to fund the city's 2019 and 2020 capital budgets and any subsequent capital projects. In 2021, interest alone on 2020 short-term notes is over \$204,700.

### General Bond Debt Service Schedule

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

## BUDGET REPORT

Budget Year	Total General Bond Debt Service	Principal	Interest	\$ Change from Prior Year
2029	2,382,700	2,060,000	322,700	\$(670,865)
2030	2,334,600	2,095,000	239,600	(48,100)
2031	2,295,750	2,130,000	165,750	(38,850)
2032	2,290,950	2,190,000	100,950	(4,800)
2033	2,304,050	2,270,000	34,050	13,100
<b>TOTAL</b>	<b>\$ 46,345,639</b>	<b>\$ 39,215,000</b>	<b>\$ 7,130,639</b>	

Debt reduction will continue to be the city administration's top priority. The key to this effort will be to conservatively manage and limit new debt for capital expenditures through existing principal debt payments during that same year. In 2021, the city's proposed capital budget plan (\$3.99 million), which excludes the utility capital budgets (\$1.49 million), will be approximately \$1.09 million lower than total debt service obligations scheduled for payment.

The table below provides a nine 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.

### NINE 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
2020	\$54,795,251	\$3,520,000	\$4,189,500	\$3,990,000	\$3,343,172	\$54,618,424
2019	55,217,303	2,085,000	15,417,500	5,040,00	1,902,231	54,795,251
2018	55,549,571	2,830,000	5,039,200	4,787,240	2,497,732	55,217,303
2017	47,733,211	2,965,000	4,785,546	10,077,000	10,781,360	55,549,571
2016	47,018,282	2,260,000	5,904,800	5,642,000	2,974,929	47,733,211
2015	41,376,286	2,640,600	11,025,000	8,650,000	360,404	47,018,282
2014	38,920,147	2,280,600	7,692,828	8,085,000	3,348,261	41,376,286
2013	36,898,235	2,460,100	8,653,000	6,634,800	2,152,788	38,920,147
2012	35,062,307	2,320,300	7,834,000	5,674,000	1,517,772	36,898,235

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

## BUDGET REPORT

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The following tables and graph depict scheduled annual principal and interest (P&I) payments on existing municipal and assessment debt service as well as debt level projections that factor in the approved new fire headquarters project and municipal capital project financing amounts over the next six years (2021-2026). Capital budget plans directly impact the city's annual debt service payment obligations. As the graph illustrates, future capital budget plans will need serious evaluation as to what the city deems absolutely necessary to preserve and maintain its existing infrastructure and provide adequate support of municipal services. If all future capital budget plans are approved, projected debt service payments will gradually increase, on average, above \$6.43 million annually after 2022 along with correlated net debt levels increasing as well.

### SIX YEAR EXISTING MUNICIPAL DEBT SERVICE PAYMENT SCHEDULE

	2021	2022	2023	2024	2025	2026
Existing Bond/Note Principal	\$3,745,000	\$4,077,775	\$4,344,209	\$4,425,830	\$4,518,681	\$4,052,697
Existing Bond/Note Interest	\$1,330,971	\$1,257,852	\$1,171,598	\$1,054,688	\$925,906	\$797,114
Existing Debt Service Totals (Principal & Interest)	\$5,075,971	\$5,335,627	\$5,515,807	\$5,480,518	\$5,444,587	\$4,849,811

### NEW FIRE HEADQUARTERS PROJECT ESTIMATED DEBT SERVICE IMPACT

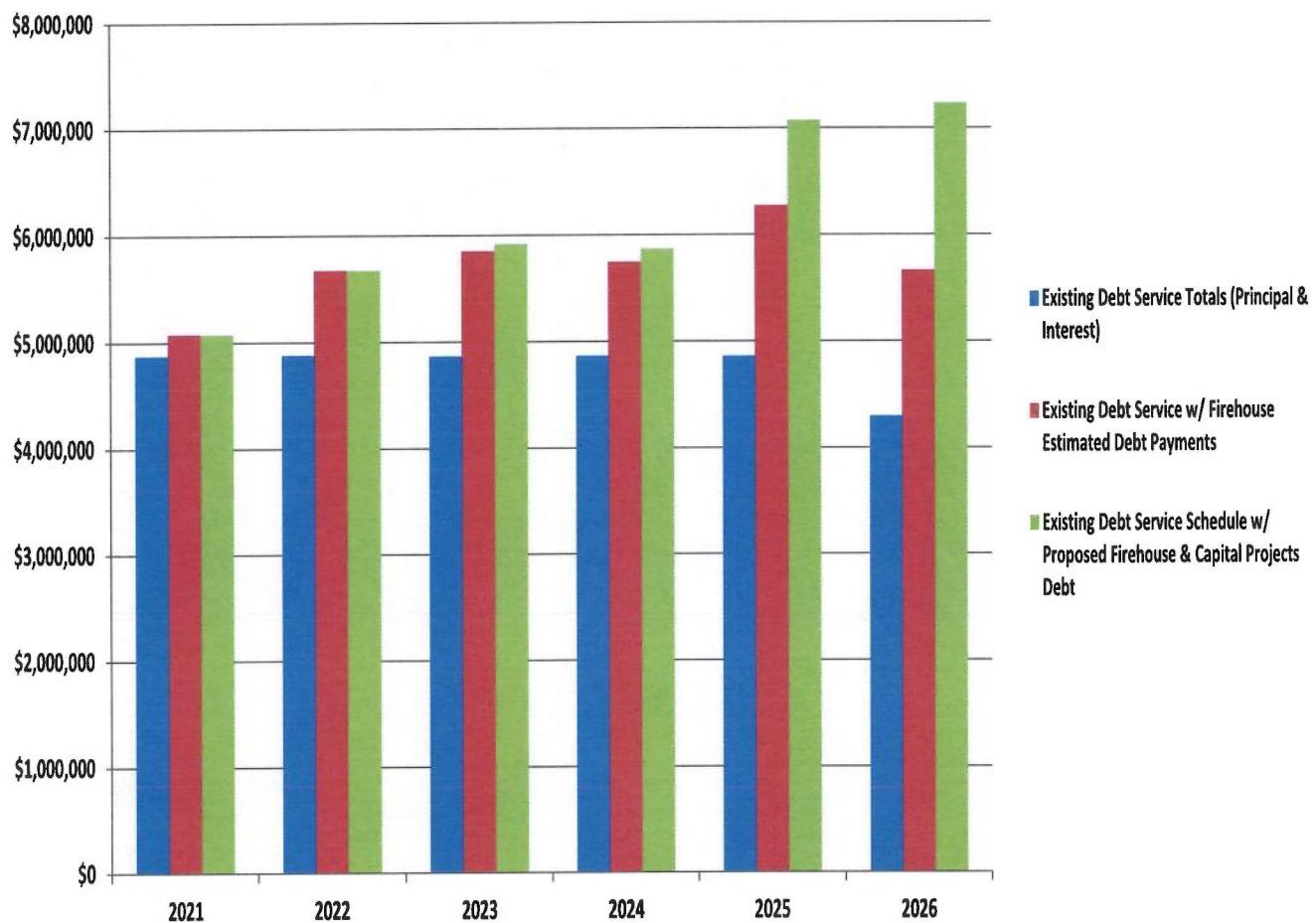
	2021	2022	2023	2024	2025	2026
<b>Assumptions</b>						
* \$11.8 million cost						
* 3.00% interest rate						
* 12 month Notes until 2023 then converted to 20 year bond payments						
<b>Principal</b>		\$ 0	\$ 0	\$ 0	\$305,000	\$305,000
<b>Interest</b>		\$336,300	\$336,300	\$264,325	\$522,169	\$509,206
<b>ESTIMATED TOTALS</b>		\$336,300	\$336,300	\$264,325	\$827,169	\$814,206
<b>Existing Debt Service w/ Fire HQ Estimated Debt Payments</b>	\$5,075,971	\$5,671,927	\$5,852,107	\$5,744,843	\$6,271,756	\$5,664,017

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

	2021	2022	2023	2024	2025	2026
<b>Proposed Capital Projects Budget</b>	<b>\$3,998,000</b>	<b>\$6,421,250</b>	<b>\$5,946,000</b>	<b>\$4,842,000</b>	<b>\$4,443,000</b>	<b>\$5,468,000</b>
<b>Proposed Capital Projects Debt Service (Estimated 3.00% interest rate)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$64,212</b>	<b>\$123,672</b>	<b>\$ 804,151</b>	<b>\$1,573,113</b>
<b>Existing Debt Service Schedule w/ Proposed Fire HQ &amp; Capital Projects Debt</b>	<b>\$5,075,971</b>	<b>\$5,671,927</b>	<b>\$5,916,319</b>	<b>\$5,868,515</b>	<b>\$7,075,907</b>	<b>\$7,237,130</b>

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

SIX YEAR SUMMARY OF  
PROJECTED DEBT SERVICE TOTALS



	2021	2022	2023	2024	2025	2026
Existing Debt Service Totals (Principal & Interest)	\$5,075,971	\$5,335,627	\$5,515,807	\$5,480,518	\$5,444,587	\$4,849,811
Existing Debt Service w/ Fire HQ Estimated Debt Payments	\$5,075,971	\$5,671,927	\$5,852,107	\$5,744,843	\$6,271,756	\$5,664,017
Existing Debt Service Schedule w/ Proposed Fire HQ & Capital Projects Debt	\$5,075,971	\$5,671,927	\$6,098,342	\$6,187,512	\$6,892,196	\$6,572,784

## BUDGET REPORT

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The following two tables illustrate the Sewer and Parking Services utilities debt service schedules until the final principal payments on respective long-term debt issuances are paid off.

### Sewer Utility Debt Service Schedule

Budget Year	Total Sewer Utility Debt Service	Principal	Interest	\$ Change from Prior Year
2021	<b>\$641,880</b>	<b>\$520,000</b>	<b>\$121,880</b>	<b>\$(1,899)</b>
2022	<b>620,684</b>	<b>510,000</b>	<b>110,684</b>	<b>(21,197)</b>
2023	<b>620,396</b>	<b>520,000</b>	<b>100,396</b>	<b>(288)</b>
2024	<b>619,015</b>	<b>530,000</b>	<b>89,015</b>	<b>(1,381)</b>
2025	<b>612,008</b>	<b>535,000</b>	<b>77,008</b>	<b>(7,006)</b>
2026	<b>619,715</b>	<b>555,000</b>	<b>64,715</b>	<b>7,707</b>
2027	<b>443,550</b>	<b>390,000</b>	<b>53,550</b>	<b>(176,165)</b>
2028	<b>443,600</b>	<b>400,000</b>	<b>43,600</b>	<b>50</b>
2029	<b>448,300</b>	<b>415,000</b>	<b>33,300</b>	<b>4,700</b>
2030	<b>452,600</b>	<b>430,000</b>	<b>22,600</b>	<b>4,300</b>
2031	<b>452,175</b>	<b>440,000</b>	<b>12,175</b>	<b>(425)</b>
2032	<b>125,400</b>	<b>120,000</b>	<b>5,400</b>	<b>(326,775)</b>
2033	<b>121,800</b>	<b>120,000</b>	<b>1,800</b>	<b>(3,600)</b>
<b>TOTAL</b>	<b>\$6,221,123</b>	<b>\$5,485,000</b>	<b>\$736,123</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
2021	<b>\$482,060</b>	\$365,000	\$117,060	\$ (2,063)
2022	<b>469,616</b>	360,000	109,616	(12,444)
2023	<b>466,148</b>	365,000	101,148	(3,469)
2024	<b>470,960</b>	380,000	90,960	4,813
2025	<b>469,560</b>	390,000	79,560	(1,400)
2026	<b>472,304</b>	405,000	67,304	2,744
2027	<b>474,290</b>	420,000	54,290	1,986
2028	<b>475,748</b>	435,000	40,748	1,458
2029	<b>284,700</b>	255,000	29,700	(191,048)
2030	<b>286,250</b>	265,000	21,250	1,550
2031	<b>199,175</b>	185,000	14,175	(87,075)
2032	<b>203,475</b>	195,000	8,475	4,300
2033	<b>187,775</b>	185,000	2,775	(15,700)
<b>TOTAL</b>	<b>\$4,942,060</b>	<b>\$4,205,000</b>	<b>\$737,060</b>	

# BUDGET REPORT

## MUNICIPAL PERSONNEL

In 2021, city organization staff total is down one employee, The full-time employee sub-total is up three while the part-time employee sub-total is down four with a net total 198 permanent positions (175 full-time and 23 part-time). Of the 198 total city employees, 10 full-time and 10 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 2018-2021.

**MUNICIPAL EMPLOYEES**  
**(PERMANENT FULL-TIME & PART-TIME)**  
**2018– 2021**

Departments	2021		2020		2019		2018	
	FT	PT	FT	PT	FT	PT	FT	PT
<b>GENERAL GOVERNMENT</b>								
City Administration	3	0	2	2	2	1	2	1
City Clerk	3	0	2	1	2	1	2	1
Legal	0	2	0	2	0	2	0	2
<i>Sub-Total</i>	<i>6</i>	<i>2</i>	<i>4</i>	<i>5</i>	<i>4</i>	<i>4</i>	<i>4</i>	<i>4</i>
<b>FINANCE</b>								
Financial Administration	5	0	5	0	5	0	5	0
Tax Collection	2	0	1	1	1	1	1	1
Tax Assessment	2	0	2	1	2	1	2	1
<i>Sub-Total</i>	<i>9</i>	<i>0</i>	<i>8</i>	<i>2</i>	<i>8</i>	<i>2</i>	<i>8</i>	<i>2</i>
<b>PUBLIC SAFETY</b>								
Police Department	51	0	51	0	52	0	52	0
Fire Department	32.5	0	32.5	0	32.5	0	32.5	0
<i>Sub-Total</i>	<i>83.5</i>	<i>0</i>	<i>83.5</i>	<i>0</i>	<i>84.5</i>	<i>0</i>	<i>84.5</i>	<i>0</i>
<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	4	0	4	0	4	0
Sanitation	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	2021		2020		2019		2018	
	FT	PT	FT	PT	FT	PT	FT	PT
Buildings & Grounds/Shade Tree	11	7	11	6	11	3	11	3
Code Enforcement	2	1	2	1	2	1	2	1
Uniform Construction Code	6.5	4	6.5	5	6.5	4	6.5	4
<i>Sub-Total</i>	<b>57.5</b>	<b>13</b>	<b>57.5</b>	<b>10</b>	<b>57.5</b>	<b>9</b>	<b>57.5</b>	<b>9</b>
<b>Community Programs</b>								
Community Programs	6	0	5	1	6	1	6	1
Golf Course	1	0	1	0	1	0	1	0
Family Aquatic Center	0	0	0	0	0	0	0	0
<i>Sub-Total</i>	<b>7</b>	<b>0</b>	<b>6</b>	<b>1</b>	<b>7</b>	<b>1</b>	<b>7</b>	<b>1</b>
<b>Board of Health</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>3</b>	<b>0</b>
<i>Sub-Total</i>	<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>3</b>	<b>0</b>
<b>Municipal Court</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>
<i>Sub-Total</i>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>
<b>Sewer Utility</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>0</b>
<i>Sub-Total</i>	<b>4</b>	<b>2</b>	<b>4</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>0</b>
<b>Parking Services Utility</b>	<b>6</b>	<b>5</b>	<b>7</b>	<b>7</b>	<b>6</b>	<b>8</b>	<b>6</b>	<b>9</b>
<i>Sub-Total</i>	<b>6</b>	<b>5</b>	<b>7</b>	<b>7</b>	<b>6</b>	<b>8</b>	<b>6</b>	<b>9</b>

City Personnel	2021	2020	2019	2018
Full Time	175	172	173	174
Part Time	23	27	25	26
<b>TOTAL</b>	<b>198</b>	<b>199</b>	<b>198</b>	<b>200</b>

## HEALTH CARE INSURANCE PLANS & COST SHARE

### MEDICAL AND DENTAL PREMIUM COST SHARING

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

## BUDGET REPORT

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or at 1.5% of pensionable salary, whichever is greater. Currently, all city employees are now at year four, and will contribute approximately \$1.14 million toward healthcare insurance premium costs, approximately \$20,000 higher than last year.

In total, gross medical and dental insurance appropriations are \$3.81 million. For medical and prescription insurance coverage, the 2021 premium is \$3.70 million; and, the premium for dental insurance is approximately \$116,000.

As mentioned above, the net appropriation cost in the municipal budget is significantly lower because of other city agency cost allocations and employee cost sharing of annual healthcare premiums. The table below outlines all employee cost sharing reductions from gross healthcare insurance appropriations, including employer costs shared by the sewer and parking services utilities.

### Healthcare Insurance Cost Share Breakdown

Group	2021	2020	% Change from 2020
<b>Medical &amp; Dental Gross Premium Costs</b>	<b>\$3,819,539</b>	<b>\$ 3,687,400</b>	<b>3.58%</b>
<i>City Government</i>			
• Employer Healthcare Cost Share	\$2,398,070	\$ 2,554,064	-6.11%
• Employee Medical Premium Cost Share	\$937,589	\$916,535	2.30%
• Employee Dental Premium Cost Share	\$103,145	\$99,377	3.79%
<i>Employee Cost Share Sub-Total</i>	<i>\$1,040,734</i>	<i>\$1,015,912</i>	<i>2.44%</i>
<i>Sewer Utility</i>			
• Employer Healthcare Cost Share	\$48,375	\$61,012	-20.71%
• Employee Medical Premium Cost Share	\$16,371	\$15,074	8.60%
• Employee Dental Premium Cost Share	\$1,702	\$1,737	-2.01%
<i>Employee Cost Share Sub-Total</i>	<i>\$18,977</i>	<i>\$16,811</i>	<i>12.88%</i>

## BUDGET REPORT

Group	2021	2020	% Change from 2020
<i>Parking Services Utility</i>			
• Employer Healthcare Cost Share	\$70,787	\$99,426	-28.80%
• Employee Medical Premium Cost Share	\$22,471	\$23,965	-6.23%
• Employee Dental Premium Cost Share	\$3,411	\$4,251	-19.76%
<i>Sub-Total</i>	\$25,882	\$28,216	-8.27%
<i>Library</i>			
• Employer Healthcare Cost Share	\$159,471	\$148,164	7.63%
• Employee Medical Premium Cost Share	\$50,248	\$56,530	-11.11%
• Employee Dental Premium Cost Share	\$7,899	\$7,265	8.73%
<i>Sub-Total</i>	\$58,147	\$63,795	-8.85%

Summary Totals	2021	2020	% Change from 2020
• Employer Healthcare Cost Share	\$2,676,703	\$2,562,666	4.45%
• Employee Medical Premium Cost Share	\$1,026,679	\$1,012,104	1.44%
• Employee Dental Premium Cost Share	\$116,157	\$112,630	3.13%
<b>Medical &amp; Dental Gross Premium Costs</b>	<b>\$3,819,539</b>	<b>\$3,687,400</b>	<b>3.58%</b>

### 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 44.12% to 45.24% from 2019-2021. The salaries and wages amount used in the following table covers only full-time and part-time employees who are eligible for healthcare insurance and pension contribution. Unfortunately, annual healthcare insurance premiums and pension contribution costs are mainly determined by outside entities. However, the city does control a primary factor of these cost drivers: employee staffing levels. The table below covers all 198 current city employees, including sewer, parking services and U.C.C. staff. However, given that utility and trust budget costs are outside the municipal operating budget, the city is permitted under local budget law to charge these budgets as an offset for their respective employee healthcare and pension-related costs within the Municipal Budget.

<b>Total Benefits as a Percentage of Salaries and Wages (Permanent Full-Time &amp; Part-Time Employees)</b>			
	<b>2021</b>	<b>2020</b>	<b>2019</b>
Salaries and wages	\$17,742,562	\$17,498,628	\$17,619,072
Total benefits	\$8,026,308	\$7,529,224	\$7,773,501
% of benefits to Salaries and Wages	45.24%	43.03%	44.12%
% Annual Change	2.21%	-1.09%	2.72%
Total employees	198	199	198
<b>Average cost of benefits per employee</b>	<b>\$40,537</b>	<b>\$37,835</b>	<b>\$39,260</b>

# City of Summit Five Year Financial Trend Report

*For the five year period  
2016 through 2020*



## INTRODUCTION

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

## **FINANCIAL INDICATORS**

The ICMA's FTMS provides for over 40 standard indicators that can be used to evaluate the financial condition of any municipality. For Summit's annual FTR, 17 indicators are used and organized as follows:

- Revenues
- Expenditures
- Operating position
- Debt structure

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

## **METHODOLOGY**

Summit's FTR covers the period of January 1, 2016 through December 31, 2020. Actual data is taken from the city's annual financial and debt statements as well as its audit reports unless otherwise indicated in the report. Further, the Consumer Price Index (CPI) is based on annual average price values obtained from the New York-Newark-Jersey City, NY-NJ-PA All Items, All Urban Consumers database of the United States Department of Labor, Bureau of Labor Statistics (BLS).

Constant dollars are nominal dollars adjusted for inflation using data from the BLS website. The conversion from actual dollars to constant dollars allows for considering the appearance of growth that may be due to inflation. The CPI base year is 2015 (260.6), which is also used for comparative purposes with year 2016.

Population data used in the per capita computations is sourced from the US Census Bureau (July 1, 2019).

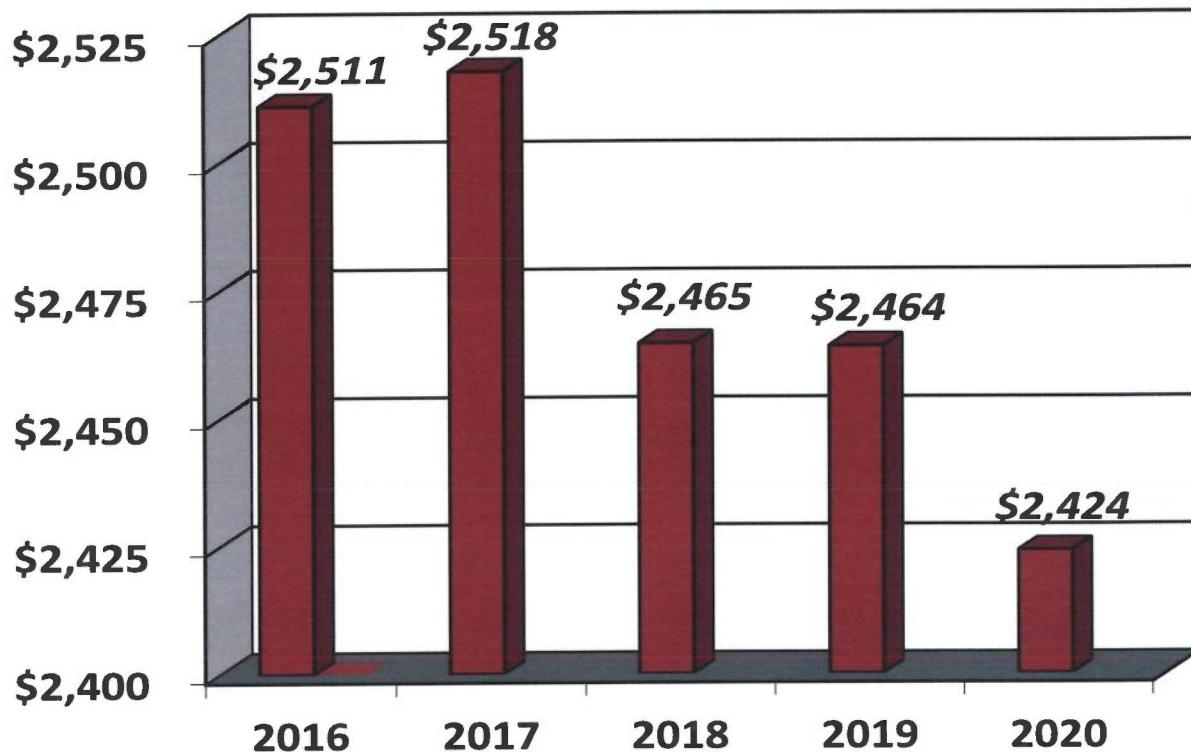
## REVENUE INDICATORS

OPERATING REVENUE PER CAPITA

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

**Formula:**  

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



YEAR END	2016	2017	2018	2019	2020
Operating Revenue (realized)*	\$56,028,082	\$57,134,574	\$57,780,055	\$57,913,525	\$57,635,163
CPI Index	263.4	268.5	273.6	278.2	282.9
CPI (constant)	0.99	0.97	0.95	0.94	0.92
Net Operating Revenue (adjusted for inflation)	\$55,430,923	\$55,440,453	\$55,017,543	\$54,247,970	\$53,079,679
Population	22,074	22,019	22,323	22,016	21,897
Operating Revenue per capita	\$2,511	\$2,518	\$2,465	\$2,464	\$2,424
Dollar Change	\$(9)	\$7	\$(53)	\$(1)	\$(40)
Percentage Change	-0.37%	0.27%	-2.11%	-0.02%	-1.62%

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

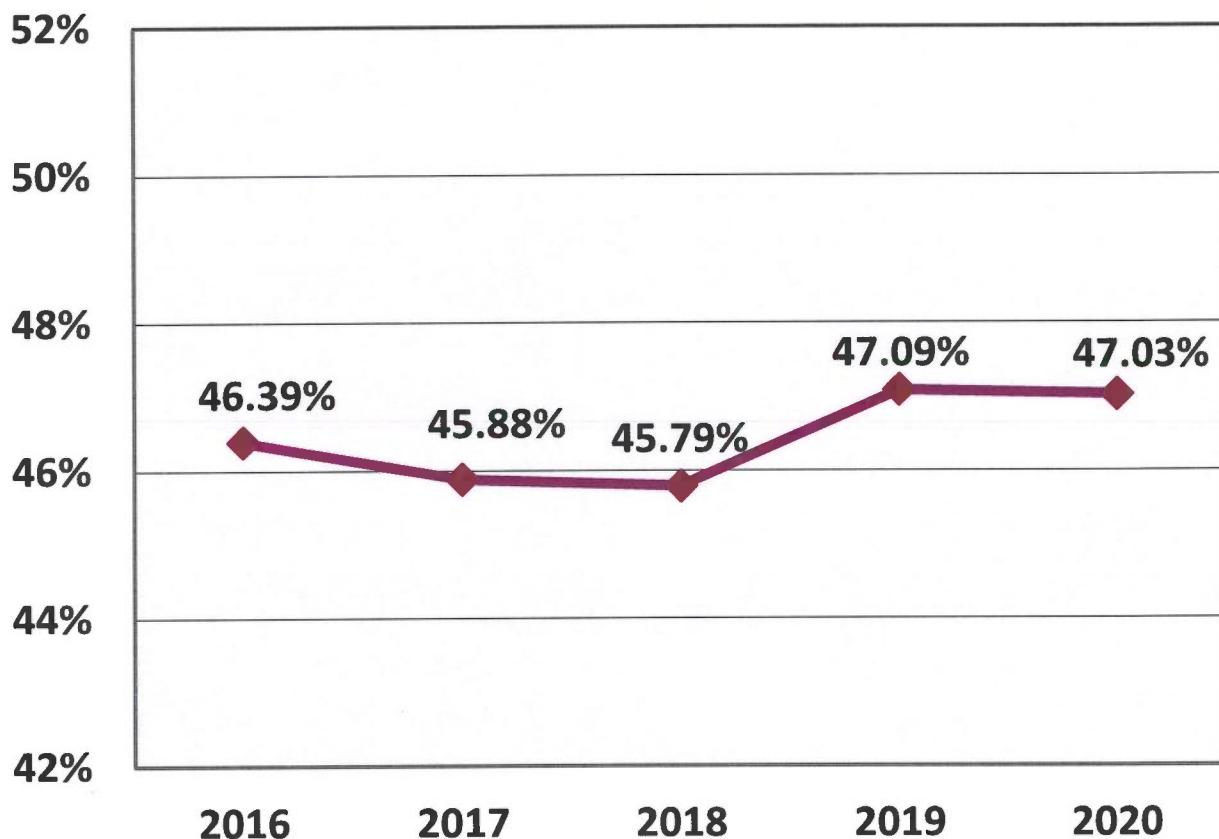
As population increases, it is expected that revenue and the need for service would increase proportionately. Per capita revenue shows changes in revenue relative to population. For a municipality to remain financially stable, revenue per capita should remain at least constant and be relative to expenditure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

PROPERTY TAX REVENUE AS A PERCENTAGE OF TOTAL OPERATING REVENUE

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

**Formula:**  

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



YEAR END	2016	2017	2018	2019	2020
Operating Revenue (realized)*	\$56,028,082	\$57,134,574	\$57,780,055	\$57,913,525	\$57,635,163
Property Tax Revenue	\$25,991,438	\$26,214,106	\$26,456,806	\$27,268,892	\$27,103,871
Percentage of total	46.39%	45.88%	45.79%	47.09%	47.03%

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

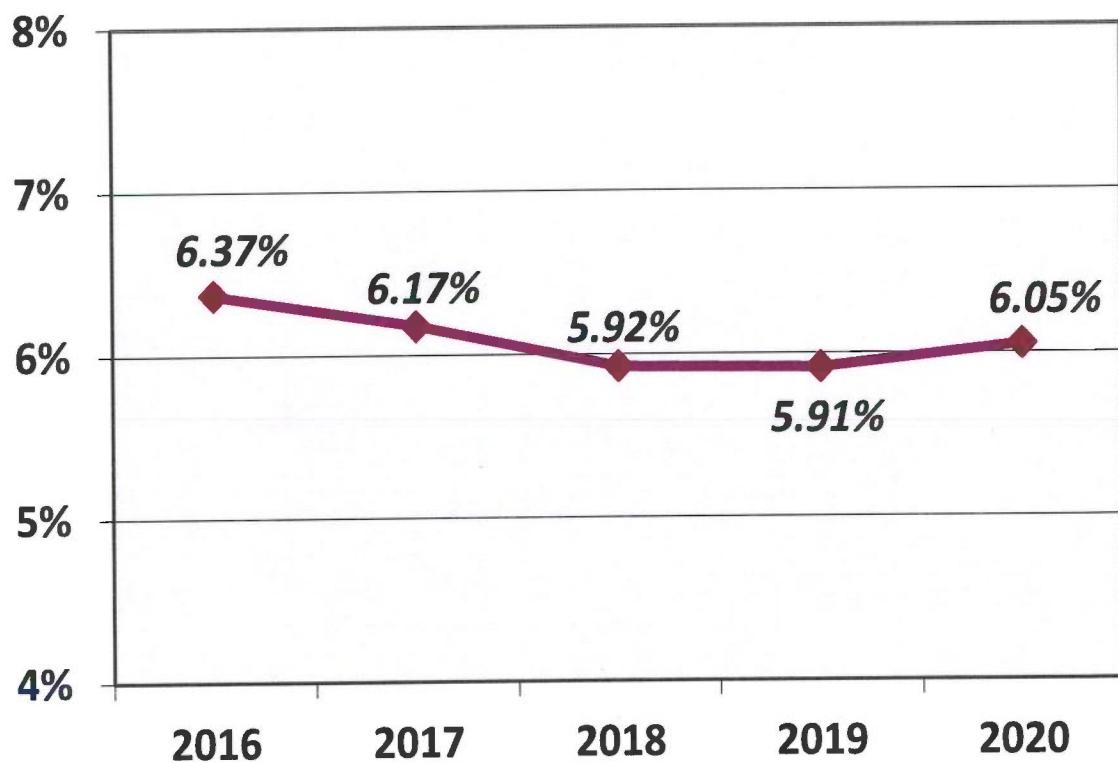
This indicator shows changes in revenue structure. Strong shifts in the percentage of any revenue source may be a warning of financial problems.

STATE AID REVENUE AS A PERCENTAGE OF TOTAL OPERATING REVENUE

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

**Formula:**  

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



YEAR END	2016	2017	2018	2019	2020
Operating Revenue (realized)*	\$56,028,082	\$57,134,574	\$57,780,055	\$57,913,525	\$57,635,163
State Aid Revenue	\$3,568,257	\$3,527,887	\$3,423,000	\$3,424,850	\$3,488,186
Percentage of total	6.37%	6.17%	5.92%	5.91%	6.05%

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

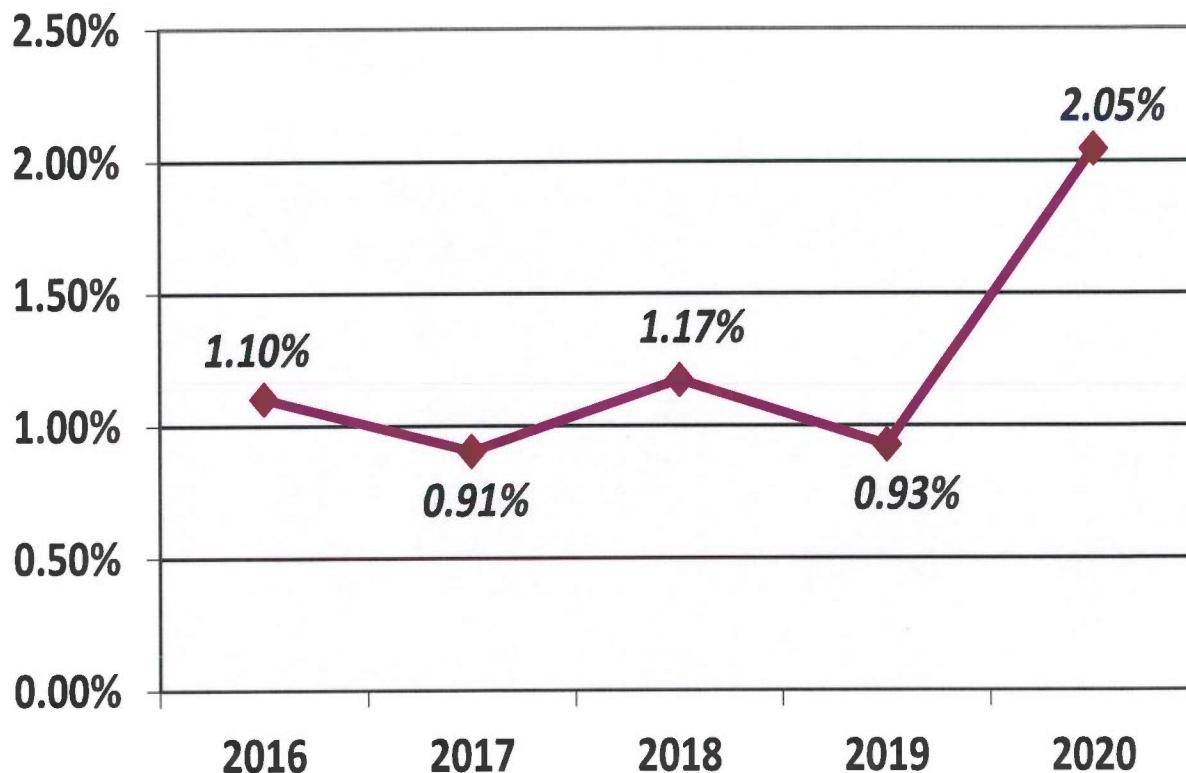
State aid includes: Energy receipts tax (ERT) and school debt aid. ERT revenue is not earmarked and may be allocated towards any purpose. Decreasing State aid revenue and over-dependence on its use to balance budget may create financial inflexibility and signal immediate financial vulnerability. Summit,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

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

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

**Formula:**  

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



YEAR END	2016	2017	2018	2019	2020
Operating Revenue (realized)*	\$56,028,082	\$57,134,574	\$57,780,055	\$57,913,525	\$57,635,163
Grant Revenue (realized)	\$618,315	\$517,545	\$678,052	\$537,629	\$1,179,530
Percentage of total	1.10%	0.91%	1.17%	0.93%	2.05%

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

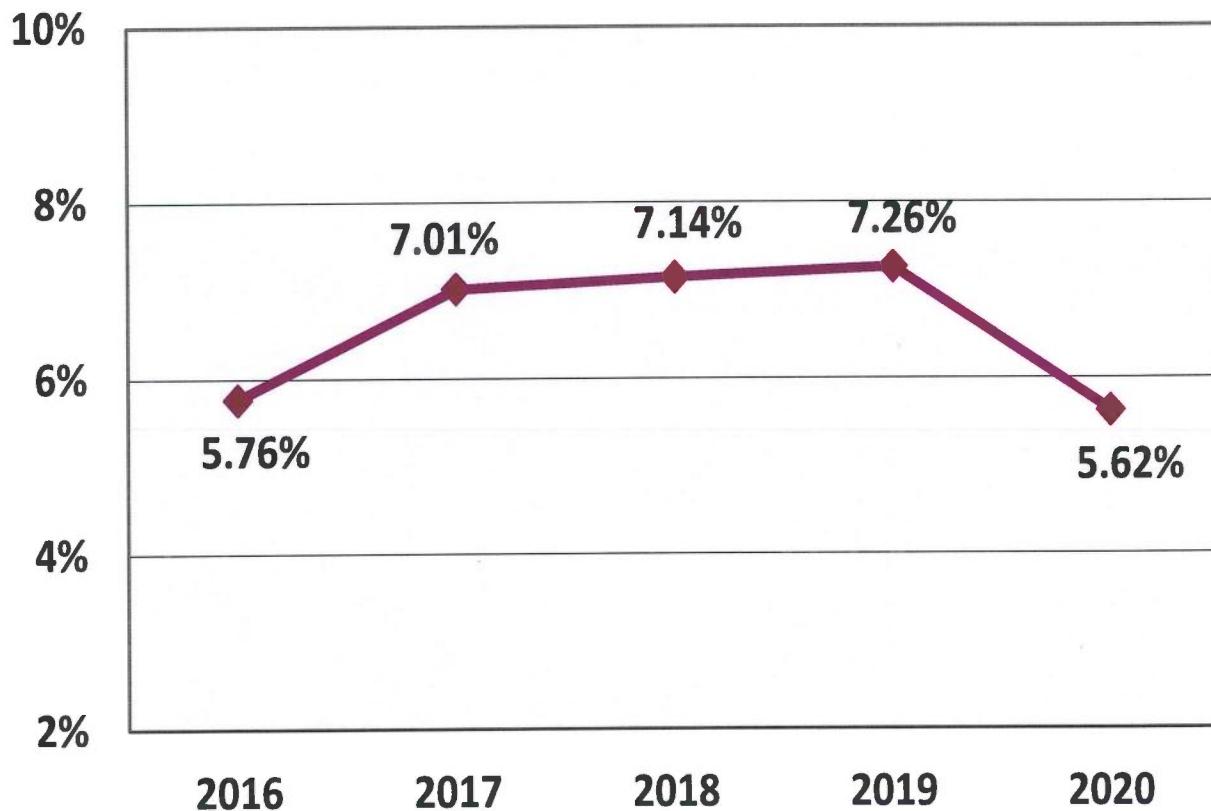
Grants include NJ DOT municipal aid, Greening Union County, Clean Communities, Recycling Tonnage, Drunk Driving, and Body Armor Replacement program. The grants are earmarked for specific purposes, often to implement state or federal programs. Decreasing grant revenue places a greater burden on municipal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

LOCAL REVENUE AS A PERCENTAGE OF TOTAL OPERATING REVENUE

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

**Formula:**  

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



YEAR END	2016	2017	2018	2019	2020
Operating Revenue (realized)*	\$56,028,082	\$57,134,574	\$57,780,055	\$57,913,525	\$57,635,163
Local Revenue*	\$3,228,422	\$4,006,392	\$4,127,966	\$4,204,196	\$3,240,804
Percentage of total	5.76%	7.01%	7.14%	7.26%	5.62%

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

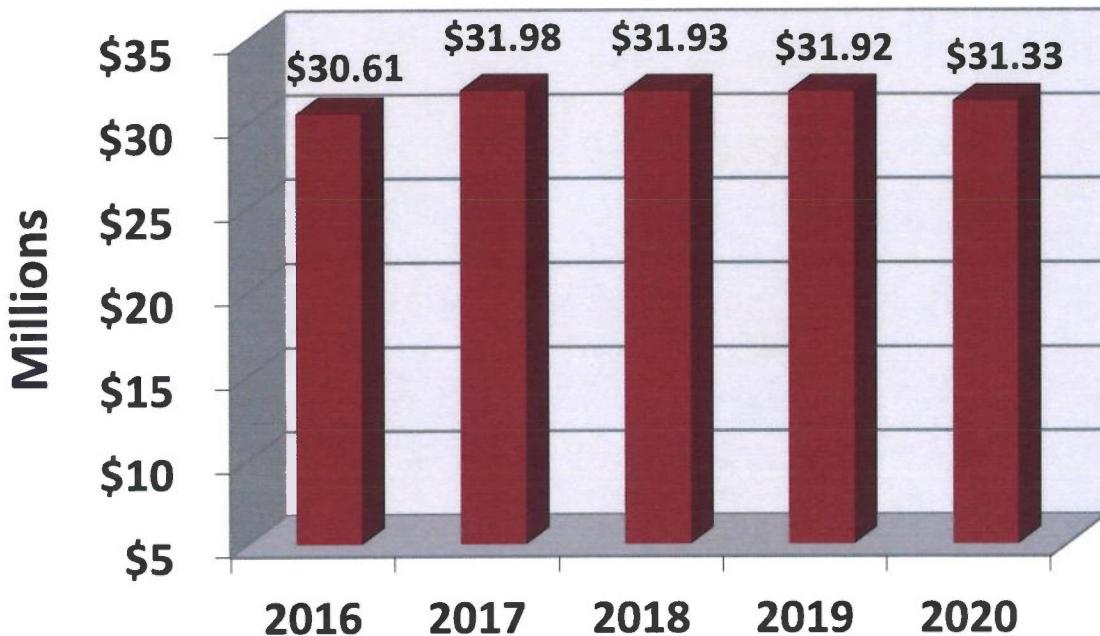
Local revenues have been consistently flat over the last three years, shifting more reliance on enterprise contributions and other special revenue items to balance the municipal budget. In 2017, the city entered into a community support service agreement with Overlook Medical Center that provides approximately \$795,400 in additional revenue each year through 2023. This annual revenue amount was not anticipated in the municipal budget and was recognized as MRNA, which accounted for the significant increase in local revenue. In 2020, local revenues declined to 2016 levels.

PROPERTY TAX REVENUE

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

**Formula:**  

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



YEAR END	2016	2017	2018	2019	2020
<b>Property Tax Revenue (realized)*</b>	\$30,940,826	\$32,957,569	\$33,531,739	\$34,072,115	\$34,022,027
<b>CPI Index</b>	263.4	268.5	273.6	278.2	282.9
<b>CPI (constant)</b>	0.99	0.97	0.95	0.94	0.92
<b>Property Tax Revenue (adjusted for inflation)</b>	\$30,611,052	\$31,980,330	\$31,928,559	\$31,915,568	\$31,332,926
<b>Dollar Change</b>	\$(1,173,497)	\$1,369,278	\$(51,771)	\$(12,991)	\$(582,643)
<b>Percentage Change</b>	-3.69%	4.47%	-0.16%	-0.04%	-1.83%

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

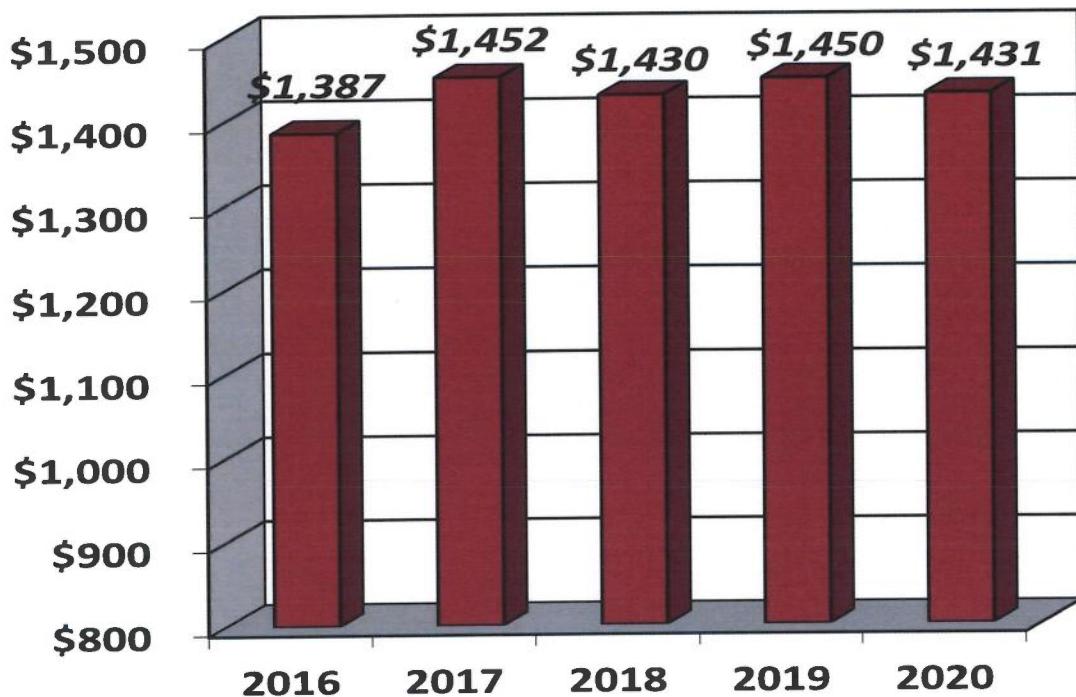
Fluctuations in property tax revenue can be caused by many factors including new development, decline or rise in property values, age of property or a general decline in the regional economy. Cities that rely heavily on property tax revenue are susceptible to serious economic disruption. For Summit's municipal budget purposes, the property tax levy amount required to balance total revenue with total appropriation needs has remained relatively consistent since 2016.

PROPERTY TAX REVENUE PER CAPITA

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

**Formula:**  

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



YEAR END	2016	2017	2018	2019	2020
Property Tax Revenue (realized)*	\$30,940,826	\$32,957,569	\$33,531,739	\$34,072,115	\$34,022,027
CPI Index	263.4	268.5	273.6	278.2	282.9
CPI (constant)	0.99	0.97	0.95	0.94	0.92
Property Tax Revenue (adjusted for inflation)	\$30,611,052	\$31,980,330	\$31,928,559	\$31,915,568	\$31,332,926
Population	22,074	22,019	22,323	22,016	21,897
Property Tax Revenue per capita	\$1,387	\$1,452	\$1,430	\$1,450	\$1,431
Dollar Change	\$(53)	\$66	\$(22)	\$19	\$(19)
Percentage Change	-3.69%	4.73%	-1.52%	1.35%	-1.29%

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

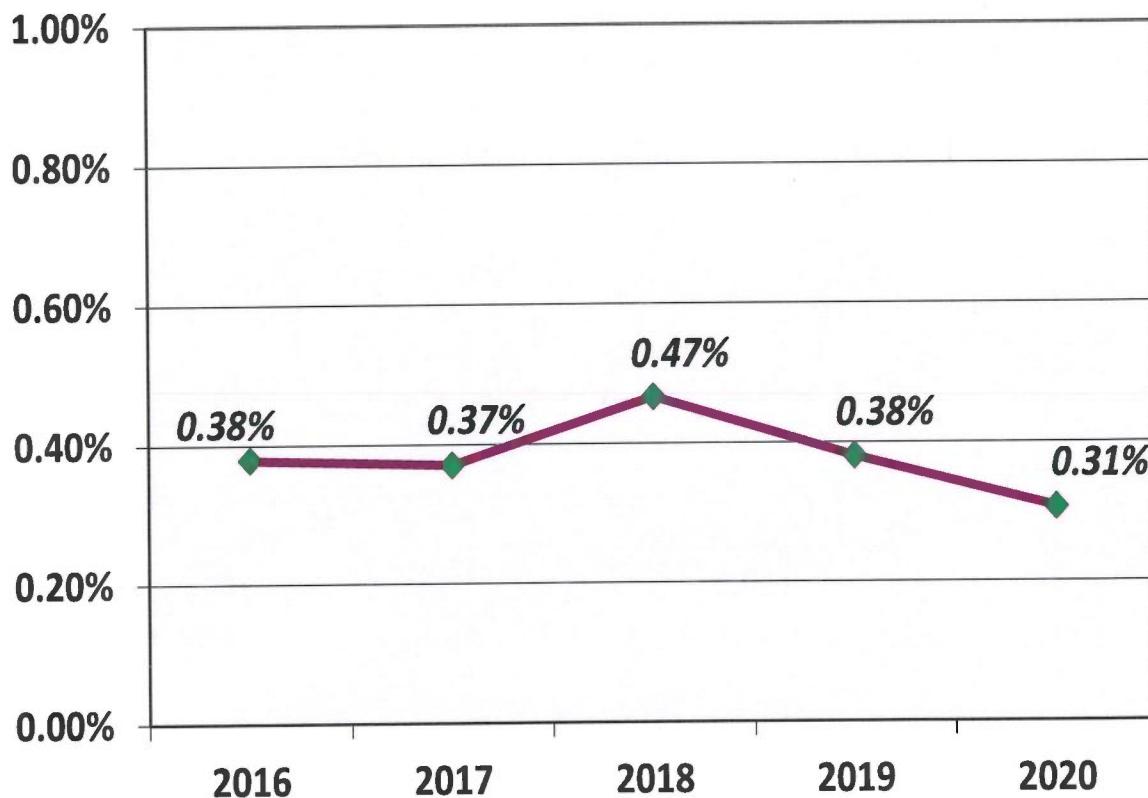
As population increases, it is expected that revenue and the need for service would increase proportionately. Per capita property tax shows changes relative to population. For the city to remain financially stable, losses in property tax should be offset by increases in other forms of revenue.

## OUTSTANDING PROPERTY TAXES

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

**Formula:**  

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



YEAR END	2016	2017	2018	2019	2020
Total Tax Levy	\$134,782,147	\$135,935,313	\$135,889,392	\$137,679,801	\$139,397,602
Outstanding Property Taxes*	\$510,880	\$503,945	\$634,134	\$524,185	\$428,321
Percentage of total	0.38%	0.37%	0.47%	0.38%	0.31%

\* Includes added and/or omitted tax assessed billings made in the fourth quarter of 2020 and not due until first quarter 2021.

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

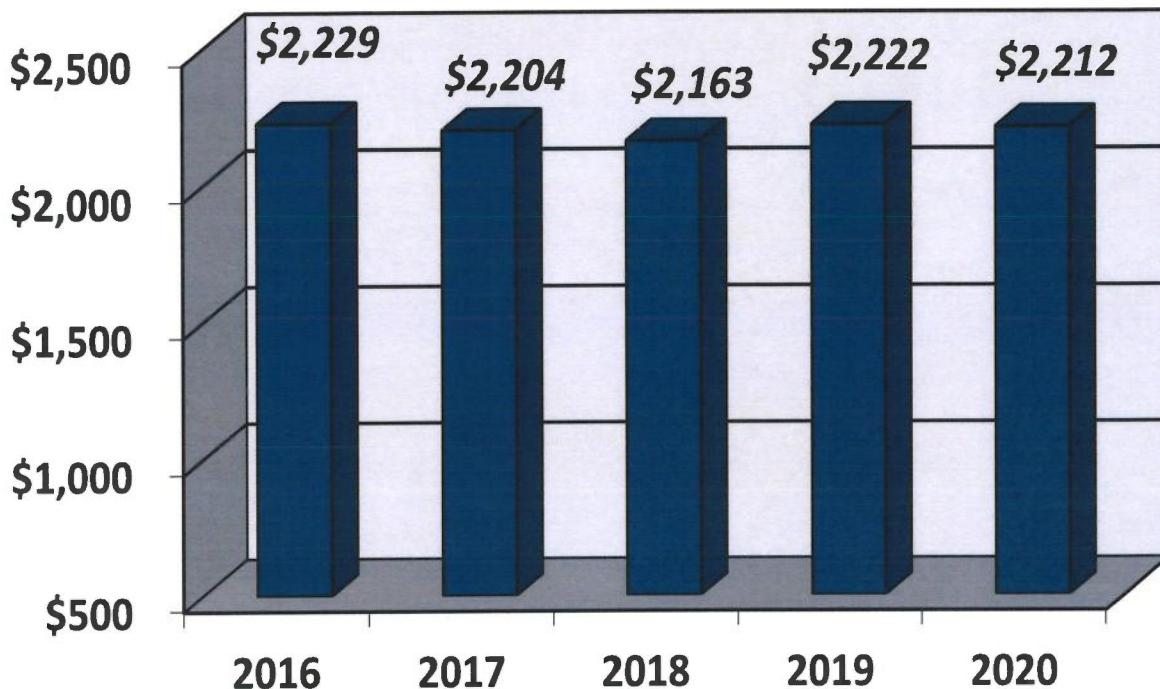
## EXPENDITURE INDICATORS

EXPENDITURE PER CAPITA

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

**Formula:**  

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

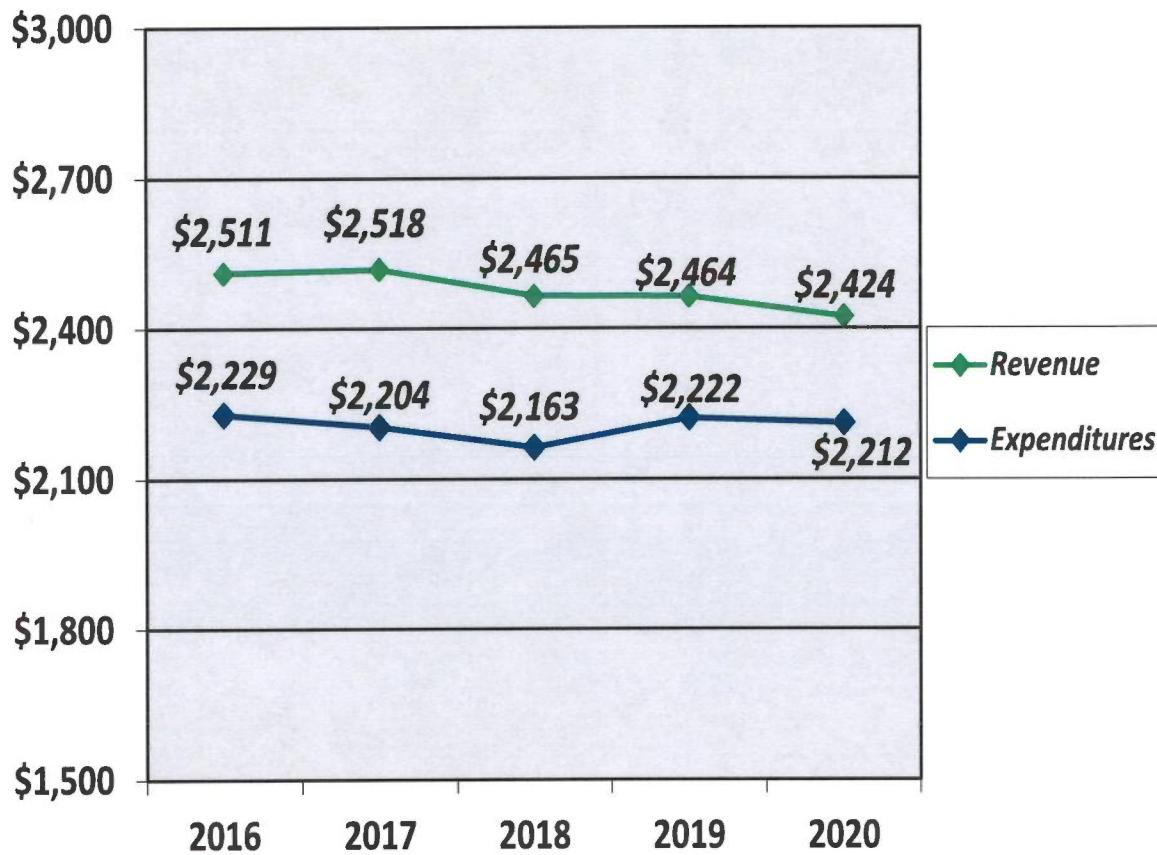


YEAR END	2016	2017	2018	2019	2020
<b>Total Expenditures</b> (actual)*	\$49,740,147	\$50,006,897	\$50,713,907	\$52,216,663	\$52,602,234
<b>CPI Index</b>	263.4	268.5	273.6	278.2	282.9
<b>CPI (constant)</b>	0.99	0.97	0.95	0.94	0.92
<b>Total Expenditures</b> (adjusted for inflation)	\$49,210,006	\$48,524,121	\$48,289,234	\$48,911,683	\$48,444,553
<b>Population</b>	22,074	22,019	22,323	22,016	21,897
<b>Expenditure per capita</b>	\$2,229	\$2,204	\$2,163	\$2,222	\$2,212
<b>Percent Change</b>	-0.17%	-1.15%	-1.84%	2.70%	-0.42%

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

REVENUE & EXPENDITURE PER CAPITA

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



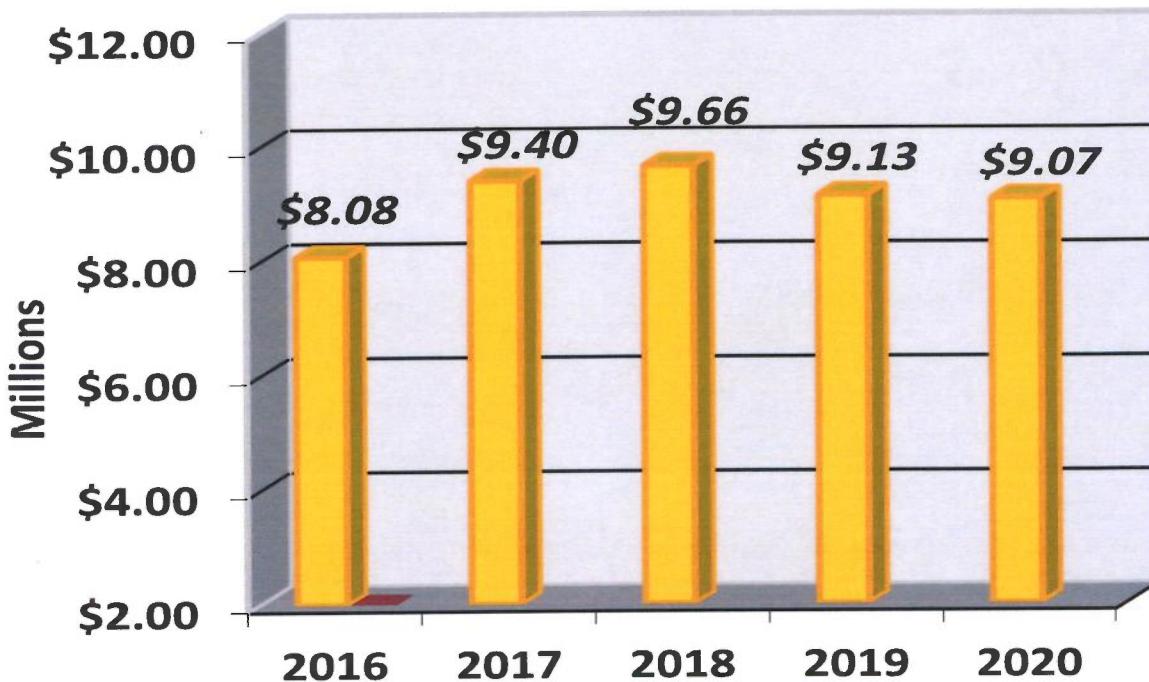
YEAR END	2016	2017	2018	2019	2020
Operating Revenue per capita	\$2,511	\$2,518	\$2,465	\$2,464	\$2,424
Expenditures per capita	\$2,229	\$2,204	\$2,163	\$2,222	\$2,212

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

## OPERATING POSITION

CHANGE IN FUND BALANCE

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

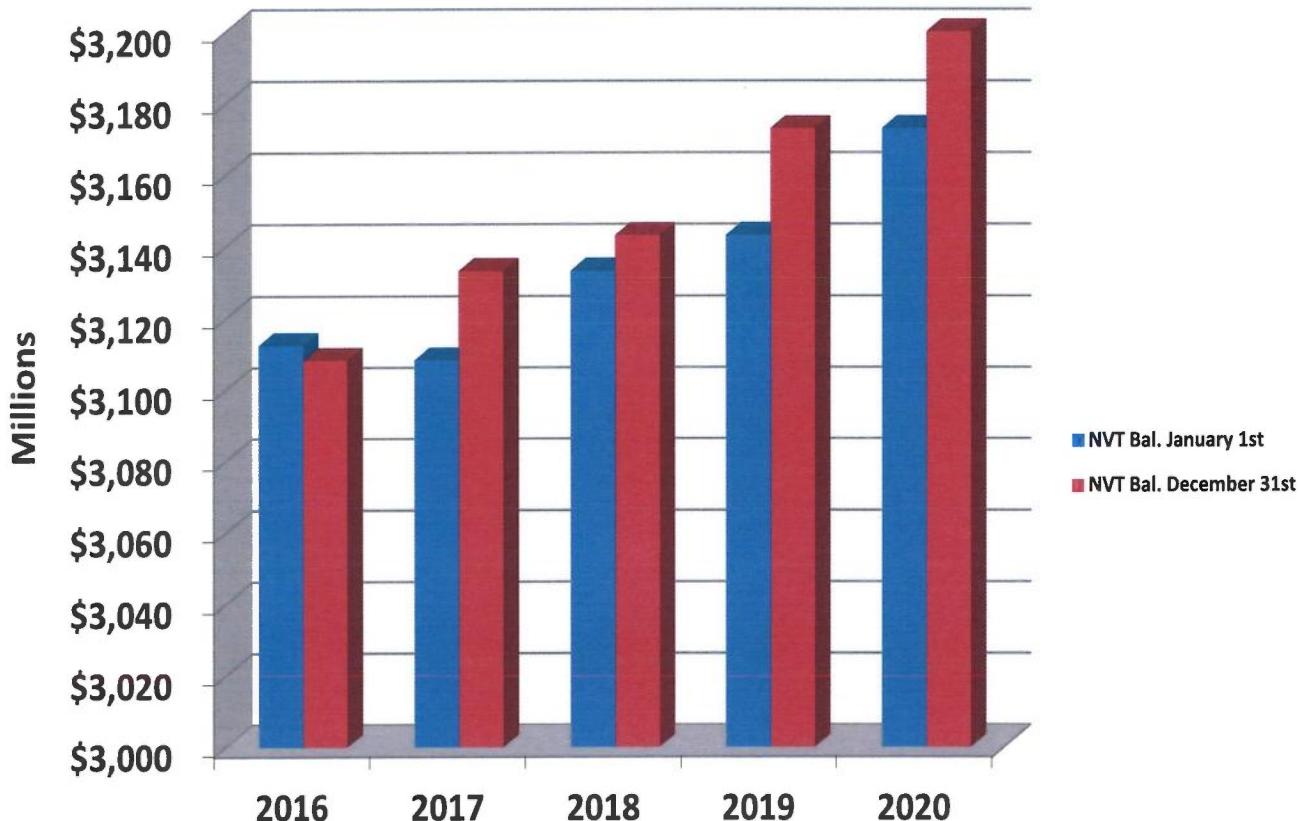


YEAR END	2016	2017	2018	2019	2020
<b>Fund Balance (January 1)</b>	\$8,747,775	\$8,083,571	\$9,406,135	\$9,660,904	\$9,137,697
<b>Fund Balance (December 31)</b>	\$8,083,571	\$9,406,135	\$9,660,904	\$9,137,697	\$9,078,528
<b>Change in Fund Balance</b>	\$(664,204)	\$1,322,564	\$254,769	\$(513,332)	\$(59,168)
<b>Percentage Change</b>	-7.59%	16.36%	2.71%	-5.31%	-0.65%

The financial health of the city is partly determined by the level of fund balance available to cushion revenue shortfalls caused by economic downturns, emergencies, or uneven cash flows. A declining or insufficient level of fund balance is a warning trend. The city's operating fund balance declined significantly in 2015 due to the decision to use \$1.3 million more in surplus anticipated to balance its budget. In 2016, the city decreased its anticipated surplus revenue amount by \$500,000 (from \$7.6 million to \$7.1 million) to mitigate further decline of its year end fund balance. Furthermore, in 2017, the city's community service support agreement with Overlook Medical Center provided an unanticipated revenue source that contributed significantly to the \$1.3 million increase in its fund balance. Last year, \$6.9 million of fund balance was anticipated as a revenue source. The city should monitor this trend and seek to stabilize its current fund balance level by generating new revenue sources and cost saving strategies to increase its future fund balance.

CHANGE IN NET ASSESSED VALUATION

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

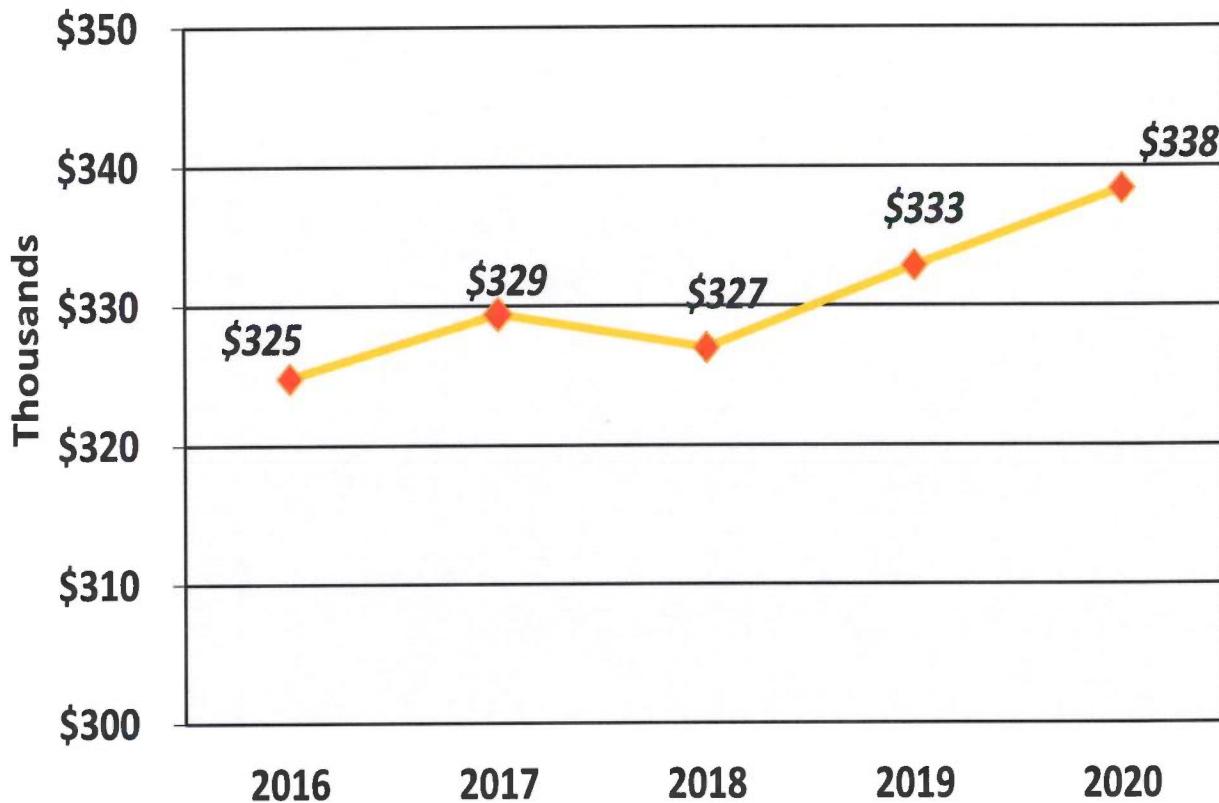


YEAR END	2016	2017	2018	2019	2020
NAV Balance (Jan. 1)	\$3,112,414,996	\$3,108,245,396	\$3,133,257,826	\$3,143,119,824	\$3,172,957,793
NAV Balance (Dec. 31)	\$3,108,245,396	\$3,133,257,826	\$3,143,119,824	\$3,172,957,793	\$3,200,766,106
Change in NAV (\$)	\$(4,169,600)	\$25,012,430	\$9,861,998	\$29,837,969	\$27,808,313
Percentage Change	-0.13%	0.80%	0.31%	0.95%	0.88%

The residential portion of the city's total net assessed valuation (NAV) is approximately 82.66%. Since 2015, the city's residential tax base has increased by roughly 3.00%, or approximately \$93.03 million. Despite the sizeable industrial valuation decreases on the former Merck property (nearly \$100 million from 2013-2019), now the Bristol Myers Squibb property, the city's total NAV has been increasing, on average, by \$23.13 million over the last four years. Overall, the five year NAV net gain is a modest \$88.35 million.

EQUALIZED VALUE PER CAPITA

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



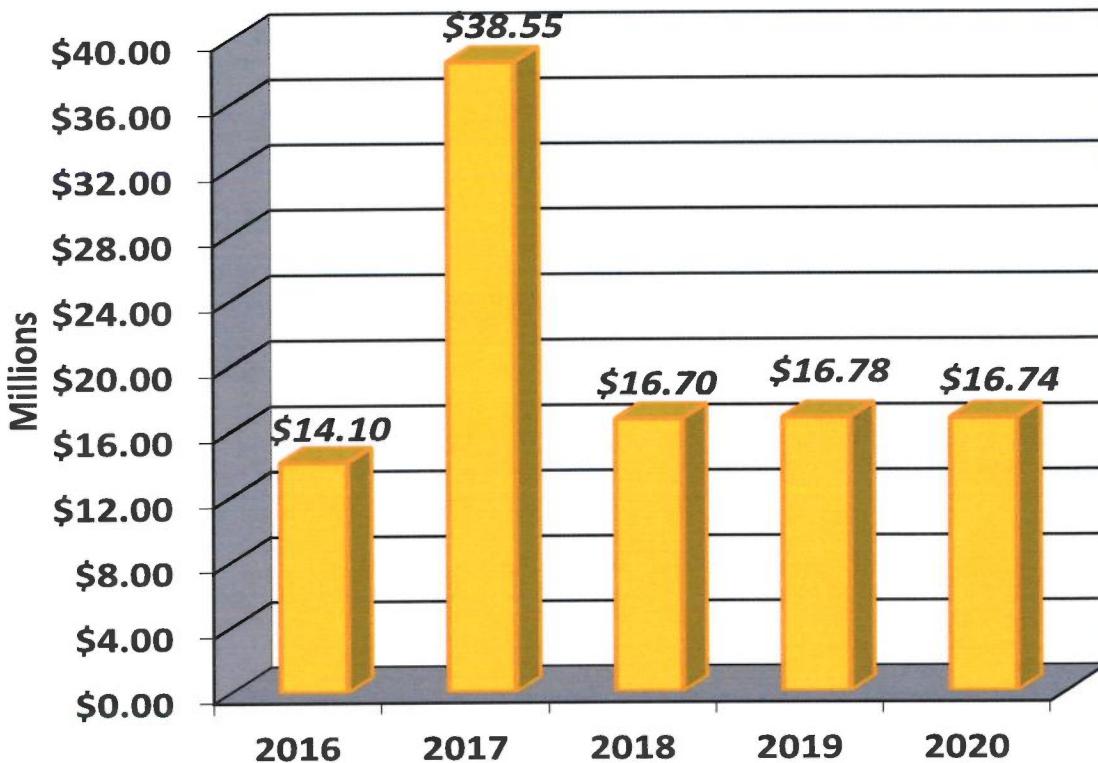
YEAR END	2016	2017	2018	2019	2020
<b>Equalized Valuation</b> (Three year average)	\$7,170,260,367	\$7,252,863,172	\$7,299,193,043	\$7,328,570,749	\$7,409,990,605
<b>Population</b>	22,074	22,019	22,323	22,016	21,897
<b>Equalized Value Per Capita</b>	\$324,828	\$329,391	\$326,981	\$332,875	\$338,402

Property values reflect the overall strength of a community's real estate market. Changes in property value are important because the city depends on property tax revenue to help support core services such as police, fire and public works. Fortunately, Summit's equalized property valuation (the ratio of assessed valuation to market value) is very strong with an equalized ratio of 42.23% in 2020.

CASH FLOW

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

**Formula:**  
Cash Balance as of December 31



YEAR END	2016	2017	2018	2019	2020
<b>Cash Balance (Jan. 1)</b>	\$14,825,707	\$14,103,860	\$38,559,849	\$16,706,944	\$16,780,007
<b>Cash Balance (Dec. 31)</b>	\$14,103,860	\$38,559,849 *	\$16,706,944	\$16,780,007	\$16,743,134
<b>Change in Cash Balance</b>	\$(721,847)	\$24,455,989	\$(21,852,905)	\$73,063	\$(36,873)
<b>Percentage Change</b>	-4.87%	173.40%	-56.67%	0.44%	-0.22%

One measure of a municipality's short-term financial condition is its cash position. Cash position includes cash, as well as other assets such as short-term investments that can be easily converted to cash. The level of this type of cash position, referred to as liquidity, measures a municipality's ability to pay its short-term obligations. Low or declining liquidity can indicate that the city has overextended itself in the long term.

\*Due to major revisions in the 2017 federal tax reform law, the city experienced a vast influx of prepaid tax revenues, resulting in over \$24 million in additional cash inflow at the end of 2017. Therefore, cash flow results in December 2018 (\$16.70 million) were above average and positive compared with previous and subsequent years.

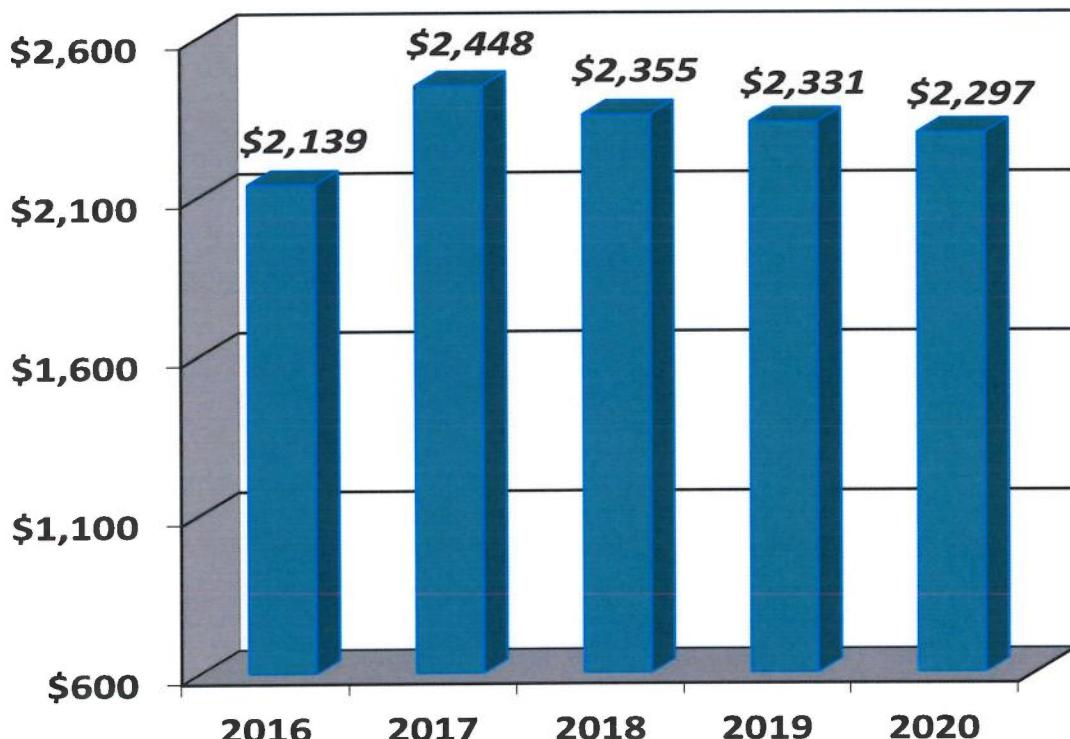
## DEBT STRUCTURE

NET DEBT PER CAPITA

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

**Formula:**  

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



YEAR END	2016	2017	2018	2019	2020
<b>Total Net Debt</b>	\$47,733,211	\$55,549,571	\$55,217,303	\$54,795,251	\$54,618,423
<b>CPI Index</b>	263.4	268.5	273.6	278.2	282.9
<b>CPI (constant)</b>	0.99	0.97	0.95	0.94	0.92
<b>Net Debt (adjusted for inflation)</b>	\$47,224,460	\$53,902,447	\$52,577,319	\$51,327,062	\$50,301,382
<b>Population</b>	22,074	22,019	22,323	22,016	21,897
<b>Net Debt per capita</b>	\$2,139	\$2,448	\$2,355	\$2,331	\$2,297
<b>Dollar Change</b>	\$9	\$310	(\$93)	(\$24)	(\$34)
<b>Percent Change</b>	0.44%	14.47%	-3.79%	-1.02%	-1.47%

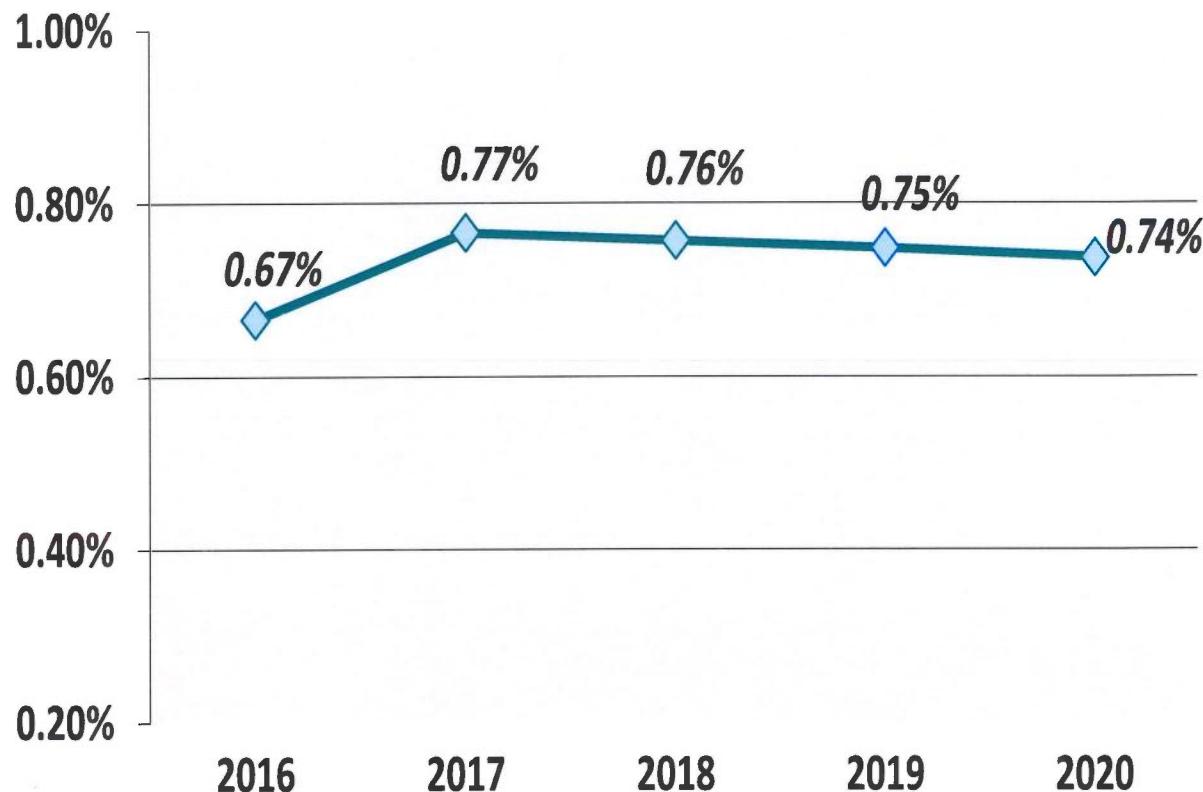
Summit has a 'AAA' bond rating from three major credit rating agencies. Similar to total debt service, rating agencies look at long-term debt per capita. Increased debt per capita presents a threat to the ability of property owners to pay taxes. This may lead to increasing pressure on the municipal property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

NET DEBT AS A PERCENTAGE OF EQUALIZED VALUATION

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

**Formula:**  

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



YEAR END	2016	2017	2018	2019	2020
Equalized Valuation (Three-year average)	\$7,170,260,367	\$7,252,863,172	\$7,299,193,043	\$7,328,570,749	\$7,409,990,605
Net Debt per Annual Debt Statement	\$47,733,211	\$55,549,571	\$55,217,303	\$54,795,251	\$54,618,423
Percentage Change	0.67%	0.77%	0.76%	0.75%	0.74%

DEBT SERVICE EXPENSE AS A PERCENTAGE OF TOTAL OPERATING REVENUE

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

**Formula:**  

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



YEAR-END	2016	2017	2018	2019	2020
Operating Revenue (realized)*	\$56,028,082	\$57,134,574	\$57,780,055	\$57,913,525	\$57,635,163
Debt Service Expense**	\$8,682,701	\$8,901,466	\$9,953,511	\$9,267,127	\$9,807,455
TREND	15.50%	15.58%	17.23%	16.00%	17.02%

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

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

# **BUDGET SNAPSHOT**

## BUDGET SNAPSHOT

REVENUES	Anticipated 2021	Anticipated 2020	Realized as of 12/31/2020	% Change 2020
<b>General Revenues</b>				
Fund Balance (Surplus)	\$ 7,600,000	\$ 6,900,000	\$ 6,900,000	10.1%
Local Revenues	2,840,905	3,187,880	2,944,723	-10.9%
State Aid	3,425,107	3,488,186	3,488,186	-1.8%
Grants	328,838	148,806	1,179,530	121.0%
Enterprise Funds/ Contributions	3,677,263	3,337,784	3,371,317	10.2%
Prior Year Tax Receipts	420,000	520,000	483,163	-19.2%
<i>General Revenues Sub-Total</i>	<b>\$ 18,292,113</b>	<b>\$ 17,582,656</b>	<b>\$ 18,366,919</b>	<b>4.0%</b>
<b>Tax Levy Revenues</b>				
Municipal Tax Levy	\$ 27,651,998	\$ 27,103,871	\$ 27,103,871	2.0%
Local School District Debt Obligation to City	3,351,551	4,588,290	4,588,290	-27.0%
Library Tax Levy	2,492,085	2,479,745	2,479,745	0.5%
<i>Tax Levy Sub-Total</i>	<b>\$ 33,495,634</b>	<b>\$ 34,171,906</b>	<b>\$ 34,171,906</b>	<b>-2.0%</b>
<b>Total Revenues</b>	<b>\$ 51,787,747</b>	<b>\$ 51,754,562</b>	<b>\$ 52,538,825</b>	<b>0.1%</b>
APPROPRIATIONS	Proposed 2021	Appropriated 2020	Expended as of 12/31/2020	% Change 2020
<b>Municipal Operations</b>				
General Government	\$ 1,663,788	\$ 1,627,290	\$ 1,374,800	2.2%
Finance	1,230,673	1,251,551	1,131,191	-1.7%
Public Safety	11,650,201	11,498,758	10,720,782	1.3%
Community Services	7,518,112	7,273,724	6,725,428	3.4%
Community Programs	1,163,394	1,029,447	994,243	13.0%
Board of Health	483,290	450,410	359,618	7.3%
Municipal Court	391,700	404,128	368,069	-3.1%
Utilities	1,123,000	1,143,000	956,331	-1.7%
Insurance	3,459,054	3,555,090	3,555,090	-2.7%
Statutory Expenditures	4,714,683	4,282,780	4,360,620	10.1%
<i>Municipal Operations Sub-Total</i>	<b>\$ 33,397,895</b>	<b>\$ 32,516,178</b>	<b>\$ 30,546,171</b>	<b>2.7%</b>
<b>Other Appropriations</b>				
Maintenance of Free Public Library	\$ 2,492,085	\$ 2,479,745	\$ 2,200,569	0.5%
Grants	328,838	148,806	894,887	121.0%
Interlocal Agreements	1,213,758	1,213,758	1,213,758	0.0%
Capital Improvements	200,000	109,475	109,475	82.7%
Municipal Debt Service	5,091,796	4,662,452	4,662,452	9.2%
School Debt Service	3,763,276	5,145,003	5,145,003	-26.9%
Deferred Charges & Reserves	240,000	185,000	175,895	29.7%
<i>Other Appropriations Sub-Total</i>	<b>\$ 13,329,752</b>	<b>\$ 13,944,240</b>	<b>\$ 14,402,038</b>	<b>-4.4%</b>
Reserve for Uncollected Taxes	\$ 5,060,100	\$ 5,294,145	\$ 5,294,145	-4.4%
<b>Total Appropriations</b>	<b>\$ 51,787,747</b>	<b>\$ 51,754,562</b>	<b>\$ 50,242,354</b>	<b>0.1%</b>

# **BUDGET OVERVIEW**

GENERAL REVENUESFund Balance

Fund Balance (Surplus)

	Anticipated 2021	Anticipated 2020	Realized as of 12/31/2020
	\$ 7,600,000	\$ 6,900,000	\$ 6,900,000

Local Revenues

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

**TOTAL LOCAL REVENUES**

\$ 39,250	\$ 39,250	\$ 40,356
60,000	90,250	60,758
200,000	450,000	239,440
130,000	190,000	176,597
75,000	270,000	107,654
0	3,833	6,984
130,000	110,283	134,890
25,000	22,000	29,355
12,000	12,000	12,000
130,000	175,000	130,175
14,000	15,000	14,354
195,000	155,000	199,373
415,000	250,000	282,398
199,837	209,616	209,617
105,418	112,748	112,748
20,000	20,000	23,144
145,000	103,000	148,201
50,000	90,000	58,597
795,400	795,400	795,400
100,000	74,500	162,681
<b>\$ 2,840,905</b>	<b>\$ 3,187,880</b>	<b>\$ 2,944,723</b>

State Aid

School Debt Service Aid  
 Energy Receipts Tax

**TOTAL STATE AID**

\$ 401,850	\$ 464,929	\$ 464,929
3,023,257	3,023,257	3,023,257
<b>\$ 3,425,107</b>	<b>\$ 3,488,186</b>	<b>\$ 3,488,186</b>

Grants Revenues - Offset by Appropriations

NJ Recycling Tonnage Grant (2017)  
 NJ Body Armor Replacement Fund  
 NJ Alcohol Ed Rehab Enforcement Grant  
 NJ Drive Sober or Get Pulled Over (2019)  
 NJ Forest Service Green Communities  
 NJ DEP Clean Communities  
 NJ ROID Grant  
 FEMA-Hazard Mitigation Grant - Generator  
 FM Global Fire Equipment Grant  
 Investors Foundation for Community Center  
 Junior League Community Grant (2020)  
 Union County Clean Communities  
 Greening Union County  
 Union County Level the Playing Field  
 Union County Kids Recreation Grant  
 Union County Infrastructure & Municipal Aid  
 Union County Cares Act  
 NJ DOT Safe Streets to Transit (2018)  
 NJ DOT Transit Village - Village Green Ped  
 NJ ROID Grant  
 Sustainable Jersey Small Grants  
 DDEF  
 SAPF - DCP Diversity/Inclusion Events

**TOTAL GRANTS REVENUES**

\$ 0	\$ 33,651	\$ 33,651
3,446	4,445	4,445
0	0	0
0	0	2,558
0	3,000	3,000
0	0	39,752
18,000	0	0
0	0	100,000
0	2,710	2,710
0	0	30,000
0	0	8,000
0	0	0
0	0	0
0	0	0
90,000	95,000	95,000
0	0	848,414
217,391	0	0
0	0	0
0	0	2,000
0	0	0
0	10,000	10,000
<b>\$ 328,838</b>	<b>\$ 148,806</b>	<b>\$ 1,179,530</b>

Enterprise Funds/ Contributions

Summit Housing P.I.L.O.T.  
 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  
 Bond Sale Costs (General Capital)  
 Reserve to Pay General Capital Debt (Community Center)  
 Reserve Refunding Bond Costs  
 Reserve for Sale Of Municipal Assets  
 American Rescue Plan Act  
**TOTAL ENTERPRISE FUNDS/ CONTRIBUTIONS**

	Anticipated 2021	Anticipated 2020	Realized as of 12/31/2020
Summit Housing P.I.L.O.T.	\$ 32,000	\$ 42,000	\$ 32,623
Parking Utility Share of Various Services	50,000	250,000	250,000
Parking Utility Share of Pension Costs	60,000	60,000	60,000
Parking Utility Contribution	0	550,000	550,000
Sewer Utility Share of Pension Costs	38,000	38,000	40,000
Sewer Utility Share of Various Services	125,000	120,000	175,000
Sewer Utility Contribution	700,000	490,000	490,000
U.C.C. Share of Pension & Health/Dental Costs	70,000	70,000	70,000
General Capital Surplus	700,000	380,000	380,000
SDI Share of Debt Service	0	0	0
Uniform Safety Act	40,000	55,000	40,910
Reserve for Municipal Debt Service	46,283	193,000	193,000
Reserve for School Debt Service	9,875	91,784	91,784
Bond Sale Costs (General Capital)	0	0	0
Reserve to Pay General Capital Debt (Community Center)	80,610	148,000	148,000
Reserve Refunding Bond Costs	0	0	0
Reserve for Sale Of Municipal Assets	650,000	850,000	850,000
American Rescue Plan Act	1,075,495	0	0
<b>TOTAL ENTERPRISE FUNDS/ CONTRIBUTIONS</b>	<b>\$ 3,677,263</b>	<b>\$ 3,337,784</b>	<b>\$ 3,371,317</b>

**PRIOR YEAR TAX RECEIPTS**

\$ 420,000	\$ 520,000	\$ 483,163
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**General Revenues Subtotal**

\$ 18,292,113	\$ 17,582,656	\$ 18,366,919
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*Amount To Be Raised By Taxes (Municipal Tax Levy)*  
*Local School District Obligation to City (School District Levy)*  
*Amount to Be Raised By Taxes (Library Tax Levy)*  
**TAX LEVY TOTAL**

\$ 27,651,998	\$ 27,103,871	\$ 27,103,871
3,351,551	4,588,290	4,588,290
2,492,085	2,479,745	2,479,745
<b>\$ 33,495,634</b>	<b>\$ 34,171,906</b>	<b>\$ 34,171,906</b>

**TOTAL GENERAL REVENUES**

\$ 51,787,747	\$ 51,754,562	\$ 52,538,825
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GENERAL APPROPRIATIONS OPERATIONS WITHIN "CAPS"	Proposed 2021	Adopted Budget 2020	Final w/ Transfers 2020 as of 12/31/2020	Paid or Charged as of 12/31/2020	Appropriation Reserves
<b>General Government</b>					
Administrative & Executive					
Salaries & Wages	\$ 421,047	\$ 393,474	\$ 396,474	\$ 331,280	\$ 65,194
Other Expenses	80,250	84,250	82,250	55,388	26,862
Subtotal	<b>\$ 501,297</b>	<b>\$ 477,724</b>	<b>\$ 478,724</b>	<b>\$ 386,668</b>	<b>\$ 92,056</b>
Employee Assistance Program					
Other Expenses	\$ 5,600	\$ 5,600	\$ 5,600	\$ 5,600	\$ 0
Subtotal	<b>\$ 5,600</b>	<b>\$ 5,600</b>	<b>\$ 5,600</b>	<b>\$ 5,600</b>	<b>\$ 0</b>
Postage					
Other Expenses	\$ 54,600	\$ 47,600	\$ 47,600	\$ 43,920	\$ 3,680
Subtotal	<b>\$ 54,600</b>	<b>\$ 47,600</b>	<b>\$ 47,600</b>	<b>\$ 43,920</b>	<b>\$ 3,680</b>
Physical Examinations - Municipal Employees					
Other Expenses	\$ 24,000	\$ 24,500	\$ 24,500	\$ 9,753	\$ 14,747
Subtotal	<b>\$ 24,000</b>	<b>\$ 24,500</b>	<b>\$ 24,500</b>	<b>\$ 9,753</b>	<b>\$ 14,747</b>
Technology - Other Expenses					
Other Expenses	\$ 247,500	\$ 239,000	\$ 239,000	\$ 214,452	\$ 24,548
Subtotal	<b>\$ 247,500</b>	<b>\$ 239,000</b>	<b>\$ 239,000</b>	<b>\$ 214,452</b>	<b>\$ 24,548</b>
HomeTowne TV Service Agreement					
Other Expenses	\$ 83,000	\$ 80,591	\$ 80,591	\$ 80,591	\$ 0
Subtotal	<b>\$ 83,000</b>	<b>\$ 80,591</b>	<b>\$ 80,591</b>	<b>\$ 80,591</b>	<b>\$ 0</b>
Employee Appreciation Events					
Other Expenses	\$ 3,000	\$ 3,000	\$ 3,000	\$ 0	\$ 3,000
Subtotal	<b>\$ 3,000</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>	<b>\$ 0</b>	<b>\$ 3,000</b>
Clerk's Office					
Salaries & Wages	\$ 265,641	\$ 288,525	\$ 224,400	\$ 246,551	\$ (22,151)
Other Expenses	171,050	164,350	164,350	80,261	84,089
Codification of Ordinances	12,000	12,000	14,000	5,289	8,711
Subtotal	<b>\$ 448,691</b>	<b>\$ 464,875</b>	<b>\$ 402,750</b>	<b>\$ 332,101</b>	<b>\$ 70,649</b>
Legal Services					
Municipal Prosecutor - Salaries & Wages	\$ 37,600	\$ 35,900	\$ 37,600	\$ 37,598	\$ 2
Other Expenses - Legal Professional Contracts	250,000	240,000	260,000	239,120	20,880
Public Defender	8,500	8,500	14,000	14,000	0
Subtotal	<b>\$ 296,100</b>	<b>\$ 284,400</b>	<b>\$ 311,600</b>	<b>\$ 290,718</b>	<b>\$ 20,882</b>
<b>GENERAL GOVERNMENT TOTAL</b>					
	<b>\$ 1,663,788</b>	<b>\$ 1,627,290</b>	<b>\$ 1,593,365</b>	<b>\$ 1,363,802</b>	<b>\$ 229,563</b>

	Proposed 2021	Adopted Budget 2020	Final w/ Transfers 2020 as of 12/31/2020	Paid or Charged as of 12/31/2020	Appropriation Reserves
<b><u>Department of Finance</u></b>					
<b>Financial Administration</b>					
Salaries & Wages	\$ 458,573	\$ 442,459	\$ 442,459	\$ 430,970	\$ 11,489
Other Expenses	79,740	83,622	83,622	27,609	56,013
<b>Subtotal</b>	<b>\$ 538,313</b>	<b>\$ 526,081</b>	<b>\$ 526,081</b>	<b>\$ 458,579</b>	<b>\$ 67,502</b>
<b>Municipal Purchasing</b>					
Other Expenses	\$ 11,800	\$ 12,800	\$ 12,800	\$ 10,998	\$ 1,802
<b>Subtotal</b>	<b>\$ 11,800</b>	<b>\$ 12,800</b>	<b>\$ 12,800</b>	<b>\$ 10,998</b>	<b>\$ 1,802</b>
<b>Audit Services</b>					
Other Expenses	\$ 47,200	\$ 46,000	\$ 46,000	\$ 46,000	\$ 0
<b>Subtotal</b>	<b>\$ 47,200</b>	<b>\$ 46,000</b>	<b>\$ 46,000</b>	<b>\$ 46,000</b>	<b>\$ 0</b>
<b>Contingent</b>					
Other Expenses	\$ 1,500	\$ 1,500	\$ 1,500	\$ 0	\$ 1,500
<b>Subtotal</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>\$ 0</b>	<b>\$ 1,500</b>
<b>Tax Collection</b>					
Salaries & Wages	\$ 191,714	\$ 171,800	\$ 179,410	\$ 179,406	\$ 4
Other Expenses	19,370	19,145	19,145	14,293	4,852
<b>Subtotal</b>	<b>\$ 211,084</b>	<b>\$ 190,945</b>	<b>\$ 198,555</b>	<b>\$ 193,700</b>	<b>\$ 4,855</b>
<b>Tax Assessment</b>					
Salaries & Wages	\$ 190,476	\$ 240,825	\$ 215,825	\$ 211,597	\$ 4,228
Other Expenses	230,300	233,400	233,400	221,315	12,085
<b>Subtotal</b>	<b>\$ 420,776</b>	<b>\$ 474,225</b>	<b>\$ 449,225</b>	<b>\$ 432,912</b>	<b>\$ 16,313</b>
<b>FINANCE DEPARTMENT TOTAL</b>	<b>\$ 1,230,673</b>	<b>\$ 1,251,551</b>	<b>\$ 1,234,161</b>	<b>\$ 1,142,188</b>	<b>\$ 90,170</b>
<b><u>Public Safety</u></b>					
<b>Police</b>					
Salaries & Wages	\$ 6,048,911	\$ 5,914,270	\$ 5,470,195	\$ 5,297,103	\$ 173,092
Other Expenses	449,300	448,800	514,150	437,625	76,525
Crossing Guards - Salaries & Wages	205,000	205,000	205,000	174,906	30,094
Crossing Guards - Other Expenses	4,000	4,000	4,000	740	3,260
Police Vehicles	0	0	0	0	0
<b>Subtotal</b>	<b>\$ 6,707,211</b>	<b>\$ 6,572,070</b>	<b>\$ 6,193,345</b>	<b>\$ 5,910,374</b>	<b>\$ 282,971</b>
<b>Fire</b>					
Salaries & Wages	\$ 4,206,545	\$ 4,272,243	\$ 4,308,788	\$ 4,257,598	\$ 51,190
Other Expenses	386,700	304,700	304,700	245,337	59,363
Uniform Fire Safety Act - Salaries & Wages	36,545	36,545	36,545	36,545	0
Fire Hydrant Service	300,000	300,000	300,000	263,934	36,066
<b>Subtotal</b>	<b>\$ 4,929,790</b>	<b>\$ 4,913,488</b>	<b>\$ 4,950,033</b>	<b>\$ 4,803,414</b>	<b>\$ 146,619</b>
<b>Emergency Management</b>					
Other Expenses	\$ 13,200	\$ 13,200	\$ 13,200	\$ 6,995	\$ 6,205
<b>Subtotal</b>	<b>\$ 13,200</b>	<b>\$ 13,200</b>	<b>\$ 13,200</b>	<b>\$ 6,995</b>	<b>\$ 6,205</b>
<b>PUBLIC SAFETY TOTAL</b>	<b>\$ 11,650,201</b>	<b>\$ 11,498,758</b>	<b>\$ 11,156,578</b>	<b>\$ 10,720,782</b>	<b>\$ 435,796</b>

Proposed 2021	Adopted Budget 2020	Final w/ Transfers 2020 as of 12/31/2020	Paid or Charged as of 12/31/2020	Appropriation Reserves
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Department of Community Services**Community Services Administration**

Salaries & Wages	\$ 505,983	\$ 495,483	\$ 445,483	\$ 402,087	\$ 43,396
Other Expenses	93,800	86,800	86,800	75,665	11,135
Downtown Maintenance	8,500	8,500	8,500	8,321	179
<b>Subtotal</b>	<b>\$ 608,283</b>	<b>\$ 590,783</b>	<b>\$ 540,783</b>	<b>\$ 486,074</b>	<b>\$ 54,709</b>

**Engineering**

Salaries & Wages	\$ 336,543	\$ 373,509	\$ 373,509	\$ 369,316	\$ 4,193
Other Expenses	26,500	26,000	26,000	21,869	4,131
<b>Subtotal</b>	<b>\$ 363,043</b>	<b>\$ 399,509</b>	<b>\$ 399,509</b>	<b>\$ 391,185</b>	<b>\$ 8,324</b>

**Roads Unit**

Salaries & Wages	\$ 913,479	\$ 880,401	\$ 880,401	\$ 801,502	\$ 78,899
Other Expenses	149,000	149,000	149,000	100,740	48,260
<b>Subtotal</b>	<b>\$ 1,062,479</b>	<b>\$ 1,029,401</b>	<b>\$ 1,029,401</b>	<b>\$ 902,242</b>	<b>\$ 127,159</b>

**Public Works Maintenance Unit**

Salaries & Wages	\$ 296,954	\$ 286,326	\$ 286,326	\$ 274,762	\$ 11,564
Other Expenses	62,550	61,750	61,750	57,210	4,540
<b>Subtotal</b>	<b>\$ 359,504</b>	<b>\$ 348,076</b>	<b>\$ 348,076</b>	<b>\$ 331,972</b>	<b>\$ 16,104</b>

**Sanitation Unit**

Salaries & Wages	\$ 682,146	\$ 660,185	\$ 687,886	\$ 626,091	\$ 61,795
Other Expenses	4,000	4,000	4,000	3,972	28
<b>Subtotal</b>	<b>\$ 686,146</b>	<b>\$ 664,185</b>	<b>\$ 691,886</b>	<b>\$ 630,063</b>	<b>\$ 61,823</b>

**Recycling Unit**

Salaries & Wages	\$ 81,639	\$ 78,100	\$ 78,100	\$ 78,100	\$ 0
Other Expenses	510,350	370,750	370,750	369,069	1,681
<b>Subtotal</b>	<b>\$ 591,989</b>	<b>\$ 448,850</b>	<b>\$ 448,850</b>	<b>\$ 447,169</b>	<b>\$ 1,681</b>

**Transfer Station**

Salaries & Wages	\$ 255,056	\$ 232,019	\$ 299,019	\$ 292,606	\$ 6,413
Other Expenses	84,750	54,750	54,750	35,714	19,036
Disposal Charges	970,000	1,070,000	1,070,000	934,578	135,422
<b>Subtotal</b>	<b>\$ 1,309,806</b>	<b>\$ 1,356,769</b>	<b>\$ 1,423,769</b>	<b>\$ 1,262,898</b>	<b>\$ 160,871</b>

**Compost Area**

Salaries & Wages	\$ 172,278	\$ 161,304	\$ 177,304	\$ 175,312	\$ 1,992
Other Expenses	4,200	4,200	4,200	2,024	2,176
<b>Subtotal</b>	<b>\$ 176,478</b>	<b>\$ 165,504</b>	<b>\$ 181,504</b>	<b>\$ 177,335</b>	<b>\$ 4,169</b>

	Proposed 2021	Adopted Budget 2020	Final w/ Transfers 2020 as of 12/31/2020	Paid or Charged as of 12/31/2020	Appropriation Reserves
<b>Buildings &amp; Grounds Unit</b>					
Salaries & Wages	\$ 245,365	\$ 236,770	\$ 236,770	\$ 228,881	\$ 7,889
Other Expenses	153,750	152,000	152,000	120,013	31,987
<b>Subtotal</b>	<b>\$ 399,115</b>	<b>\$ 388,770</b>	<b>\$ 388,770</b>	<b>\$ 348,894</b>	<b>\$ 39,876</b>
<b>Fleet Maintenance Unit</b>					
Salaries & Wages	\$ 261,990	\$ 253,038	\$ 253,038	\$ 247,816	\$ 5,222
Other Expenses	287,700	274,150	274,150	254,538	19,612
<b>Subtotal</b>	<b>\$ 549,690</b>	<b>\$ 527,188</b>	<b>\$ 527,188</b>	<b>\$ 502,354</b>	<b>\$ 24,834</b>
<b>Shade Trees Unit</b>					
Salaries & Wages	\$ 686,353	\$ 651,379	\$ 651,379	\$ 618,546	\$ 32,833
Other Expenses	282,500	277,500	277,500	252,128	25,372
<b>Subtotal</b>	<b>\$ 968,853</b>	<b>\$ 928,879</b>	<b>\$ 928,879</b>	<b>\$ 870,674</b>	<b>\$ 58,205</b>
<b>Land Use</b>					
Salaries & Wages	\$ 16,500	\$ 16,500	\$ 16,500	\$ 13,100	\$ 3,400
Other Expenses	182,250	164,250	164,250	133,863	30,387
<b>Subtotal</b>	<b>\$ 198,750</b>	<b>\$ 180,750</b>	<b>\$ 180,750</b>	<b>\$ 146,963</b>	<b>\$ 33,787</b>
<b>Board of Adjustment</b>					
Salaries & Wages	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 0
Other Expenses	26,300	26,500	26,500	16,167	10,334
<b>Subtotal</b>	<b>\$ 31,300</b>	<b>\$ 31,500</b>	<b>\$ 31,500</b>	<b>\$ 21,167</b>	<b>\$ 10,334</b>
<b>Code Enforcement</b>					
Salaries & Wages	\$ 209,926	\$ 210,810	\$ 210,810	\$ 205,810	\$ 5,000
Other Expenses	2,750	2,750	2,750	628	2,122
<b>Subtotal</b>	<b>\$ 212,676</b>	<b>\$ 213,560</b>	<b>\$ 213,560</b>	<b>\$ 206,438</b>	<b>\$ 7,122</b>
<b>DEPARTMENT OF COMMUNITY SERVICES TOTAL</b>	<b>\$ 7,518,112</b>	<b>\$ 7,273,724</b>	<b>\$ 7,334,425</b>	<b>\$ 6,725,428</b>	<b>\$ 608,997</b>
<b>Department of Community Programs</b>					
<b>Community Programs</b>					
Salaries & Wages	\$ 604,839	\$ 496,197	\$ 536,197	\$ 536,085	\$ 112
Other Expenses	64,000	64,000	64,000	59,950	4,050
<b>Subtotal</b>	<b>\$ 668,839</b>	<b>\$ 560,197</b>	<b>\$ 600,197</b>	<b>\$ 596,035</b>	<b>\$ 4,162</b>
<b>Golf Course</b>					
Salaries & Wages	\$ 134,405	\$ 131,100	\$ 131,100	\$ 120,559	\$ 10,541
Other Expenses	70,000	70,000	70,000	40,495	29,505
<b>Subtotal</b>	<b>\$ 204,405</b>	<b>\$ 201,100</b>	<b>\$ 201,100</b>	<b>\$ 161,054</b>	<b>\$ 40,046</b>
<b>Family Aquatic Center</b>					
Salaries & Wages	\$ 156,000	\$ 134,000	\$ 134,000	\$ 130,449	\$ 3,551
Other Expenses	134,150	134,150	134,150	106,706	27,444
<b>Subtotal</b>	<b>\$ 290,150</b>	<b>\$ 268,150</b>	<b>\$ 268,150</b>	<b>\$ 237,154</b>	<b>\$ 30,996</b>
<b>DEPARTMENT OF COMMUNITY PROGRAMS TOTAL</b>	<b>\$ 1,163,394</b>	<b>\$ 1,029,447</b>	<b>\$ 1,069,447</b>	<b>\$ 994,243</b>	<b>\$ 75,204</b>

Proposed 2021	Adopted Budget 2020	Final w/ Transfers 2020 as of 12/31/2020	Paid or Charged as of 12/31/2020	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  
**Subtotal**

\$ 152,779	\$ 146,966	\$ 121,966	\$ 110,984	\$ 10,982
246,321	219,254	194,254	164,444	29,810
40,000	40,000	40,000	40,000	0
36,300	36,300	36,300	36,300	0
7,890	7,890	7,890	7,890	0
<b>\$ 483,290</b>	<b>\$ 450,410</b>	<b>\$ 400,410</b>	<b>\$ 359,618</b>	<b>\$ 40,792</b>

**Municipal Court**

Salaries & Wages  
Other Expenses  
**Subtotal**

\$ 40,800	\$ 40,000	\$ 40,000	\$ 40,000	\$ 0
350,900	364,128	364,128	328,069	36,059
<b>\$ 391,700</b>	<b>\$ 404,128</b>	<b>\$ 404,128</b>	<b>\$ 368,069</b>	<b>\$ 36,059</b>

**Utilities**

Electricity  
Street Lighting  
Telephone  
Water  
Fuel  
**Subtotal**

\$ 368,000	\$ 368,000	\$ 368,000	\$ 317,042	\$ 50,958
160,000	160,000	160,000	139,374	20,626
194,000	194,000	194,000	190,698	3,302
77,000	77,000	77,000	73,672	3,328
324,000	344,000	344,000	235,544	108,456
<b>\$ 1,123,000</b>	<b>\$ 1,143,000</b>	<b>\$ 1,143,000</b>	<b>\$ 956,331</b>	<b>\$ 186,669</b>

**Insurance**

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

\$ 509,616	\$ 517,536	\$ 517,536	\$ 517,536	\$ 0
553,438	547,554	547,554	547,554	0
2,346,000	2,415,000	2,415,000	2,415,000	0
25,000	50,000	50,000	50,000	0
25,000	25,000	25,000	25,000	0
<b>\$ 3,459,054</b>	<b>\$ 3,555,090</b>	<b>\$ 3,555,090</b>	<b>\$ 3,555,090</b>	<b>\$ 0</b>

**Summary Details:**

Salaries & Wages  
Other Expenses  
  
**Total Operations within "CAPS"**

\$ 17,828,587	\$ 17,498,628	\$ 17,095,484	\$ 16,494,559	\$ 600,924
\$ 10,854,625	\$ 10,734,770	\$ 10,795,120	\$ 9,690,992	\$ 1,104,129
<b>\$ 28,683,212</b>	<b>\$ 28,233,398</b>	<b>\$ 27,890,604</b>	<b>\$ 26,185,551</b>	<b>\$ 1,705,053</b>

Statutory Expenditures within "CAPS"	Proposed 2021	Adopted Budget 2020	Final w/ Transfers 2020 as of 12/31/2020	Paid or Charged as of 12/31/2020	Appropriation Reserves
<b>Pensions/ Social Security</b>					
Public Employees Retirement System (PERS)	\$ 1,107,739	\$ 1,038,605	\$ 1,038,605	\$ 1,040,716	\$ (2,111)
Police Fire Retirement System (PFRS)	2,914,530	2,612,719	2,641,444	2,641,441	3
Defined Contribution Retirement System (DCRP)	19,500	17,500	17,500	14,540	2,960
Social Security	672,914	613,956	663,956	663,923	34
<b>Subtotal</b>	<b>\$ 4,714,683</b>	<b>\$ 4,282,780</b>	<b>\$ 4,361,505</b>	<b>\$ 4,360,620</b>	<b>\$ 886</b>
<b>Total General Appropriations within "CAPS"</b>	<b>\$ 33,397,895</b>	<b>\$ 32,516,178</b>	<b>\$ 32,252,110</b>	<b>\$ 30,546,171</b>	<b>\$ 1,705,939</b>
<b>GENERAL APPROPRIATIONS</b>					
<b>OPERATIONS &amp; DEBT SERVICE EXCLUDED FROM "CAPS"</b>					
<b>Maintenance of Free Public Library</b>					
Salaries & Wages	\$ 1,569,750	\$ 1,556,126	\$ 1,556,126	\$ 1,556,126	\$ 0
Other Expenses	922,335	923,620	923,620	644,443	279,177
<b>Subtotal</b>	<b>\$ 2,492,085</b>	<b>\$ 2,479,745</b>	<b>\$ 2,479,745</b>	<b>\$ 2,200,569</b>	<b>\$ 279,177</b>
<b>Grants Appropriations - Offset by Revenues</b>					
NJ Recycling Tonnage Grant (2017)	\$ 0	\$ 33,651	\$ 33,651	\$ 0	\$ 33,651
NJ Body Armor Replacement Fund	3,446	4,445	4,445	3,804	641
NJ Alcohol Ed Rehab Enforcement Grant	0	0	0	0	0
NJ Drive Sober or Get Pulled Over (2019)	0	0	2,558	2,558	0
NJ Forest Service Green Communities	0	3,000	3,000	0	3,000
NJ DEP Clean Communities	0	0	39,752	7,442	32,310
NJ ROID Grant	18,000	0	0	0	0
FEMA-Hazard Mitigation Grant - Generator	0	0	100,000	0	100,000
FM Global Fire Equipment Grant	0	2,710	2,710	2,669	41
Investors Foundation for Community Center	0	0	30,000	30,000	0
Junior League Community Grant (2020)	0	0	8,000	0	8,000
Union County Clean Communities	0	0	0	0	0
Greening Union County	0	0	0	0	0
Union County Level the Playing Field	0	0	0	0	0
Union County Kids Recreation Grant	0	0	0	0	0
Union County Infrastructure & Municipal Aid	90,000	95,000	95,000	0	95,000
Union County CARES Act	0	0	848,414	848,414	0
NJ DOT Safe Streets to Transit (2018)	217,391	0	0	0	0
NJ DOT Transit Village - Village Green Ped	0	0	0	0	0
NJ ROID Grant	0	0	0	0	0
Sustainable Jersey Small Grants	0	0	2,000	0	2,000
DDEF	0	0	0	0	0
SAPF - DCP Diversity/Inclusion Events	0	10,000	10,000	0	10,000
<b>Subtotal</b>	<b>\$ 328,838</b>	<b>\$ 148,806</b>	<b>\$ 1,179,530</b>	<b>\$ 894,887</b>	<b>\$ 143,992</b>
<b>Interlocal Agreements</b>					
Joint Meeting - NPSM Emergency Dispatch Center	\$ 1,213,758	\$ 1,213,758	\$ 1,213,758	\$ 1,213,758	\$ 0
<b>Subtotal</b>	<b>\$ 1,213,758</b>	<b>\$ 1,213,758</b>	<b>\$ 1,213,758</b>	<b>\$ 1,213,758</b>	<b>\$ 0</b>
<b>Capital Improvements</b>					
Capital Improvement Fund	\$ 200,000	\$ 109,475	\$ 109,475	\$ 109,475	\$ 0
<b>Subtotal</b>	<b>\$ 200,000</b>	<b>\$ 109,475</b>	<b>\$ 109,475</b>	<b>\$ 109,475</b>	<b>\$ 0</b>

Proposed 2021	Adopted Budget 2020	Final w/ Transfers 2020 as of 12/31/2020	Paid or Charged as of 12/31/2020	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  
Subtotal

\$ 3,745,000	\$ 3,365,000	\$ 3,365,000	\$ 3,365,000	\$ 0
0	0	0	0	0
1,126,271	1,201,892	1,201,892	1,201,892	0
220,525	95,560	95,560	95,560	0
0	0	0	0	0
<b>\$ 5,091,796</b>	<b>\$ 4,662,452</b>	<b>\$ 4,662,452</b>	<b>\$ 4,662,452</b>	<b>\$ 0</b>

School Debt Service

Bond Principal  
Bond Anticipation Notes Principal  
Interest on Bonds  
Interest on Bond Anticipation Notes  
Subtotal

\$ 3,205,000	\$ 4,460,000	\$ 4,460,000	\$ 4,460,000	\$ 0
0	0	0	0	0
558,276	685,003	685,003	685,003	0
0	0	0	0	0
<b>\$ 3,763,276</b>	<b>\$ 5,145,003</b>	<b>\$ 5,145,003</b>	<b>\$ 5,145,003</b>	<b>\$ 0</b>

Deferred Charges & Reserves

Deficit in Dedicated Assessment Budget  
Deferred Charges (Capital Expenses Unfunded)  
Reserve for Tax Appeals  
Reserve for Salary Adjustments  
Reserve for Municipal Debt Service  
Subtotal

\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
50,000	50,000	50,000	50,000	0
0	25,000	25,000	25,000	0
190,000	110,000	110,000	100,895	0
0	0	0	0	0
<b>\$ 240,000</b>	<b>\$ 185,000</b>	<b>\$ 185,000</b>	<b>\$ 175,895</b>	<b>\$ 0</b>

Total General Appropriations excluded from "CAPS" Subtotal

\$ 13,329,752	\$ 13,944,240	\$ 14,974,964	\$ 14,402,038	\$ 572,925
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Reserve for Uncollected Taxes

\$ 5,060,100	\$ 5,294,145	\$ 5,294,145	\$ 5,294,145	\$ 0
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TOTAL GENERAL APPROPRIATIONS

\$ 51,787,747	\$ 51,754,562	\$ 52,521,218	\$ 50,242,354	\$ 2,278,864
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**TAX LEVIES**

**&**

**RATES**

Tax Levies and Rates	2021 Amounts	2021 Estimated Tax Rates	Estimated % of Total Tax Rate	2020-2021 % Tax Rate Change	2020 Amounts	2020 Tax Rates	2020 % of Total Tax Rate
Local School Tax Levy	\$ 70,743,500	\$ 2.210	50.88%	-1.07%	\$ 72,415,753	\$ 2.234	51.24%
County Tax Levy	37,004,404	1.156	26.61%	-0.06%	36,743,129	1.158	26.56%
County Open Space Levy	1,156,346	0.036	0.83%	3.22%	1,129,932	0.035	0.80%
Library Tax Levy	2,492,085	0.078	1.792%	-0.18%	2,479,745	0.078	1.79%
Municipal Appropriations (excludes R.U.T.)	40,884,011				39,392,383		
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 152,280,346</b>				<b>\$ 150,604,229</b>		
<i>Less: Anticipated General Revenues</i>	18,292,113				17,582,656		
<b>CASH REQUIRED TO SUPPORT BUDGET</b>	<b>\$ 133,988,234</b>				<b>\$ 133,021,573</b>		
<i>/ Anticipated Tax Collection Rate</i>	0.9636				0.9621		
<b>TOTAL AMOUNT TO BE RAISED BY TAXES</b>	<b>\$ 139,048,333</b>				<b>\$ 138,315,717</b>		
<i>Less: Total School, County &amp; Library Tax Levies</i>	111,396,335				111,211,846		
<b>MUNICIPAL PURPOSE TAX LEVY</b>	<b>\$ 27,651,998</b>				<b>\$ 27,103,871</b>		
<b>MUNICIPAL TAX RATE</b>	<b>\$ 0.864</b>	<b>19.89%</b>		<b>1.05%</b>		<b>\$ 0.855</b>	<b>19.61%</b>
<b>Total Tax Rate (per \$100 assessment)</b>	<b>\$ 4.344</b>	<b>100.00%</b>		<b>-0.36%</b>		<b>\$ 4.360</b>	<b>100.00%</b>
<b>Municipal Net Assessed Valuation (Total Land &amp; Improvements)</b>	<b>\$ 3,200,766,106</b>				<b>\$ 3,172,957,793</b>		

	Adopted 2020	Proposed 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Annual Avg. % Change
<b>TAX LEVY PROJECTIONS</b>								
<b>Appropriations</b>								
Municipal Operations	\$ 32,516,178	\$ 33,397,895	\$ 34,065,853	\$ 34,747,170	\$ 35,442,114	\$ 36,150,956	\$ 36,623,975	2.00%
Other Appropriations	\$ 13,944,240	\$ 13,329,752	\$ 13,596,347	\$ 13,868,274	\$ 14,145,639	\$ 14,428,552	\$ 14,467,123	2.00%
<i>Less: Library Appropriations</i>	<i>(\$ 2,479,745)</i>	<i>(\$ 2,492,085)</i>	<i>(\$ 2,541,927)</i>	<i>(\$ 2,592,765)</i>	<i>(\$ 2,644,620)</i>	<i>(\$ 2,697,513)</i>	<i>(\$ 2,751,463)</i>	2.00%
<i>Less: School District Debt Obligations</i>	<i>(\$ 4,588,290)</i>	<i>(\$ 3,351,551)</i>	<i>(\$ 3,317,631)</i>	<i>(\$ 3,235,001)</i>	<i>(\$ 2,914,341)</i>	<i>(\$ 2,884,808)</i>	<i>(\$ 2,860,177)</i>	0.00%
<b>Municipal Appropriations</b>	<b>\$ 39,392,383</b>	<b>\$ 40,884,011</b>	<b>\$ 41,802,642</b>	<b>\$ 42,787,678</b>	<b>\$ 44,028,792</b>	<b>\$ 44,997,187</b>	<b>\$ 45,479,458</b>	1.50%
<b>Tax Levy Totals</b>	<b>\$ 112,768,559</b>	<b>\$ 111,396,335</b>	<b>\$ 113,627,853</b>	<b>\$ 115,904,073</b>	<b>\$ 118,225,891</b>	<b>\$ 120,594,220</b>	<b>\$ 123,609,992</b>	0.00%
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 152,160,941</b>	<b>\$ 152,280,346</b>	<b>\$ 155,430,495</b>	<b>\$ 158,691,751</b>	<b>\$ 162,254,682</b>	<b>\$ 165,591,407</b>	<b>\$ 169,089,450</b>	0.75%
<b>Non-Tax General Revenues</b>	<b>\$ (17,582,656)</b>	<b>\$ (18,292,113)</b>	<b>\$ (18,301,259)</b>	<b>\$ (18,310,410)</b>	<b>\$ (18,319,565)</b>	<b>\$ (18,328,725)</b>	<b>\$ (18,337,889)</b>	0.05%
<b>Cash Needed to Support Budget</b>	<b>\$ 134,578,285</b>	<b>\$ 133,988,233</b>	<b>\$ 137,129,236</b>	<b>\$ 140,381,341</b>	<b>\$ 143,935,117</b>	<b>\$ 147,262,682</b>	<b>\$ 150,751,561</b>	0.40%
<b>Reserve for Uncollected Taxes</b>	<b>\$ 5,294,145</b>	<b>\$ 5,060,100</b>	<b>\$ 5,161,302</b>	<b>\$ 5,264,528</b>	<b>\$ 5,369,818</b>	<b>\$ 5,477,214</b>	<b>\$ 5,586,759</b>	2.00%
<b>Total Tax Levy</b>	<b>\$ 139,872,430</b>	<b>\$ 139,048,333</b>	<b>\$ 142,290,538</b>	<b>\$ 145,645,869</b>	<b>\$ 149,304,935</b>	<b>\$ 152,739,897</b>	<b>\$ 156,338,320</b>	2.20%
<b>TAX LEVY BREAKDOWN</b>								
Municipal Tax Levy	\$ 27,103,871	\$ 27,651,998	\$ 28,206,393	\$ 28,771,903	\$ 29,348,751	\$ 29,937,164	\$ 31,037,374	2.00%
Local School District Tax Levy	\$ 72,415,753	\$ 70,743,500	\$ 72,161,836	\$ 73,608,609	\$ 75,084,388	\$ 76,589,755	\$ 78,425,303	2.00%
County Tax Levy	\$ 36,743,129	\$ 37,004,404	\$ 37,744,492	\$ 38,499,382	\$ 39,269,369	\$ 40,054,757	\$ 41,055,852	2.00%
County Open Space Tax Levy	\$ 1,129,932	\$ 1,156,346	\$ 1,179,473	\$ 1,203,063	\$ 1,227,124	\$ 1,251,666	\$ 1,376,700	2.00%
Library Tax Levy	\$ 2,479,745	\$ 2,492,085	\$ 2,542,051	\$ 2,593,019	\$ 2,645,009	\$ 2,698,042	\$ 2,752,138	2.00%
<b>Total Tax Levy</b>	<b>\$ 139,872,430</b>	<b>\$ 139,048,333</b>	<b>\$ 141,834,245</b>	<b>\$ 144,675,975</b>	<b>\$ 147,574,641</b>	<b>\$ 150,531,384</b>	<b>\$ 154,647,366</b>	2.00%
<b>TAX RATE BREAKDOWN</b>								
Municipal Tax Rate	\$ 0.855	\$ 0.864	\$ 0.881	\$ 0.899	\$ 0.917	\$ 0.935	\$ 0.954	2.00%
Local School District Tax Rate	\$ 2.234	\$ 2.210	\$ 2.255	\$ 2.300	\$ 2.346	\$ 2.393	\$ 2.441	2.00%
County Tax Rate	1.158	1.156	1.179	1.203	1.227	1.251	1.276	2.00%
County Open Space Tax Rate	0.035	0.036	0.037	0.038	0.038	0.039	0.040	2.00%
Library Tax Rate	0.078	0.078	0.079	0.081	0.083	0.084	0.086	2.00%
<b>Total Tax Rate</b>	<b>\$ 4.360</b>	<b>\$ 4.344</b>	<b>\$ 4.431</b>	<b>\$ 4.520</b>	<b>\$ 4.611</b>	<b>\$ 4.703</b>	<b>\$ 4.797</b>	2.00%
<b>NET VALUATION TAXABLE</b>	<b>\$ 3,172,957,793</b>	<b>\$ 3,200,766,106</b>	0.00%					
<b>MUNICIPAL TAX POINT INCREASE</b>	<b>\$ 0.000</b>	<b>\$ 0.009</b>	<b>\$ 0.017</b>	<b>\$ 0.018</b>	<b>\$ 0.018</b>	<b>\$ 0.018</b>	<b>\$ 0.019</b>	
<b>MUNICIPAL TAX % INCREASE</b>	<b>0.00%</b>	<b>1.05%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>	

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

**2021**  
**Reserve for Uncollected Taxes**

Local School Taxes (estimated)	\$ 70,743,500
County Taxes (estimated)	\$ 37,004,404
County Open Space Levy (estimated)	\$ 1,156,346
Library Taxes	\$ 2,492,085
Municipal Appropriations (excludes R.U.T.)	\$ 40,884,011
 <b>TOTAL APPROPRIATIONS</b>	 \$ 152,280,346
<i>Less: Anticipated General Revenues</i>	 \$ 18,292,113
 <b>CASH REQUIRED TO SUPPORT BUDGET</b>	 \$ 133,988,234
<i>Anticipated Tax Collection Rate</i>	 0.96360906
 <b>TOTAL AMOUNT TO BE RAISED BY TAXES</b>	 \$ 139,048,333
<i>Less: Cash Required to Support Budget</i>	 \$ 133,988,234
 <b>RESERVE FOR UNCOLLECTED TAXES (R.U.T.)</b>	 \$ 5,060,100

**REVENUES**  
**&**  
**APPROPRIATIONS**

# REVENUES & APPROPRIATIONS

## FIVE YEAR HISTORICAL DATA

### GENERAL REVENUES

Realized 2017	Realized 2018	Realized 2019	Realized 2020	Anticipated 2021	Annual % Change From 2020
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#### Fund Balance

Fund Balance (Surplus)

\$ 7,100,000	\$ 6,900,000	\$ 6,900,000	\$ 6,900,000	\$ 7,600,000	10.1%
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#### Local Revenues

Alcoholic Beverage Control Licenses

\$ 40,460	\$ 40,200	\$ 39,978	\$ 40,356	\$ 39,250	-2.7%
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Other Licenses

78,378	103,474	93,278	60,758	60,000	-1.2%
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Municipal Court

515,128	497,181	491,878	239,440	200,000	-16.5%
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Interest & Costs on Taxes

158,498	181,404	207,699	176,597	130,000	-26.4%
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Interest on Investments

240,306	507,033	522,075	107,654	75,000	-30.3%
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Old Town Hall Rent

33,546	34,583	42,167	6,984	0	-100.0%
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Community Services Fees

110,616	103,436	117,511	134,890	130,000	-3.6%
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Drainage & Grading Fees

24,300	22,050	23,800	29,355	25,000	-14.8%
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Briant Park - Emergency Services

12,000	12,000	12,000	12,000	12,000	0.0%
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Health Fees

170,415	163,741	180,220	130,175	130,000	-0.1%
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Zoning Board Fees

27,738	26,531	37,227	14,354	14,000	-2.5%
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Municipal Golf Course Fees

192,601	154,029	161,268	199,373	195,000	-2.2%
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Family Aquatic Center Fees

479,744	489,097	521,449	282,398	415,000	47.0%
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Cable TV Franchise Fees (Verizon)

218,373	221,408	214,177	209,617	199,837	-4.7%
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Cable TV Franchise Fees (Comcast)

128,119	126,073	115,768	112,748	105,418	-6.5%
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Sale of Recyclable Materials

102,060	78,838	48,386	23,144	20,000	-13.6%
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Police Off Duty Administration Fees

88,515	85,143	103,320	148,201	145,000	-2.2%
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Hotel/Motel Occupancy Fees

154,366	157,161	120,991	58,597	50,000	-14.7%
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AHS/Overlook Community Support Services

0	795,400	795,400	795,400	795,400	0.0%
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Utility Income Cell Tower

46,840	86,610	74,625	162,681	100,000	-38.5%
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**TOTAL LOCAL REVENUES**

\$ 2,822,003	\$ 3,885,392	\$ 3,923,216	\$ 2,944,723	\$ 2,840,905	-3.5%
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#### State Aid

School Debt Service Aid

\$ 390,763	\$ 409,338	\$ 409,875	\$ 464,929	\$ 401,850	-13.6%
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Energy Receipts Tax

3,023,257	3,023,257	3,023,257	3,023,257	3,023,257	0.0%
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**TOTAL STATE AID**

\$ 3,414,020	\$ 3,432,595	\$ 3,433,132	\$ 3,488,186	\$ 3,425,107	-1.8%
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#### Grants

Grants

\$ 517,545	\$ 678,052	\$ 537,629	\$ 1,179,530	\$ 328,838	-72.1%
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**TOTAL GRANT REVENUES**

\$ 517,545	\$ 678,052	\$ 537,629	\$ 1,179,530	\$ 328,838	-72.1%
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# REVENUES & APPROPRIATIONS

## FIVE YEAR HISTORICAL DATA

	Realized 2017	Realized 2018	Realized 2019	Realized 2020	Anticipated 2021	Annual % Change From 2020
<b><u>Enterprise Funds/ Contributions</u></b>						
Summit Housing P.I.L.O.T.	\$ 48,900	\$ 52,988	\$ 42,938	\$ 32,623	\$ 32,000	-1.9%
Parking Utility Share of Debt Service	421,307	408,154	0	0	0	0.0%
Parking Utility Share of Various Services	250,000	250,000	250,000	250,000	50,000	-80.0%
Parking Utility Share of Pension Costs	55,000	55,000	60,000	60,000	60,000	0.0%
Parking Utility Contribution	500,000	360,000	800,000	550,000	0	-100.0%
Sewer Utility Share of Pension Costs	35,105	40,000	38,000	40,000	38,000	-5.0%
Sewer Utility Share of Various Services	112,000	115,000	120,000	175,000	125,000	-28.6%
Sewer Utility Contribution	225,000	200,000	490,000	490,000	700,000	42.9%
U.C.C. Share of Pension & Health/Dental Costs	26,000	49,000	70,000	70,000	70,000	0.0%
General Capital Surplus	450,000	324,524	328,000	380,000	700,000	84.2%
SDI Share of Debt Service	29,700	10,188	0	0	0	0.0%
Uniform Safety Act	45,028	51,682	60,160	40,910	40,000	-2.2%
Reserve for Municipal Debt Service	0	0	210,000	193,000	46,283	-76.0%
Reserve for School Debt Service	250,000	0	26,199	91,784	9,875	-89.2%
Reserve for Regional Environmental Health (Current Fund)	667,000	0	18,123	0	0	0.0%
Reserve to pay General Capital Debt (Community Center)	0	0	0	148,000	80,610	-45.5%
Reserve Insurance Settlement General Capital	304,964	0	836	0	0	0.0%
Rebate Liability (General Capital)	0	0	3,133	0	0	0.0%
Prepaid Assessment Morris/Kent (General Capital)	337,442	0	5,000	0	0	0.0%
Bond Sale Costs (General Capital)	0	0	604	0	0	0.0%
Reserve for Public Defender Trust	0	0	0	0	0	0.0%
Reserve Refunding Bond Costs	0	39,343	0	0	0	0.0%
Reserve for Sale of Municipal Assets	0	375,000	541,000	850,000	650,000	-23.5%
American Rescue Plan Act	0	0	0	0	1,075,495	100.0%
<b>TOTAL ENTERPRISE FUNDS/ CONTRIBUTIONS</b>	<b>\$ 3,757,446</b>	<b>\$ 2,330,879</b>	<b>\$ 3,063,993</b>	<b>\$ 3,371,317</b>	<b>\$ 3,677,263</b>	<b>9.1%</b>
<b><u>Prior Year Tax Receipts</u></b>						
Prior Year Tax Receipts	\$ 475,000	\$ 495,148	\$ 638,803	\$ 483,163	\$ 420,000	-13.1%
<b>TOTAL PRIOR YEAR TAX RECEIPTS</b>	<b>\$ 475,000</b>	<b>\$ 495,148</b>	<b>\$ 638,803</b>	<b>\$ 483,163</b>	<b>\$ 420,000</b>	<b>-13.1%</b>
<b>GENERAL REVENUES SUBTOTAL</b>	<b>\$ 18,086,014</b>	<b>\$ 17,722,066</b>	<b>\$ 18,496,773</b>	<b>\$ 18,366,919</b>	<b>\$ 18,292,113</b>	<b>-0.4%</b>
Amount To Be Raised By Taxes (Municipal Tax Levy)	\$ 25,991,438	\$ 26,456,806	\$ 26,792,506	\$ 27,103,871	\$ 27,651,998	2.0%
Local School District Obligation to City (School District Levy)	4,244,133	4,664,313	4,838,824	4,588,290	3,351,551	-27.0%
Amount to Be Raised By Taxes (Library Tax Levy)	2,394,420	2,410,620	2,440,785	2,479,745	2,492,085	0.5%
<b>TAX LEVY TOTAL</b>	<b>\$ 32,629,991</b>	<b>\$ 33,531,739</b>	<b>\$ 34,072,115</b>	<b>\$ 34,171,906</b>	<b>\$ 33,495,634</b>	<b>-2.0%</b>
<b>TOTAL GENERAL REVENUES</b>	<b>\$ 50,716,005</b>	<b>\$ 51,253,805</b>	<b>\$ 52,568,888</b>	<b>\$ 52,538,825</b>	<b>\$ 51,787,747</b>	<b>-1.4%</b>

# REVENUES & APPROPRIATIONS

# FIVE YEAR HISTORICAL DATA

## GENERAL APPROPRIATIONS OPERATIONS WITHIN "CAPS"

	Adopted 2017	Adopted 2018	Adopted 2019	Adopted 2020	Proposed 2021	Annual % Change From 2020
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### General Government

#### Administrative & Executive

Salaries & Wages	\$ 351,100	\$ 364,800	\$ 364,150	\$ 393,474	\$ 421,047	7.0%
Other Expenses	74,800	75,500	80,250	84,250	80,250	-4.7%
<b>Subtotal</b>	<b>\$ 425,900</b>	<b>\$ 440,300</b>	<b>\$ 444,400</b>	<b>\$ 477,724</b>	<b>\$ 501,297</b>	<b>4.9%</b>

#### Employee Assistance Program

Other Expenses	\$ 5,600	\$ 5,600	\$ 5,600	\$ 5,600	\$ 5,600	0.0%
<b>Subtotal</b>	<b>\$ 5,600</b>	<b>0.0%</b>				

#### Postage

Other Expenses	\$ 57,200	\$ 57,200	\$ 45,600	\$ 47,600	\$ 54,600	14.7%
<b>Subtotal</b>	<b>\$ 57,200</b>	<b>\$ 57,200</b>	<b>\$ 45,600</b>	<b>\$ 47,600</b>	<b>\$ 54,600</b>	<b>14.7%</b>

#### Physical Examinations - Municipal Employees

Other Expenses	\$ 30,000	\$ 10,000	\$ 10,000	\$ 24,500	\$ 24,000	-2.0%
<b>Subtotal</b>	<b>\$ 30,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 24,500</b>	<b>\$ 24,000</b>	<b>-2.0%</b>

#### Technology - Other Expenses

Other Expenses	\$ 233,300	\$ 239,500	\$ 247,000	\$ 239,000	\$ 247,500	3.6%
<b>Subtotal</b>	<b>\$ 233,300</b>	<b>\$ 239,500</b>	<b>\$ 247,000</b>	<b>\$ 239,000</b>	<b>\$ 247,500</b>	<b>3.6%</b>

#### HomeTowne TV Service Agreement

Other Expenses	\$ 86,700	\$ 86,750	\$ 82,486	\$ 80,591	\$ 83,000	3.0%
<b>Subtotal</b>	<b>\$ 86,700</b>	<b>\$ 86,750</b>	<b>\$ 82,486</b>	<b>\$ 80,591</b>	<b>\$ 83,000</b>	<b>3.0%</b>

#### Employee Appreciation Events

Other Expenses	\$ 0	\$ 5,000	\$ 5,000	\$ 3,000	\$ 3,000	0.0%
<b>Subtotal</b>	<b>\$ 0</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>	<b>0.0%</b>

#### Clerk's Office

Salaries & Wages	\$ 284,000	\$ 220,000	\$ 247,650	\$ 288,525	\$ 265,641	-7.9%
Other Expenses	122,600	151,800	174,150	164,350	171,050	4.1%
Codification of Ordinances	10,000	10,000	10,000	12,000	12,000	0.0%
<b>Subtotal</b>	<b>\$ 416,600</b>	<b>\$ 381,800</b>	<b>\$ 431,800</b>	<b>\$ 464,875</b>	<b>\$ 448,691</b>	<b>-3.5%</b>

#### Legal Services

Municipal Prosecutor - Salaries & Wages	\$ 34,650	\$ 35,200	\$ 35,900	\$ 35,900	\$ 37,600	4.7%
Other Expenses - Legal Professional Contracts	220,000	220,000	220,000	240,000	250,000	4.2%
Public Defender	8,500	8,500	8,500	8,500	8,500	0.0%
<b>Subtotal</b>	<b>\$ 263,150</b>	<b>\$ 263,700</b>	<b>\$ 264,400</b>	<b>\$ 284,400</b>	<b>\$ 296,100</b>	<b>4.1%</b>

#### GENERAL GOVERNMENT TOTAL

	\$ 1,518,450	\$ 1,489,850	\$ 1,536,286	\$ 1,627,290	\$ 1,663,788	2.2%
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# REVENUES & APPROPRIATIONS

## FIVE YEAR HISTORICAL DATA

	Adopted 2017	Adopted 2018	Adopted 2019	Adopted 2020	Proposed 2021	Annual % Change From 2020
<b><u>Department of Finance</u></b>						
Financial Administration						
Salaries & Wages	\$ 310,000	\$ 403,100	\$ 399,100	\$ 442,459	\$ 458,573	3.6%
Other Expenses	87,600	79,420	83,620	83,622	79,740	-4.6%
Subtotal	<b>\$ 397,600</b>	<b>\$ 482,520</b>	<b>\$ 482,720</b>	<b>\$ 526,081</b>	<b>\$ 538,313</b>	<b>2.3%</b>
Municipal Purchasing						
Other Expenses	\$ 0	\$ 16,000	\$ 14,000	\$ 12,800	\$ 11,800	-7.8%
Subtotal	<b>\$ 0</b>	<b>\$ 16,000</b>	<b>\$ 14,000</b>	<b>\$ 12,800</b>	<b>\$ 11,800</b>	<b>-7.8%</b>
Audit Services						
Other Expenses	\$ 40,000	\$ 42,000	\$ 45,000	\$ 46,000	\$ 47,200	2.6%
Subtotal	<b>\$ 40,000</b>	<b>\$ 42,000</b>	<b>\$ 45,000</b>	<b>\$ 46,000</b>	<b>\$ 47,200</b>	<b>2.6%</b>
Contingent						
Other Expenses	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	0.0%
Subtotal	<b>\$ 1,500</b>	<b>0.0%</b>				
Tax Collection						
Salaries & Wages	\$ 149,500	\$ 158,100	\$ 167,500	\$ 171,800	\$ 191,714	11.6%
Other Expenses	19,800	18,790	19,945	19,145	19,370	1.2%
Subtotal	<b>\$ 169,300</b>	<b>\$ 176,890</b>	<b>\$ 187,445</b>	<b>\$ 190,945</b>	<b>\$ 211,084</b>	<b>10.5%</b>
Tax Assessment						
Salaries & Wages	\$ 222,400	\$ 226,400	\$ 233,550	\$ 240,825	\$ 190,476	-20.9%
Other Expenses	344,400	319,400	283,400	233,400	230,300	-1.3%
Subtotal	<b>\$ 566,800</b>	<b>\$ 545,800</b>	<b>\$ 516,950</b>	<b>\$ 474,225</b>	<b>\$ 420,776</b>	<b>-11.3%</b>
<b>FINANCE DEPARTMENT TOTAL</b>	<b>\$ 1,175,200</b>	<b>\$ 1,264,710</b>	<b>\$ 1,247,615</b>	<b>\$ 1,251,551</b>	<b>\$ 1,230,673</b>	<b>-1.7%</b>
<b><u>Public Safety</u></b>						
Police						
Salaries & Wages	\$ 5,916,000	\$ 5,862,185	\$ 5,814,050	\$ 5,914,270	\$ 6,048,911	2.3%
Other Expenses	344,810	373,800	427,800	448,800	449,300	0.1%
Crossing Guards - Salaries & Wages	236,300	236,300	240,000	205,000	205,000	0.0%
Crossing Guards - Other Expenses	4,000	4,000	4,000	4,000	4,000	0.0%
Police Vehicles	0	0	0	0	0	0.0%
Subtotal	<b>\$ 6,501,110</b>	<b>\$ 6,476,285</b>	<b>\$ 6,485,850</b>	<b>\$ 6,572,070</b>	<b>\$ 6,707,211</b>	<b>2.1%</b>
Fire						
Salaries & Wages	\$ 3,797,400	\$ 3,990,300	\$ 4,185,806	\$ 4,272,243	\$ 4,206,545	-1.5%
Other Expenses	287,810	290,200	301,700	304,700	386,700	26.9%
Uniform Fire Safety Act - Salaries & Wages	36,000	36,545	36,545	36,545	36,545	0.0%
Fire Hydrant Service	275,000	280,000	300,000	300,000	300,000	0.0%
Subtotal	<b>\$ 4,396,210</b>	<b>\$ 4,597,045</b>	<b>\$ 4,824,051</b>	<b>\$ 4,913,488</b>	<b>\$ 4,929,790</b>	<b>0.3%</b>
Emergency Management						
Other Expenses	\$ 13,500	\$ 13,500	\$ 13,200	\$ 13,200	\$ 13,200	0.0%
Subtotal	<b>\$ 13,500</b>	<b>\$ 13,500</b>	<b>\$ 13,200</b>	<b>\$ 13,200</b>	<b>\$ 13,200</b>	<b>0.0%</b>
<b>PUBLIC SAFETY TOTAL</b>	<b>\$ 10,910,820</b>	<b>\$ 11,086,830</b>	<b>\$ 11,323,101</b>	<b>\$ 11,498,758</b>	<b>\$ 11,650,201</b>	<b>1.3%</b>

# REVENUES & APPROPRIATIONS

## FIVE YEAR HISTORICAL DATA

Adopted 2017	Adopted 2018	Adopted 2019	Adopted 2020	Proposed 2021	Annual % Change From 2020
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### Department of Community Services

#### Community Services Administration

Salaries & Wages	\$ 553,000	\$ 557,000	\$ 473,637	\$ 495,483	\$ 505,983	2.1%
Other Expenses	91,000	90,000	91,300	86,800	93,800	8.1%
Downtown Maintenance	8,500	8,500	8,500	8,500	8,500	0.0%
<b>Subtotal</b>	<b>\$ 652,500</b>	<b>\$ 655,500</b>	<b>\$ 573,437</b>	<b>\$ 590,783</b>	<b>\$ 608,283</b>	<b>3.0%</b>

#### Engineering

Salaries & Wages	\$ 346,000	\$ 357,300	\$ 365,725	\$ 373,509	\$ 336,543	-9.9%
Other Expenses	26,850	25,700	26,150	26,000	26,500	1.9%
<b>Subtotal</b>	<b>\$ 372,850</b>	<b>\$ 383,000</b>	<b>\$ 391,875</b>	<b>\$ 399,509</b>	<b>\$ 363,043</b>	<b>-9.1%</b>

#### Roads Unit

Salaries & Wages	\$ 932,500	\$ 920,000	\$ 939,050	\$ 880,401	\$ 913,479	3.8%
Other Expenses	287,200	224,600	212,000	149,000	149,000	0.0%
<b>Subtotal</b>	<b>\$ 1,219,700</b>	<b>\$ 1,144,600</b>	<b>\$ 1,151,050</b>	<b>\$ 1,029,401</b>	<b>\$ 1,062,479</b>	<b>3.2%</b>

#### Public Works Maintenance Unit

Salaries & Wages	\$ 351,000	\$ 354,310	\$ 293,400	\$ 286,326	\$ 296,954	3.7%
Other Expenses	77,000	62,500	61,750	61,750	62,550	1.3%
<b>Subtotal</b>	<b>\$ 428,000</b>	<b>\$ 416,810</b>	<b>\$ 355,150</b>	<b>\$ 348,076</b>	<b>\$ 359,504</b>	<b>3.3%</b>

#### Sanitation Unit

Salaries & Wages	\$ 709,000	\$ 724,000	\$ 737,000	\$ 660,185	\$ 682,146	3.3%
Other Expenses	27,800	10,100	4,000	4,000	4,000	0.0%
<b>Subtotal</b>	<b>\$ 736,800</b>	<b>\$ 734,100</b>	<b>\$ 741,000</b>	<b>\$ 664,185</b>	<b>\$ 686,146</b>	<b>3.3%</b>

#### Recycling Unit

Salaries & Wages	\$ 75,000	\$ 76,900	\$ 78,100	\$ 78,100	\$ 81,639	4.5%
Other Expenses	240,500	252,900	252,750	370,750	510,350	37.7%
<b>Subtotal</b>	<b>\$ 315,500</b>	<b>\$ 329,800</b>	<b>\$ 330,850</b>	<b>\$ 448,850</b>	<b>\$ 591,989</b>	<b>31.9%</b>

#### Transfer Station

Salaries & Wages	\$ 285,000	\$ 285,200	\$ 294,000	\$ 232,019	\$ 255,056	9.9%
Other Expenses	91,300	55,075	54,750	54,750	84,750	54.8%
Disposal Charges	850,000	875,000	875,000	1,070,000	970,000	-9.3%
<b>Subtotal</b>	<b>\$ 1,226,300</b>	<b>\$ 1,215,275</b>	<b>\$ 1,223,750</b>	<b>\$ 1,356,769</b>	<b>\$ 1,309,806</b>	<b>-3.5%</b>

#### Compost Area

Salaries & Wages	\$ 153,000	\$ 160,800	\$ 175,950	\$ 161,304	\$ 172,278	6.8%
Other Expenses	16,000	5,075	4,200	4,200	4,200	0.0%
<b>Subtotal</b>	<b>\$ 169,000</b>	<b>\$ 165,875</b>	<b>\$ 180,150</b>	<b>\$ 165,504</b>	<b>\$ 176,478</b>	<b>6.6%</b>

## REVENUES & APPROPRIATIONS

## FIVE YEAR HISTORICAL DATA

	Adopted 2017	Adopted 2018	Adopted 2019	Adopted 2020	Proposed 2021	Annual % Change From 2020
<b>Buildings &amp; Grounds Unit</b>						
Salaries & Wages	\$ 254,500	\$ 264,000	\$ 317,300	\$ 236,770	\$ 245,365	3.6%
Other Expenses	154,200	143,850	138,500	152,000	153,750	1.2%
<b>Subtotal</b>	<b>\$ 408,700</b>	<b>\$ 407,850</b>	<b>\$ 455,800</b>	<b>\$ 388,770</b>	<b>\$ 399,115</b>	<b>2.7%</b>
<b>Fleet Maintenance Unit</b>						
Salaries & Wages	\$ 269,000	\$ 278,400	\$ 275,425	\$ 253,038	\$ 261,990	3.5%
Other Expenses	42,200	225,950	250,485	274,150	287,700	4.9%
<b>Subtotal</b>	<b>\$ 311,200</b>	<b>\$ 504,350</b>	<b>\$ 525,910</b>	<b>\$ 527,188</b>	<b>\$ 549,690</b>	<b>4.3%</b>
<b>Shade Trees Unit</b>						
Salaries & Wages	\$ 587,000	\$ 558,000	\$ 572,000	\$ 651,379	\$ 686,353	5.4%
Other Expenses	253,400	219,250	219,500	277,500	282,500	1.8%
<b>Subtotal</b>	<b>\$ 840,400</b>	<b>\$ 777,250</b>	<b>\$ 791,500</b>	<b>\$ 928,879</b>	<b>\$ 968,853</b>	<b>4.3%</b>
<b>Land Use</b>						
Salaries & Wages	\$ 11,500	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500	0.0%
Other Expenses	137,150	196,750	199,750	164,250	182,250	11.0%
<b>Subtotal</b>	<b>\$ 148,650</b>	<b>\$ 213,250</b>	<b>\$ 216,250</b>	<b>\$ 180,750</b>	<b>\$ 198,750</b>	<b>10.0%</b>
<b>Board of Adjustment</b>						
Salaries & Wages	\$ 0	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	0.0%
Other Expenses	29,950	33,300	33,300	26,500	26,300	-0.8%
<b>Subtotal</b>	<b>\$ 29,950</b>	<b>\$ 38,300</b>	<b>\$ 38,300</b>	<b>\$ 31,500</b>	<b>\$ 31,300</b>	<b>-0.6%</b>
<b>Code Enforcement</b>						
Salaries & Wages	\$ 195,400	\$ 197,900	\$ 221,774	\$ 210,810	\$ 209,926	-0.4%
Other Expenses	3,250	3,250	3,750	2,750	2,750	0.0%
<b>Subtotal</b>	<b>\$ 198,650</b>	<b>\$ 201,150</b>	<b>\$ 225,524</b>	<b>\$ 213,560</b>	<b>\$ 212,676</b>	<b>-0.4%</b>
<b>DEPARTMENT OF COMMUNITY SERVICES TOTAL</b>						
	<b>\$ 7,058,200</b>	<b>\$ 7,187,110</b>	<b>\$ 7,200,546</b>	<b>\$ 7,273,724</b>	<b>\$ 7,518,112</b>	<b>3.4%</b>

## REVENUES & APPROPRIATIONS

## FIVE YEAR HISTORICAL DATA

Adopted 2017	Adopted 2018	Adopted 2019	Adopted 2020	Proposed 2021	Annual % Change From 2020
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### Department of Community Programs

#### Community Programs

Salaries & Wages	\$ 592,100	\$ 602,000	\$ 633,060	\$ 496,197	\$ 604,839	21.9%
Other Expenses	67,200	74,700	76,000	64,000	64,000	0.0%
<b>Subtotal</b>	<b>\$ 659,300</b>	<b>\$ 676,700</b>	<b>\$ 709,060</b>	<b>\$ 560,197</b>	<b>\$ 668,839</b>	<b>19.4%</b>

#### Golf Course

Salaries & Wages	\$ 127,500	\$ 129,900	\$ 131,100	\$ 131,100	\$ 134,405	2.5%
Other Expenses	59,500	61,000	61,000	70,000	70,000	0.0%
<b>Subtotal</b>	<b>\$ 187,000</b>	<b>\$ 190,900</b>	<b>\$ 192,100</b>	<b>\$ 201,100</b>	<b>\$ 204,405</b>	<b>1.6%</b>

#### Family Aquatic Center

Salaries & Wages	\$ 156,000	\$ 158,000	\$ 157,000	\$ 134,000	\$ 156,000	16.4%
Other Expenses	112,200	131,350	133,450	134,150	134,150	0.0%
<b>Subtotal</b>	<b>\$ 268,200</b>	<b>\$ 289,350</b>	<b>\$ 290,450</b>	<b>\$ 268,150</b>	<b>\$ 290,150</b>	<b>8.2%</b>

#### DEPARTMENT OF COMMUNITY PROGRAMS TOTAL

	\$ 1,114,500	\$ 1,156,950	\$ 1,191,610	\$ 1,029,447	\$ 1,163,394	13.0%
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### Board of Health

Salaries & Wages	\$ 235,000	\$ 242,400	\$ 144,000	\$ 146,966	\$ 152,779	4.0%
Other Expenses	85,600	121,400	214,855	219,254	246,321	12.3%
Dog Regulation	10,000	40,000	40,000	40,000	40,000	0.0%
Social Services - S.A.G.E.	35,105	35,600	36,300	36,300	36,300	0.0%
Prevention of Drug & Alcohol Abuse	7,890	7,890	7,890	7,890	7,890	0.0%
<b>Subtotal</b>	<b>\$ 373,595</b>	<b>\$ 447,290</b>	<b>\$ 443,045</b>	<b>\$ 450,410</b>	<b>\$ 483,290</b>	<b>7.3%</b>

### Municipal Court

Salaries & Wages	\$ 307,000	\$ 56,300	\$ 56,300	\$ 40,000	\$ 40,800	2.0%
Other Expenses	19,800	268,655	343,000	364,128	350,900	-3.6%
<b>Subtotal</b>	<b>\$ 326,800</b>	<b>\$ 324,955</b>	<b>\$ 399,300</b>	<b>\$ 404,128</b>	<b>\$ 391,700</b>	<b>-3.1%</b>

### Utilities

Electricity	\$ 372,000	\$ 345,000	\$ 353,000	\$ 368,000	\$ 368,000	0.0%
Street Lighting	153,000	162,000	160,000	160,000	160,000	0.0%
Telephone	200,000	200,000	194,000	194,000	194,000	0.0%
Water	63,500	66,500	67,000	77,000	77,000	0.0%
Fuel	373,000	361,000	347,000	344,000	324,000	-5.8%
<b>Subtotal</b>	<b>\$ 1,161,500</b>	<b>\$ 1,134,500</b>	<b>\$ 1,121,000</b>	<b>\$ 1,143,000</b>	<b>\$ 1,123,000</b>	<b>-1.7%</b>

## REVENUES & APPROPRIATIONS

## FIVE YEAR HISTORICAL DATA

Adopted 2017	Adopted 2018	Adopted 2019	Adopted 2020	Proposed 2021	Annual % Change From 2020
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### Insurance

General Liability	\$ 569,000	\$ 471,928	\$ 486,086	\$ 517,536	\$ 509,616	-1.5%
Workers Compensation	525,000	561,833	578,688	547,554	553,438	1.1%
Employee Group Health	2,620,000	2,650,000	2,600,000	2,415,000	2,346,000	-2.9%
Unemployment Insurance	50,000	50,000	50,000	50,000	25,000	-50.0%
Other Insurance	110,000	52,000	25,000	25,000	25,000	0.0%
<b>Subtotal</b>	<b>\$ 3,874,000</b>	<b>\$ 3,785,761</b>	<b>\$ 3,739,774</b>	<b>\$ 3,555,090</b>	<b>\$ 3,459,054</b>	<b>-2.7%</b>

### Summary Details:

Salaries & Wages	\$ 17,476,850	\$ 17,485,340	\$ 17,619,072	\$ 17,498,628	\$ 17,828,587	1.9%
Other Expenses	10,036,215	10,392,616	10,583,205	10,734,770	10,854,625	1.1%
<b>Total Operations within "CAPS"</b>	<b>\$ 27,513,065</b>	<b>\$ 27,877,956</b>	<b>\$ 28,202,277</b>	<b>\$ 28,233,398</b>	<b>\$ 28,683,212</b>	<b>1.6%</b>

### Statutory Expenditures within "CAPS"

### Pensions/ Social Security

Public Employees Retirement System (PERS)	\$ 1,005,796	\$ 1,041,459	\$ 1,117,378	\$ 1,038,605	\$ 1,107,739	6.7%
Police Fire Retirement System (PFRS)	2,206,006	2,342,567	2,541,918	2,612,719	2,914,530	11.6%
Defined Contribution Retirement System (DCRP)	10,500	15,000	15,000	17,500	19,500	11.4%
Social Security	800,000	800,000	596,424	613,956	672,914	9.6%
<b>Subtotal</b>	<b>\$ 4,022,302</b>	<b>\$ 4,199,026</b>	<b>\$ 4,270,720</b>	<b>\$ 4,282,780</b>	<b>\$ 4,714,683</b>	<b>10.1%</b>
<b>Total General Appropriations within "CAPS"</b>	<b>\$ 31,535,367</b>	<b>\$ 32,076,982</b>	<b>\$ 32,472,997</b>	<b>\$ 32,516,178</b>	<b>\$ 33,397,895</b>	<b>2.7%</b>

### GENERAL APPROPRIATIONS

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

##### Maintenance of Free Public Library

Salaries & Wages	\$ 1,551,000	\$ 1,546,477	\$ 1,498,429	\$ 1,556,126	\$ 1,569,750	0.9%
Other Expenses	899,334	864,143	942,356	923,620	922,335	-0.1%
<b>Subtotal</b>	<b>\$ 2,450,334</b>	<b>\$ 2,410,620</b>	<b>\$ 2,440,785</b>	<b>\$ 2,479,746</b>	<b>\$ 2,492,085</b>	<b>0.5%</b>

##### Grants Appropriations - Offset by Revenues

Grants	\$ 81,958	\$ 193,812	\$ 144,315	\$ 148,806	\$ 328,838	121.0%
<b>Subtotal</b>	<b>\$ 81,958</b>	<b>\$ 193,812</b>	<b>\$ 144,315</b>	<b>\$ 148,806</b>	<b>\$ 328,838</b>	<b>121.0%</b>

# REVENUES & APPROPRIATIONS

## FIVE YEAR HISTORICAL DATA

	Adopted 2017	Adopted 2018	Adopted 2019	Adopted 2020	Proposed 2021	Annual % Change From 2020
<b><u>Interlocal Agreements</u></b>						
Joint Meeting - NPSM Emergency Dispatch Center	\$ 895,400	\$ 981,640	\$ 1,232,049	\$ 1,213,758	\$ 1,213,758	0.0%
<b>Subtotal</b>	<b>\$ 895,400</b>	<b>\$ 981,640</b>	<b>\$ 1,232,049</b>	<b>\$ 1,213,758</b>	<b>\$ 1,213,758</b>	<b>0.0%</b>
<b><u>Capital Improvements</u></b>						
Capital Improvement Fund	\$ 300,000	\$ 210,000	\$ 735,275	\$ 109,475	\$ 200,000	82.7%
<b>Subtotal</b>	<b>\$ 300,000</b>	<b>\$ 210,000</b>	<b>\$ 735,275</b>	<b>\$ 109,475</b>	<b>\$ 200,000</b>	<b>82.7%</b>
<b><u>Municipal Debt Service</u></b>						
Bond Principal	\$ 2,965,000	\$ 2,785,000	\$ 2,085,000	\$ 3,365,000	\$ 3,745,000	11.3%
Bond Anticipation Notes Principal	0	885,000	411,450	0	0	0.0%
Interest on Bonds	637,537	411,413	795,134	1,201,892	1,126,271	-6.3%
Interest on Bond Anticipation Notes	0	413,340	710,520	95,560	220,525	130.8%
Downtown Business Improvement Loan	33,800	0	0	0	0	0.0%
<b>Subtotal</b>	<b>\$ 3,636,337</b>	<b>\$ 4,494,753</b>	<b>\$ 4,002,104</b>	<b>\$ 4,662,452</b>	<b>\$ 5,091,796</b>	<b>9.2%</b>
<b><u>School Debt Service</u></b>						
Bond Principal	\$ 3,940,000	\$ 4,255,000	\$ 4,435,000	\$ 4,460,000	\$ 3,205,000	-28.1%
Bond Anticipation Notes Principal	0	41,800	0	0	0	0.0%
Interest on Bonds	1,310,948	824,913	830,023	685,003	558,276	-18.5%
Interest on Bond Anticipation Notes	14,181	32,600	0	0	0	0.0%
<b>Subtotal</b>	<b>\$ 5,265,129</b>	<b>\$ 5,154,313</b>	<b>\$ 5,265,023</b>	<b>\$ 5,145,003</b>	<b>\$ 3,763,276</b>	<b>-26.9%</b>
<b><u>Deferred Charges &amp; Reserves</u></b>						
Prospective Assessments Canceled	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.0%
Deferred Charges (Capital Expenses Unfunded)	100,000	75,000	75,000	50,000	50,000	0.0%
Reserve for Tax Appeals	325,000	300,000	140,000	25,000	0	-100.0%
Reserve for Salary Adjustments	200,000	90,000	190,000	110,000	190,000	72.7%
<b>Subtotal</b>	<b>\$ 625,000</b>	<b>\$ 465,000</b>	<b>\$ 405,000</b>	<b>\$ 185,000</b>	<b>\$ 240,000</b>	<b>29.7%</b>
<b>Total General Appropriations excluded from "CAPS" Subtotal</b>	<b>\$ 13,254,158</b>	<b>\$ 13,910,138</b>	<b>\$ 14,224,551</b>	<b>\$ 13,944,240</b>	<b>\$ 13,329,752</b>	<b>-4.4%</b>
<i>Reserve for Uncollected Taxes</i>	\$ 5,217,372	\$ 5,386,796	\$ 5,287,251	\$ 5,294,145	\$ 5,060,100	-4.4%
<b>TOTAL GENERAL APPROPRIATIONS</b>	<b>\$ 50,006,897</b>	<b>\$ 51,373,916</b>	<b>\$ 51,984,799</b>	<b>\$ 51,754,562</b>	<b>\$ 51,787,747</b>	<b>0.1%</b>

# REVENUES & APPROPRIATIONS

# FIVE YEAR PROJECTIONS

General Revenues	Adopted Budget 2020	Realized 2020 as of 12/31/2020	Anticipated 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Annual Average % Change
<b>Fund Balance</b>									
Fund Balance (Surplus)	\$ 6,900,000	\$ 6,900,000	\$ 7,600,000	\$ 7,562,000	\$ 7,524,190	\$ 7,486,569	\$ 7,449,136	\$ 7,411,891	-0.50%
<b>TOTAL FUND BALANCE</b>	<b>\$ 6,900,000</b>	<b>\$ 6,900,000</b>	<b>\$ 7,600,000</b>	<b>\$ 7,562,000</b>	<b>\$ 7,524,190</b>	<b>\$ 7,486,569</b>	<b>\$ 7,449,136</b>	<b>\$ 7,411,891</b>	<b>-0.50%</b>
<b>Local Revenue</b>									
Alcoholic Beverage Control Licenses	\$ 39,250	\$ 40,356	\$ 39,250	\$ 39,250	\$ 39,250	\$ 39,250	\$ 39,250	\$ 39,250	0.00%
Other Licenses	90,250	60,758	60,000	60,600	61,206	61,818	62,436	63,061	1.00%
Municipal Court	450,000	239,440	200,000	202,000	204,020	206,060	208,121	210,202	1.00%
Interest & Costs on Taxes	190,000	176,597	130,000	131,300	132,613	133,939	135,279	136,631	1.00%
Interest on Investments	270,000	107,654	75,000	75,750	76,508	77,273	78,045	78,826	1.00%
Old Town Hall Rent	3,833	6,984	0	0	0	0	0	0	1.00%
Community Services Fees	110,283	134,890	130,000	131,300	132,613	133,939	135,279	136,631	1.00%
Drainage & Grading Fees	22,000	29,355	25,000	25,250	25,503	25,758	26,015	26,275	1.00%
Briant Park - Emergency Services	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	0.00%
Health Fees	175,000	130,175	130,000	131,300	132,613	133,939	135,279	136,631	1.00%
Zoning Board Fees	15,000	14,354	14,000	14,140	14,281	14,424	14,568	14,714	1.00%
Municipal Golf Course Fees	155,000	199,373	195,000	196,950	198,920	200,909	202,918	204,947	1.00%
Family Aquatic Center Fees	250,000	282,398	415,000	419,150	423,342	427,575	431,851	436,169	1.00%
Cable TV Franchise Fees (Verizon)	209,616	209,617	199,837	199,737	199,637	199,537	199,438	199,338	-0.05%
Cable TV Franchise Fees (Comcast)	112,748	112,748	105,418	105,365	105,313	105,260	105,207	105,155	-0.05%
Sale of Recyclable Materials	20,000	23,144	20,000	20,000	20,000	20,000	20,000	20,000	0.00%
Police Off Duty Administration Fees	103,000	148,201	145,000	146,450	147,915	149,394	150,888	152,396	1.00%
Hotel/Motel Occupancy Fees	90,000	58,597	50,000	50,500	51,005	51,515	52,030	52,551	1.00%
AHS/Overlook Community Support Services	795,400	795,400	795,400	795,400	795,400	500,000	500,000	500,000	1.00%
Utility Income Cell Tower	74,500	162,681	100,000	101,000	102,010	103,030	104,060	105,101	1.00%
<b>TOTAL LOCAL REVENUE</b>	<b>\$ 3,187,880</b>	<b>\$ 2,944,723</b>	<b>\$ 2,840,905</b>	<b>\$ 2,857,442</b>	<b>\$ 2,874,147</b>	<b>\$ 2,595,620</b>	<b>\$ 2,612,663</b>	<b>\$ 2,629,878</b>	<b>-1.44%</b>
<b>State Aid</b>									
School Debt Service Aid	\$ 464,929	\$ 464,929	\$ 401,850	\$ 401,850	\$ 401,850	\$ 401,850	\$ 401,850	\$ 401,850	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>\$ 3,488,186</b>	<b>\$ 3,488,186</b>	<b>\$ 3,425,107</b>	<b>0.00%</b>					
<b>Grants</b>									
Grants	\$ 148,806	\$ 1,179,530	\$ 328,838	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
<b>TOTAL GRANT REVENUES</b>	<b>\$ 148,806</b>	<b>\$ 1,179,530</b>	<b>\$ 328,838</b>	<b>\$ 0</b>	<b>0.00%</b>				

# REVENUES & APPROPRIATIONS

# FIVE YEAR PROJECTIONS

	Adopted Budget 2020	Realized 2020 as of 12/31/2020	Anticipated 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Annual Avg. % Change
<b>Enterprise Funds/ Contributions</b>									
Summit Housing P.I.L.O.T.	\$ 42,000	\$ 32,623	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000	0.00%
Parking Utility Share of Various Services	250,000	250,000	50,000	50,000	50,000	50,000	50,000	50,000	0.00%
Parking Utility Share of Pension Costs	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	0.00%
Parking Utility Contribution	550,000	550,000	0	0	0	0	0	0	0.00%
Sewer Utility Share of Pension Costs	38,000	40,000	38,000	38,000	38,000	38,000	38,000	38,000	0.00%
Sewer Utility Share of Various Services	120,000	175,000	125,000	125,000	125,000	125,000	125,000	125,000	0.00%
Sewer Utility Contribution	490,000	490,000	700,000	500,000	500,000	500,000	500,000	500,000	0.00%
U.C.C. Share of Pension & Health/Dental Costs	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	0.00%
General Capital Surplus	380,000	380,000	700,000	200,000	200,000	200,000	200,000	200,000	0.00%
SDI Share of Debt Service	0	0	0	0	0	0	0	0	0.00%
Uniform Safety Act	55,000	40,910	40,000	40,000	40,000	40,000	40,000	40,000	0.00%
Reserve for Municipal Debt Service	193,000	193,000	46,283	0	0	0	0	0	0.00%
Reserve for School Debt Service	91,784	91,784	9,875	0	0	0	0	0	0.00%
Reserve for Regional Environmental Health (Current Fund)	0	0	0	0	0	0	0	0	0.00%
Reserve for Snow Removal	0	0	0	0	0	0	0	0	0.00%
Reserve Insurance Settlement (General Capital)	0	0	0	0	0	0	0	0	0.00%
Rebate Liability (General Capital)	0	0	0	0	0	0	0	0	0.00%
Prepaid Assessment Morris/Kent (General Capital)	0	0	0	0	0	0	0	0	0.00%
Bond Sale Costs (General Capital)	0	0	0	0	0	0	0	0	0.00%
Reserve to Pay General Capital Debt (Community Center)	148,000	148,000	80,610	0	0	0	0	0	0.00%
Reserve for Public Defender (Trust)	0	0	0	0	0	0	0	0	0.00%
Reserve Refunding Bond Costs	0	0	0	0	0	0	0	0	0.00%
Sale of Municipal Assets	850,000	850,000	650,000	0	0	0	0	0	0.00%
American Rescue Plan Act	0	0	1,075,495	1,075,495	0	0	0	0	0.00%
<b>TOTAL ENTERPRISE FUNDS/CONTRIBUTIONS</b>	<b>\$ 3,337,784</b>	<b>\$ 3,371,317</b>	<b>\$ 3,677,263</b>	<b>\$ 2,190,495</b>	<b>\$ 1,115,000</b>	<b>\$ 1,115,000</b>	<b>\$ 1,115,000</b>	<b>\$ 1,115,000</b>	<b>-17.91%</b>
<b>Prior Year Tax Receipts</b>	<b>\$ 520,000</b>	<b>\$ 483,163</b>	<b>\$ 420,000</b>	<b>0.00%</b>					
<b>TOTAL PRIOR YEAR TAX RECEIPTS</b>	<b>\$ 520,000</b>	<b>\$ 483,163</b>	<b>\$ 420,000</b>	<b>0.00%</b>					
<b>General Revenues Subtotal</b>	<b>\$ 17,582,656</b>	<b>\$ 18,366,919</b>	<b>\$ 18,292,113</b>	<b>\$ 16,455,044</b>	<b>\$ 15,358,444</b>	<b>\$ 15,042,296</b>	<b>\$ 15,021,906</b>	<b>\$ 15,001,876</b>	<b>-3.81%</b>
<i>Amount To Be Raised By Taxes (Municipal Tax Levy)</i>	\$ 27,103,871	\$ 27,103,871	\$ 27,651,998	\$ 27,928,518	\$ 28,207,803	\$ 28,489,881	\$ 28,774,780	\$ 29,062,528	1.00%
<i>Local School District Obligation to City (School District Levy)</i>	4,588,290	4,588,290	3,351,551	3,418,582	3,486,954	3,556,693	3,627,827	3,700,383	2.00%
<i>Amount to Be Raised By Taxes (Library Tax Levy)</i>	2,479,745	2,479,745	2,492,085	2,517,006	2,542,176	2,567,598	2,593,274	2,619,206	1.00%
<b>TAX LEVY TOTAL</b>	<b>\$ 34,171,906</b>	<b>\$ 34,171,906</b>	<b>\$ 33,495,634</b>	<b>\$ 33,864,106</b>	<b>\$ 34,236,932</b>	<b>\$ 34,614,171</b>	<b>\$ 34,995,880</b>	<b>\$ 35,382,117</b>	<b>1.10%</b>
<b>TOTAL GENERAL REVENUES</b>	<b>\$ 51,754,562</b>	<b>\$ 52,538,825</b>	<b>\$ 51,787,746</b>	<b>\$ 50,319,150</b>	<b>\$ 49,595,376</b>	<b>\$ 49,656,467</b>	<b>\$ 50,017,786</b>	<b>\$ 50,383,993</b>	<b>-0.54%</b>

# REVENUES & APPROPRIATIONS

## FIVE YEAR PROJECTIONS

OPERATIONS WITHIN "CAPS"	Adopted 2020	Final w/ Transfers 2020 as of 12/31/2020	Proposed 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Annual Average % Change
<b>General Government</b>									
<b>Administrative &amp; Executive</b>									
Salaries & Wages	\$ 393,474	\$ 396,474	\$ 421,047	\$ 429,468	\$ 438,057	\$ 446,818	\$ 455,755	\$ 464,870	2.00%
Other Expenses	84,250	82,250	80,250	81,855	83,492	85,162	86,865	88,602	2.00%
<b>Subtotal</b>	<b>\$ 477,724</b>	<b>\$ 478,724</b>	<b>\$ 501,297</b>	<b>\$ 511,323</b>	<b>\$ 521,549</b>	<b>\$ 531,980</b>	<b>\$ 542,620</b>	<b>\$ 553,472</b>	<b>2.00%</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>Subtotal</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	\$ 47,600	\$ 47,600	\$ 54,600	\$ 55,692	\$ 56,806	\$ 57,942	\$ 59,101	\$ 60,283	2.00%
<b>Subtotal</b>	<b>\$ 47,600</b>	<b>\$ 47,600</b>	<b>\$ 54,600</b>	<b>\$ 55,692</b>	<b>\$ 56,806</b>	<b>\$ 57,942</b>	<b>\$ 59,101</b>	<b>\$ 60,283</b>	<b>2.00%</b>
<b>Physical Examinations - Municipal Employees</b>									
Other Expenses	\$ 24,500	\$ 24,500	\$ 24,000	\$ 24,480	\$ 24,970	\$ 25,469	\$ 25,978	\$ 26,498	2.00%
<b>Subtotal</b>	<b>\$ 24,500</b>	<b>\$ 24,500</b>	<b>\$ 24,000</b>	<b>\$ 24,480</b>	<b>\$ 24,970</b>	<b>\$ 25,469</b>	<b>\$ 25,978</b>	<b>\$ 26,498</b>	<b>2.00%</b>
<b>Technology - Other Expenses</b>									
Other Expenses	\$ 239,000	\$ 239,000	\$ 247,500	\$ 252,450	\$ 257,499	\$ 262,649	\$ 267,902	\$ 273,260	2.00%
<b>Subtotal</b>	<b>\$ 239,000</b>	<b>\$ 239,000</b>	<b>\$ 247,500</b>	<b>\$ 252,450</b>	<b>\$ 257,499</b>	<b>\$ 262,649</b>	<b>\$ 267,902</b>	<b>\$ 273,260</b>	<b>2.00%</b>
<b>HomeTowne TV Service Agreement</b>									
Other Expenses	\$ 80,591	\$ 80,591	\$ 83,000	\$ 82,585	\$ 82,172	\$ 81,761	\$ 81,352	\$ 80,946	-0.50%
<b>Subtotal</b>	<b>\$ 80,591</b>	<b>\$ 80,591</b>	<b>\$ 83,000</b>	<b>\$ 82,585</b>	<b>\$ 82,172</b>	<b>\$ 81,761</b>	<b>\$ 81,352</b>	<b>\$ 80,946</b>	<b>-0.50%</b>
<b>Employee Appreciation Events</b>									
Other Expenses	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,060	\$ 3,121	\$ 3,184	\$ 3,247	\$ 3,312	2.00%
<b>Subtotal</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>	<b>\$ 3,060</b>	<b>\$ 3,121</b>	<b>\$ 3,184</b>	<b>\$ 3,247</b>	<b>\$ 3,312</b>	<b>2.00%</b>
<b>Clerk's Office</b>									
Salaries & Wages	\$ 288,525	\$ 224,400	\$ 265,641	\$ 270,954	\$ 276,373	\$ 281,900	\$ 287,538	\$ 293,289	2.00%
Other Expenses	164,350	164,350	171,050	174,471	177,960	181,520	185,150	188,853	2.00%
Codification of Ordinances	12,000	14,000	12,000	12,240	12,485	12,734	12,989	13,249	2.00%
<b>Subtotal</b>	<b>\$ 464,875</b>	<b>\$ 402,750</b>	<b>\$ 448,691</b>	<b>\$ 457,665</b>	<b>\$ 466,818</b>	<b>\$ 476,154</b>	<b>\$ 485,678</b>	<b>\$ 495,391</b>	<b>2.00%</b>
<b>Legal Services</b>									
Municipal Prosecutor - Salaries & Wages	\$ 35,900	\$ 37,600	\$ 37,600	\$ 38,352	\$ 39,119	\$ 39,901	\$ 40,699	\$ 41,513	2.00%
Other Expenses - Legal Professional Contracts	240,000	260,000	250,000	255,000	260,100	265,302	270,608	276,020	2.00%
Public Defender	8,500	14,000	8,500	8,670	8,843	9,020	9,201	9,385	2.00%
<b>Subtotal</b>	<b>\$ 284,400</b>	<b>\$ 311,600</b>	<b>\$ 296,100</b>	<b>\$ 302,022</b>	<b>\$ 308,062</b>	<b>\$ 314,224</b>	<b>\$ 320,508</b>	<b>\$ 326,918</b>	<b>2.00%</b>
<b>GENERAL GOVERNMENT TOTAL</b>									
	<b>\$ 1,627,290</b>	<b>\$ 1,593,365</b>	<b>\$ 1,663,788</b>	<b>\$ 1,694,989</b>	<b>\$ 1,726,824</b>	<b>\$ 1,759,306</b>	<b>\$ 1,792,448</b>	<b>\$ 1,826,263</b>	<b>1.88%</b>

# REVENUES & APPROPRIATIONS

## FIVE YEAR PROJECTIONS

	Adopted 2020	Final w/ Transfers 2020 as of 12/31/2020	Proposed 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Annual Average % Change
<b>Department of Finance</b>									
Financial Administration									
Salaries & Wages	\$ 442,459	\$ 442,459	\$ 458,573	\$ 467,744	\$ 477,099	\$ 486,641	\$ 496,374	\$ 506,302	2.00%
Other Expenses	83,622	83,622	79,740	81,335	82,961	84,621	86,313	88,039	2.00%
Subtotal	<b>\$ 526,081</b>	<b>\$ 526,081</b>	<b>\$ 538,313</b>	<b>\$ 549,079</b>	<b>\$ 560,061</b>	<b>\$ 571,262</b>	<b>\$ 582,687</b>	<b>\$ 594,341</b>	<b>2.00%</b>
Municipal Purchasing									
Other Expenses	\$ 12,800	\$ 12,800	\$ 11,800	\$ 12,036	\$ 12,277	\$ 12,522	\$ 12,773	\$ 13,028	2.00%
Subtotal	<b>\$ 12,800</b>	<b>\$ 12,800</b>	<b>\$ 11,800</b>	<b>\$ 12,036</b>	<b>\$ 12,277</b>	<b>\$ 12,522</b>	<b>\$ 12,773</b>	<b>\$ 13,028</b>	<b>2.00%</b>
Audit Services									
Other Expenses	\$ 46,000	\$ 46,000	\$ 47,200	\$ 48,144	\$ 49,107	\$ 50,089	\$ 51,091	\$ 52,113	2.00%
Subtotal	<b>\$ 46,000</b>	<b>\$ 46,000</b>	<b>\$ 47,200</b>	<b>\$ 48,144</b>	<b>\$ 49,107</b>	<b>\$ 50,089</b>	<b>\$ 51,091</b>	<b>\$ 52,113</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%
Subtotal	<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	\$ 171,800	\$ 179,410	\$ 191,714	\$ 195,548	\$ 199,459	\$ 203,448	\$ 207,517	\$ 211,668	2.00%
Other Expenses	19,145	19,145	19,370	19,757	20,153	20,556	20,967	21,386	2.00%
Subtotal	<b>\$ 190,945</b>	<b>\$ 198,555</b>	<b>\$ 211,084</b>	<b>\$ 215,306</b>	<b>\$ 219,612</b>	<b>\$ 224,004</b>	<b>\$ 228,484</b>	<b>\$ 233,054</b>	<b>2.00%</b>
Tax Assessment									
Salaries & Wages	\$ 240,825	\$ 215,825	\$ 190,476	\$ 194,286	\$ 198,171	\$ 202,135	\$ 206,177	\$ 210,301	2.00%
Other Expenses	233,400	233,400	230,300	234,906	239,604	244,396	249,284	254,270	2.00%
Subtotal	<b>\$ 474,225</b>	<b>\$ 449,225</b>	<b>\$ 420,776</b>	<b>\$ 429,192</b>	<b>\$ 437,775</b>	<b>\$ 446,531</b>	<b>\$ 455,461</b>	<b>\$ 464,571</b>	<b>2.00%</b>
FINANCE DEPARTMENT TOTAL	<b>\$ 1,251,551</b>	<b>\$ 1,234,161</b>	<b>\$ 1,230,673</b>	<b>\$ 1,255,286</b>	<b>\$ 1,280,392</b>	<b>\$ 1,306,000</b>	<b>\$ 1,332,120</b>	<b>\$ 1,358,762</b>	<b>2.00%</b>
<b>Public Safety</b>									
Police									
Salaries & Wages	\$ 5,914,270	\$ 5,470,195	\$ 6,048,911	\$ 6,169,889	\$ 6,293,287	\$ 6,419,153	\$ 6,547,536	\$ 6,678,487	2.00%
Other Expenses	448,800	514,150	449,300	458,286	467,452	476,801	486,337	496,064	2.00%
Crossing Guards - Salaries & Wages	205,000	205,000	205,000	205,000	205,000	205,000	205,000	205,000	0.00%
Crossing Guards - Other Expenses	4,000	4,000	4,000	4,080	4,162	4,245	4,330	4,416	2.00%
Police Vehicles	0	0	0	0	0	0	0	0	0.00%
Subtotal	<b>\$ 6,572,070</b>	<b>\$ 6,193,345</b>	<b>\$ 6,707,211</b>	<b>\$ 6,837,255</b>	<b>\$ 6,969,900</b>	<b>\$ 7,105,198</b>	<b>\$ 7,243,202</b>	<b>\$ 7,383,966</b>	<b>1.94%</b>
Fire									
Salaries & Wages	\$ 4,272,243	\$ 4,308,788	\$ 4,206,545	\$ 4,290,676	\$ 4,376,489	\$ 4,464,019	\$ 4,553,300	\$ 4,644,366	2.00%
Other Expenses	304,700	304,700	386,700	394,434	402,323	410,369	418,577	426,948	2.00%
Uniform Fire Safety Act - Salaries & Wages	36,545	36,545	36,545	37,093	37,650	38,214	38,788	39,369	1.50%
Fire Hydrant Service	300,000	300,000	300,000	306,000	312,120	318,362	324,730	331,224	2.00%
Subtotal	<b>\$ 4,913,488</b>	<b>\$ 4,950,033</b>	<b>\$ 4,929,790</b>	<b>\$ 5,028,203</b>	<b>\$ 5,128,582</b>	<b>\$ 5,230,965</b>	<b>\$ 5,335,393</b>	<b>\$ 5,441,907</b>	<b>2.00%</b>
Emergency Management									
Other Expenses	\$ 13,200	\$ 13,200	\$ 13,200	\$ 13,464	\$ 13,733	\$ 14,008	\$ 14,288	\$ 14,574	2.00%
Subtotal	<b>\$ 13,200</b>	<b>\$ 13,200</b>	<b>\$ 13,200</b>	<b>\$ 13,464</b>	<b>\$ 13,733</b>	<b>\$ 14,008</b>	<b>\$ 14,288</b>	<b>\$ 14,574</b>	<b>2.00%</b>
PUBLIC SAFETY TOTAL	<b>\$ 11,498,758</b>	<b>\$ 11,156,578</b>	<b>\$ 11,650,201</b>	<b>\$ 11,878,922</b>	<b>\$ 12,112,215</b>	<b>\$ 12,350,171</b>	<b>\$ 12,592,884</b>	<b>\$ 12,840,447</b>	<b>1.98%</b>

# REVENUES & APPROPRIATIONS

# FIVE YEAR PROJECTIONS

	Adopted 2020	Final w/ Transfers 2020 as of 12/31/2020	Proposed 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Annual Average % Change
<b>Department of Community Services</b>									
Community Services Administration									
Salaries & Wages	\$ 495,483	\$ 445,483	\$ 505,983	\$ 516,103	\$ 526,425	\$ 536,953	\$ 547,692	\$ 558,646	2.00%
Other Expenses	86,800	86,800	93,800	95,676	97,590	99,541	101,532	103,563	2.00%
Downtown Maintenance	8,500	8,500	8,500	8,670	8,843	9,020	9,201	9,385	2.00%
Subtotal	<b>\$ 590,783</b>	<b>\$ 540,783</b>	<b>\$ 608,283</b>	<b>\$ 620,449</b>	<b>\$ 632,858</b>	<b>\$ 645,515</b>	<b>\$ 658,425</b>	<b>\$ 671,594</b>	<b>2.00%</b>
Engineering									
Salaries & Wages	\$ 373,509	\$ 373,509	\$ 336,543	\$ 343,274	\$ 350,139	\$ 357,142	\$ 364,285	\$ 371,571	2.00%
Other Expenses	26,000	26,000	26,500	27,030	27,571	28,122	28,684	29,258	2.00%
Subtotal	<b>\$ 399,509</b>	<b>\$ 399,509</b>	<b>\$ 363,043</b>	<b>\$ 370,304</b>	<b>\$ 377,710</b>	<b>\$ 385,264</b>	<b>\$ 392,969</b>	<b>\$ 400,829</b>	<b>2.00%</b>
Roads Unit									
Salaries & Wages	\$ 880,401	\$ 880,401	\$ 913,479	\$ 931,749	\$ 950,384	\$ 969,391	\$ 988,779	\$ 1,008,555	2.00%
Other Expenses	149,000	149,000	149,000	151,980	155,020	158,120	161,282	164,508	2.00%
Subtotal	<b>\$ 1,029,401</b>	<b>\$ 1,029,401</b>	<b>\$ 1,062,479</b>	<b>\$ 1,083,729</b>	<b>\$ 1,105,403</b>	<b>\$ 1,127,511</b>	<b>\$ 1,150,061</b>	<b>\$ 1,173,063</b>	<b>2.00%</b>
Public Works Maintenance Unit									
Salaries & Wages	\$ 286,326	\$ 286,326	\$ 296,954	\$ 302,893	\$ 308,951	\$ 315,130	\$ 321,433	\$ 327,861	2.00%
Other Expenses	61,750	61,750	62,550	63,801	65,077	66,379	67,706	69,060	2.00%
Subtotal	<b>\$ 348,076</b>	<b>\$ 348,076</b>	<b>\$ 359,504</b>	<b>\$ 366,694</b>	<b>\$ 374,028</b>	<b>\$ 381,509</b>	<b>\$ 389,139</b>	<b>\$ 396,921</b>	<b>2.00%</b>
Sanitation Unit									
Salaries & Wages	\$ 660,185	\$ 687,886	\$ 682,146	\$ 695,789	\$ 709,705	\$ 723,899	\$ 738,377	\$ 753,144	2.00%
Other Expenses	4,000	4,000	4,000	4,080	4,162	4,245	4,330	4,416	2.00%
Subtotal	<b>\$ 664,185</b>	<b>\$ 691,886</b>	<b>\$ 686,146</b>	<b>\$ 699,869</b>	<b>\$ 713,866</b>	<b>\$ 728,144</b>	<b>\$ 742,706</b>	<b>\$ 757,561</b>	<b>2.00%</b>
Recycling Unit									
Salaries & Wages	\$ 78,100	\$ 78,100	\$ 81,639	\$ 83,272	\$ 84,937	\$ 86,636	\$ 88,369	\$ 90,136	2.00%
Other Expenses	370,750	370,750	510,350	520,557	530,968	541,588	552,419	563,468	2.00%
Subtotal	<b>\$ 448,850</b>	<b>\$ 448,850</b>	<b>\$ 591,989</b>	<b>\$ 603,829</b>	<b>\$ 615,905</b>	<b>\$ 628,223</b>	<b>\$ 640,788</b>	<b>\$ 653,604</b>	<b>2.00%</b>
Transfer Station									
Salaries & Wages	\$ 232,019	\$ 299,019	\$ 255,056	\$ 260,157	\$ 265,360	\$ 270,667	\$ 276,081	\$ 281,602	2.00%
Other Expenses	54,750	54,750	84,750	86,445	88,174	89,937	91,736	93,571	2.00%
Disposal Charges	1,070,000	1,070,000	970,000	989,400	1,009,188	1,029,372	1,049,959	1,070,958	2.00%
Subtotal	<b>\$ 1,356,769</b>	<b>\$ 1,423,769</b>	<b>\$ 1,309,806</b>	<b>\$ 1,336,002</b>	<b>\$ 1,362,722</b>	<b>\$ 1,389,977</b>	<b>\$ 1,417,776</b>	<b>\$ 1,446,132</b>	<b>2.00%</b>
Compost Area									
Salaries & Wages	\$ 161,304	\$ 177,304	\$ 172,278	\$ 175,724	\$ 179,238	\$ 182,823	\$ 186,479	\$ 190,209	2.00%
Other Expenses	4,200	4,200	4,200	4,284	4,370	4,457	4,546	4,637	2.00%
Subtotal	<b>\$ 165,504</b>	<b>\$ 181,504</b>	<b>\$ 176,478</b>	<b>\$ 180,008</b>	<b>\$ 183,608</b>	<b>\$ 187,280</b>	<b>\$ 191,025</b>	<b>\$ 194,846</b>	<b>2.00%</b>

## REVENUES & APPROPRIATIONS

## FIVE YEAR PROJECTIONS

	Adopted 2020	Final w/ Transfers 2020 as of 12/31/2020	Proposed 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Annual Average % Change
<b>Buildings &amp; Grounds Unit</b>									
Salaries & Wages	\$ 236,770	\$ 236,770	\$ 245,365	\$ 250,272	\$ 255,278	\$ 260,383	\$ 265,591	\$ 270,903	2.00%
Other Expenses	152,000	152,000	153,750	156,056	158,397	160,773	163,185	165,632	1.50%
<b>Subtotal</b>	<b>\$ 388,770</b>	<b>\$ 388,770</b>	<b>\$ 399,115</b>	<b>\$ 406,329</b>	<b>\$ 413,675</b>	<b>\$ 421,156</b>	<b>\$ 428,776</b>	<b>\$ 436,535</b>	<b>1.81%</b>
<b>Fleet Maintenance Unit</b>									
Salaries & Wages	\$ 253,038	\$ 253,038	\$ 261,990	\$ 267,230	\$ 272,574	\$ 278,026	\$ 283,586	\$ 289,258	2.00%
Other Expenses	274,150	274,150	287,700	293,454	299,323	305,310	311,416	317,644	2.00%
<b>Subtotal</b>	<b>\$ 527,188</b>	<b>\$ 527,188</b>	<b>\$ 549,690</b>	<b>\$ 560,684</b>	<b>\$ 571,897</b>	<b>\$ 583,335</b>	<b>\$ 595,002</b>	<b>\$ 606,902</b>	<b>2.00%</b>
<b>Shade Trees Unit</b>									
Salaries & Wages	\$ 651,379	\$ 651,379	\$ 686,353	\$ 700,080	\$ 714,082	\$ 728,363	\$ 742,931	\$ 757,789	2.00%
Other Expenses	277,500	277,500	282,500	288,150	293,913	299,791	305,787	311,903	2.00%
<b>Subtotal</b>	<b>\$ 928,879</b>	<b>\$ 928,879</b>	<b>\$ 968,853</b>	<b>\$ 988,230</b>	<b>\$ 1,007,995</b>	<b>\$ 1,028,155</b>	<b>\$ 1,048,718</b>	<b>\$ 1,069,692</b>	<b>2.00%</b>
<b>Land Use</b>									
Salaries & Wages	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,830	\$ 17,167	\$ 17,510	\$ 17,860	\$ 18,217	2.00%
Other Expenses	164,250	164,250	182,250	185,895	189,613	193,405	197,273	201,219	2.00%
<b>Subtotal</b>	<b>\$ 180,750</b>	<b>\$ 180,750</b>	<b>\$ 198,750</b>	<b>\$ 202,725</b>	<b>\$ 206,780</b>	<b>\$ 210,915</b>	<b>\$ 215,133</b>	<b>\$ 219,436</b>	<b>2.00%</b>
<b>Board of Adjustment</b>									
Salaries & Wages	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	0.00%
Other Expenses	26,500	26,500	26,300	26,826	27,363	27,910	28,468	29,037	2.00%
<b>Subtotal</b>	<b>\$ 31,500</b>	<b>\$ 31,500</b>	<b>\$ 31,300</b>	<b>\$ 31,826</b>	<b>\$ 32,363</b>	<b>\$ 32,910</b>	<b>\$ 33,468</b>	<b>\$ 34,037</b>	<b>1.69%</b>
<b>Code Enforcement</b>									
Salaries & Wages	\$ 210,810	\$ 210,810	\$ 209,926	\$ 214,125	\$ 218,407	\$ 222,775	\$ 227,231	\$ 231,775	2.00%
Other Expenses	2,750	2,750	2,750	2,805	2,861	2,918	2,977	3,036	2.00%
<b>Subtotal</b>	<b>\$ 213,560</b>	<b>\$ 213,560</b>	<b>\$ 212,676</b>	<b>\$ 216,930</b>	<b>\$ 221,268</b>	<b>\$ 225,693</b>	<b>\$ 230,207</b>	<b>\$ 234,811</b>	<b>2.00%</b>
<b>DEPARTMENT OF COMMUNITY SERVICES TOTAL</b>	<b>\$ 7,273,724</b>	<b>\$ 7,334,425</b>	<b>\$ 7,518,112</b>	<b>\$ 7,667,606</b>	<b>\$ 7,820,077</b>	<b>\$ 7,975,587</b>	<b>\$ 8,134,195</b>	<b>\$ 8,295,963</b>	<b>1.99%</b>
<b>Department of Community Programs</b>									
<b>Community Programs</b>									
Salaries & Wages	\$ 496,197	\$ 536,197	\$ 604,839	\$ 616,936	\$ 629,274	\$ 641,860	\$ 654,697	\$ 667,791	2.00%
Other Expenses	64,000	64,000	64,000	65,280	66,586	67,917	69,276	70,661	2.00%
<b>Subtotal</b>	<b>\$ 560,197</b>	<b>\$ 600,197</b>	<b>\$ 668,839</b>	<b>\$ 682,216</b>	<b>\$ 695,860</b>	<b>\$ 709,777</b>	<b>\$ 723,973</b>	<b>\$ 738,452</b>	<b>2.00%</b>
<b>Golf Course</b>									
Salaries & Wages	\$ 131,100	\$ 131,100	\$ 134,405	\$ 137,093	\$ 139,835	\$ 142,632	\$ 145,484	\$ 148,394	2.00%
Other Expenses	70,000	70,000	70,000	71,400	72,828	74,285	75,770	77,286	2.00%
<b>Subtotal</b>	<b>\$ 201,100</b>	<b>\$ 201,100</b>	<b>\$ 204,405</b>	<b>\$ 208,493</b>	<b>\$ 212,663</b>	<b>\$ 216,916</b>	<b>\$ 221,255</b>	<b>\$ 225,680</b>	<b>2.00%</b>
<b>Family Aquatic Center</b>									
Salaries & Wages	\$ 134,000	\$ 135,000	\$ 156,000	\$ 159,120	\$ 162,302	\$ 165,548	\$ 168,859	\$ 172,237	2.00%
Other Expenses	134,150	134,150	134,150	136,833	139,570	142,361	145,208	148,112	2.00%
<b>Subtotal</b>	<b>\$ 268,150</b>	<b>\$ 269,150</b>	<b>\$ 290,150</b>	<b>\$ 295,953</b>	<b>\$ 301,872</b>	<b>\$ 307,910</b>	<b>\$ 314,068</b>	<b>\$ 320,349</b>	<b>2.00%</b>
<b>DEPARTMENT OF COMMUNITY PROGRAMS TOTAL</b>	<b>\$ 1,029,447</b>	<b>\$ 1,070,447</b>	<b>\$ 1,163,394</b>	<b>\$ 1,186,662</b>	<b>\$ 1,210,395</b>	<b>\$ 1,234,603</b>	<b>\$ 1,259,295</b>	<b>\$ 1,284,481</b>	<b>2.00%</b>

## REVENUES & APPROPRIATIONS

## FIVE YEAR PROJECTIONS

Adopted 2020	Final w/ Transfers 2020 as of 12/31/2020	Proposed 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Annual Average % Change
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### Board of Health

Salaries & Wages	\$ 146,966	\$ 121,966	\$ 152,779
Other Expenses	219,254	194,254	246,321
Dog Regulation	40,000	40,000	40,000
Social Services - S.A.G.E.	36,300	36,300	36,300
Prevention of Drug & Alcohol Abuse	7,890	7,890	7,890
<b>Subtotal</b>	<b>\$ 450,410</b>	<b>\$ 400,410</b>	<b>\$ 483,290</b>

\$ 155,835	\$ 158,951	\$ 162,130	\$ 165,373	\$ 168,680	2.00%
251,247	256,272	261,398	266,626	271,958	2.00%
40,800	41,616	42,448	43,297	44,163	2.00%
37,026	37,767	38,522	39,292	40,078	2.00%
8,048	8,209	8,373	8,540	8,711	2.00%
<b>\$ 492,956</b>	<b>\$ 502,815</b>	<b>\$ 512,871</b>	<b>\$ 523,129</b>	<b>\$ 533,591</b>	<b>2.00%</b>

### Municipal Court

Salaries & Wages	\$ 40,000	\$ 40,000	\$ 40,800
Other Expenses	364,128	364,128	350,900
<b>Subtotal</b>	<b>\$ 404,128</b>	<b>\$ 404,128</b>	<b>\$ 391,700</b>

\$ 41,616	\$ 42,448	\$ 43,297	\$ 44,163	\$ 45,046	2.00%
357,918	365,076	372,378	379,825	387,422	2.00%
<b>\$ 399,534</b>	<b>\$ 407,525</b>	<b>\$ 415,675</b>	<b>\$ 423,989</b>	<b>\$ 432,468</b>	<b>2.00%</b>

### Utilities

Electricity	\$ 368,000	\$ 368,000	\$ 368,000
Street Lighting	160,000	160,000	160,000
Telephone	194,000	194,000	194,000
Water	77,000	77,000	77,000
Fuel	344,000	344,000	324,000
<b>Subtotal</b>	<b>\$ 1,143,000</b>	<b>\$ 1,143,000</b>	<b>\$ 1,123,000</b>

\$ 375,360	\$ 382,867	\$ 390,525	\$ 398,335	\$ 406,302	2.00%
163,200	166,464	169,793	173,189	176,653	2.00%
197,880	201,838	205,874	209,992	214,192	2.00%
78,540	80,111	81,713	83,347	85,014	2.00%
330,480	337,090	343,831	350,708	357,722	2.00%
<b>\$ 1,145,460</b>	<b>\$ 1,168,369</b>	<b>\$ 1,191,737</b>	<b>\$ 1,215,571</b>	<b>\$ 1,239,883</b>	<b>2.00%</b>

### Insurance

General Liability	\$ 517,536	\$ 517,536	\$ 509,616
Workers Compensation	547,554	547,554	553,438
Employee Group Health	2,415,000	2,415,000	2,346,000
Unemployment Insurance	50,000	50,000	25,000
Other Insurance	25,000	25,000	25,000
<b>Subtotal</b>	<b>\$ 3,555,090</b>	<b>\$ 3,555,090</b>	<b>\$ 3,459,054</b>

\$ 519,808	\$ 530,204	\$ 540,809	\$ 551,625	\$ 562,657	2.00%
564,507	575,797	587,313	599,059	611,040	2.00%
2,475,030	2,611,157	2,754,770	2,906,283	3,066,128	5.50%
25,250	25,503	25,758	26,015	26,275	1.00%
25,500	26,010	26,530	27,061	27,602	2.00%
<b>\$ 3,610,095</b>	<b>\$ 3,768,671</b>	<b>\$ 3,935,179</b>	<b>\$ 4,110,042</b>	<b>\$ 4,293,703</b>	<b>4.42%</b>

### Summary Details:

Salaries & Wages	\$ 17,498,628	\$ 17,096,484	\$ 17,828,587
Other Expenses	\$ 10,734,770	\$ 10,795,120	\$ 10,854,625
<b>Total Operations within "CAPS"</b>	<b>\$ 28,233,398</b>	<b>\$ 27,891,604</b>	<b>\$ 28,683,212</b>

\$ 18,180,776	\$ 18,540,006	\$ 18,906,418	\$ 19,280,155	\$ 19,661,364	1.98%
\$ 11,144,308	\$ 11,450,723	\$ 11,768,026	\$ 12,096,698	\$ 12,437,242	2.76%
<b>\$ 29,325,084</b>	<b>\$ 29,990,729</b>	<b>\$ 30,674,444</b>	<b>\$ 31,376,853</b>	<b>\$ 32,098,607</b>	<b>2.28%</b>

# REVENUES & APPROPRIATIONS

# FIVE YEAR PROJECTIONS

<u>Statutory Expenditures within "CAPS"</u>	Adopted 2020	Final w/ Transfers 2020 as of 12/31/2020	Proposed 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Annual Average % Change
<b><u>Pensions/ Social Security</u></b>									
Public Employees Retirement System (PERS)	\$ 1,038,605	\$ 1,038,605	\$ 1,107,739	\$ 1,163,126	\$ 1,221,282	\$ 1,282,346	\$ 1,346,464	\$ 1,413,787	5.00%
Police Fire Retirement System (PFRS)	2,612,719	2,641,444	2,914,530	3,060,257	3,213,269	3,373,933	3,542,629	3,719,761	5.00%
Defined Contribution Retirement System (DCRP)	17,500	17,500	19,500	20,475	21,499	22,574	23,702	24,887	5.00%
Social Security	613,956	663,956	672,914	686,372	700,100	714,102	728,384	742,952	2.00%
<b>Subtotal</b>	<b>\$ 4,282,780</b>	<b>\$ 4,361,505</b>	<b>\$ 4,714,683</b>	<b>\$ 4,930,230</b>	<b>\$ 5,156,150</b>	<b>\$ 5,392,955</b>	<b>\$ 5,641,179</b>	<b>\$ 5,901,387</b>	<b>4.59%</b>
<b>Total General Appropriations within "CAPS"</b>	<b>\$ 32,516,178</b>	<b>\$ 32,252,110</b>	<b>\$ 33,397,895</b>	<b>\$ 34,255,314</b>	<b>\$ 35,146,879</b>	<b>\$ 36,067,399</b>	<b>\$ 37,018,033</b>	<b>\$ 37,999,993</b>	<b>2.62%</b>
<b><u>GENERAL APPROPRIATIONS</u></b>									
<b><u>OPERATIONS &amp; DEBT SERVICE EXCLUDED FROM "CAPS"</u></b>									
<b><u>Maintenance of Free Public Library</u></b>									
Salaries & Wages	\$ 1,556,126	\$ 1,556,126	\$ 1,569,750	\$ 1,593,296	\$ 1,617,196	\$ 1,641,454	\$ 1,666,075	\$ 1,691,067	1.50%
Other Expenses	923,620	923,620	922,335	940,782	959,597	978,789	998,365	1,018,332	2.00%
<b>Subtotal</b>	<b>\$ 2,479,746</b>	<b>\$ 2,479,746</b>	<b>\$ 2,492,085</b>	<b>\$ 2,534,078</b>	<b>\$ 2,576,793</b>	<b>\$ 2,620,243</b>	<b>\$ 2,664,440</b>	<b>\$ 2,709,399</b>	<b>1.69%</b>
<b><u>Grants Appropriations - Offset by Revenues</u></b>									
Grants	\$ 148,806	\$ 1,179,530	\$ 328,838	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
<b>Subtotal</b>	<b>\$ 148,806</b>	<b>\$ 1,179,530</b>	<b>\$ 328,838</b>	<b>\$ 0</b>	<b>0.00%</b>				
<b><u>Interlocal Agreements</u></b>									
Joint Meeting - NPSM Emergency Dispatch Center	\$ 1,213,758	\$ 1,213,758	\$ 1,213,758	\$ 1,225,896	\$ 1,238,155	\$ 1,250,536	\$ 1,263,041	\$ 1,275,672	1.00%
<b>Subtotal</b>	<b>\$ 1,213,758</b>	<b>\$ 1,213,758</b>	<b>\$ 1,213,758</b>	<b>\$ 1,225,896</b>	<b>\$ 1,238,155</b>	<b>\$ 1,250,536</b>	<b>\$ 1,263,041</b>	<b>\$ 1,275,672</b>	<b>1.00%</b>
<b><u>Capital Improvements</u></b>									
Capital Improvement Fund	\$ 109,475	\$ 109,475	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	0.00%
<b>Subtotal</b>	<b>\$ 109,475</b>	<b>\$ 109,475</b>	<b>\$ 200,000</b>	<b>0.00%</b>					
<b><u>Municipal Debt Service</u></b>									
Bond Principal	\$ 3,365,000	\$ 3,365,000	\$ 3,745,000	\$ 3,830,000	\$ 3,900,000	\$ 4,005,000	\$ 4,120,000	\$ 3,675,000	-0.23%
Bond Anticipation Notes Principal	0	0	0	520,258	1,086,816	1,523,039	2,742,777	908,767	100.00%
Interest on Bonds	1,201,892	1,201,892	1,126,271	1,046,852	960,598	854,795	736,532	617,707	-11.25%
Interest on Bond Anticipation Notes	95,560	95,560	220,525	40,230	64,212	123,672	107,880	89,250	8.08%
Downtown Business Improvement Loan	0	0	0	0	0	0	0	0	-15.40%
<b>Subtotal</b>	<b>\$ 4,662,452</b>	<b>\$ 4,662,452</b>	<b>\$ 5,091,796</b>	<b>\$ 5,437,340</b>	<b>\$ 6,011,626</b>	<b>\$ 6,506,506</b>	<b>\$ 7,707,189</b>	<b>\$ 5,290,724</b>	<b>2.54%</b>

## REVENUES & APPROPRIATIONS

## FIVE YEAR PROJECTIONS

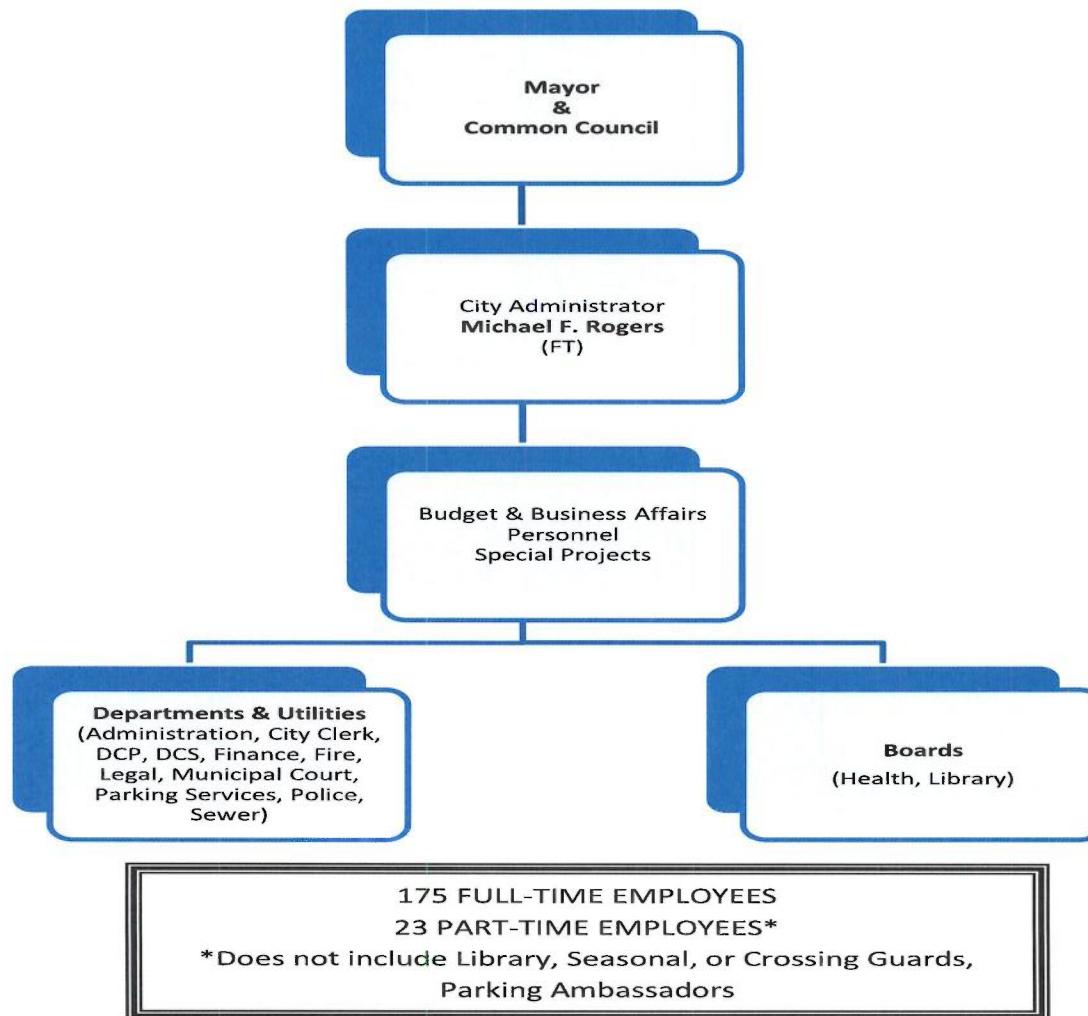
	Adopted 2020	Final w/ Transfers 2020 as of 12/31/2020	Proposed 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Annual Average % Change
<b>School Debt Service</b>									
Bond Principal	\$ 4,460,000	\$ 4,460,000	\$ 3,205,000	\$ 3,255,000	\$ 3,260,000	\$ 3,020,000	\$ 3,065,000	\$ 3,110,000	-0.54%
Bond Anticipation Notes Principal	0	0	0	0	0	0	0	0	0.00%
Interest on Bonds	685,003	685,003	558,276	464,481	376,851	296,191	221,658	152,027	-22.73%
Interest on Bond Anticipation Notes	0	0	0	0	0	0	0	0	0.00%
<b>Subtotal</b>	<b>\$ 5,145,003</b>	<b>\$ 5,145,003</b>	<b>\$ 3,763,276</b>	<b>\$ 3,719,481</b>	<b>\$ 3,636,851</b>	<b>\$ 3,316,191</b>	<b>\$ 3,286,658</b>	<b>\$ 3,262,027</b>	<b>-2.77%</b>
<b>Deferred Charges &amp; Reserves</b>									
Deficit in Dedicated Assessment Budget	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
Deferred Charges (Capital Expenses Unfunded)	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	0.00%
Reserve for Tax Appeals	25,000	25,000	0	50,000	50,000	50,000	50,000	50,000	0.00%
Reserve for Salary Adjustments	110,000	110,000	190,000	100,000	100,000	100,000	100,000	100,000	0.00%
Reserve for Municipal Debt Service	0	0	0	0	0	0	0	0	0.00%
<b>Subtotal</b>	<b>\$ 185,000</b>	<b>\$ 185,000</b>	<b>\$ 240,000</b>	<b>\$ 200,000</b>	<b>-3.33%</b>				
<b>Total General Appropriations excluded from "CAPS" Subtotal</b>	<b>\$ 13,944,240</b>	<b>\$ 14,974,964</b>	<b>\$ 13,329,752</b>	<b>\$ 13,316,794</b>	<b>\$ 13,863,424</b>	<b>\$ 14,093,476</b>	<b>\$ 15,321,329</b>	<b>\$ 12,937,822</b>	<b>-0.24%</b>
<i>Reserve for Uncollected Taxes</i>	\$ 5,294,145	\$ 5,294,145	\$ 5,060,100	\$ 5,161,302	\$ 5,264,528	\$ 5,369,818	\$ 5,477,214	\$ 5,586,759	2.00%
<b>TOTAL GENERAL APPROPRIATIONS</b>	<b>\$ 51,754,562</b>	<b>\$ 52,521,218</b>	<b>\$ 51,787,747</b>	<b>\$ 52,733,410</b>	<b>\$ 54,274,831</b>	<b>\$ 55,530,693</b>	<b>\$ 57,816,576</b>	<b>\$ 56,524,574</b>	<b>1.79%</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.

We manage personnel administration, public communications and marketing, 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 municipal staff by providing the technology needed to complete job duties efficiently.



## OUR MISSION

Administration supports the efficient delivery of municipal services to meet the vital health, safety and general welfare needs of citizens, and to 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 prosperity.

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

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



## 2020 ACCOMPLISHMENTS

*Adaptability.* The COVID-19 pandemic forced organizations to quickly pivot to function effectively with a remote workforce. For many private sector companies, telecommuting and remote work was more common than in the public sector. In an environment of fear and uncertainty, Summit municipal government faced the challenge of protecting its workforce while continuing to deliver essential services. With public safety and public works employees on the frontline each day, the city implemented strict protocols to keep staff safe at work and prevent the spread of coronavirus. The crisis accelerated adoption of digital platforms to maintain productivity. Summit city government demonstrated tremendous flexibility in managing necessary safety precautions in work locations and facilities. Throughout this highly disruptive year, we modified work schedules by rotating staff to ensure a portion of the workforce remained healthy and were able to balance family challenges created by school closings.

Considerable progress was made toward helping city agencies and departments fulfill workforce needs and more effectively manage resources and operations.

- Continued implementation of Human Resources software solution (Primepoint) to better develop HR functionality citywide. Primepoint offers applicant tracking, payroll and benefits administration, time and attendance tracking and performance management functionality. The recruitment module proved to be a critical tool in 2020, allowing online applications for open positions. Staff were able to hire and onboard chosen candidates remotely. During the onboarding process, candidates were able to securely enter proof of identification and key documentation into the system. Interviews were conducted using the Zoom virtual meeting platform.
- The Department of Community Programs staff was migrated from an alternate time and labor system to the Primepoint program.
- For the health and safety of staff and visitors to city offices, a City of Summit Health Questionnaire Survey was developed requiring all city personnel to answer CDC-recommended health questions prior to arrival at work.
- Successfully negotiated a four-year labor contract with Teamsters Local 469 with a total cost increase of 3.64% over the duration of the contract.
- The City of Summit achieved a perfect score and Gold Status in the 2020 Safety Incentive Program for the Suburban Municipal Joint Insurance Fund. All Gold Status members received a certificate of participation and completion of the Safety Incentive Program and earned \$2,000.00 for having a perfect score. This money will be used toward additional safety related functions throughout the City. The Suburban Municipal Joint Insurance Fund Safety Incentive Program is used to improve workplace safety, raise employee awareness, and reduce accidents by encouraging participation in JIF safety-related activities and training programs. As part of the Safety Incentive Program, the city

earns points for the following: (i) reducing the lost time accident frequency by 5% over the previous 3 year average; (ii) holding quarterly safety committee meetings; (iii) completing employee safety training courses, (iv) conducting in-house job safety observations in an effort to identify ways to improve the efficiency and safety of the jobs being performed, (v) inspecting facilities, equipment and vehicles for minimum levels of safety, (vi) completing a law enforcement initiative activity which includes a Police Chief consultation with the JIF law enforcement Risk Control Consultant, or attending a law enforcement seminar, and (vii) conducting annual motor vehicle record checks for all employees who drive on municipal business.

Additionally, City Administration achieved the following:

- Assisted the Common Council in developing a 2020 municipal budget resulting in a flat city tax rate with no increase for property owners.
- Collaborated with city attorneys and the Office of the City Clerk on the creation of more flexible and less restrictive local regulations and processes for outdoor dining to help city businesses to function and survive during the economic shutdown caused by the coronavirus pandemic.
- Worked with the Mayor and governing body to select a new police chief and director for the Department of Community Services.
- Initiated the Broad Street West (BSW) redevelopment planning process, ensuring that timelines were met on project tasks such as: (i) advancing a Letter of Intent with the United States Postal Service for potential acquisition of the USPS parcel located within the BSW redevelopment area; (ii) collaborating with the city's parking consultant to conduct an analysis of proposed redevelopment subdistricts to provide a parking program that accommodates all anticipated parking use needs; and (iii) developing conceptual design of subdistricts 1, 2 and 3 with the designated redevelopers.

## 2021 PERFORMANCE GOALS

### Goal 1 *Oversee Broad Street West redevelopment process and ensure timelines are met.*

- Negotiate contractual terms with conditionally designated redevelopers and finalize an agreement with them.
- Partner with a real estate consultant to serve as the city's advisor on economic and financial feasibility of several development options being pursued in redevelopment subdistricts.
- Complete action items stipulated in the Letter of Intent with the United States Postal Service and commence drafting of a purchase/sale agreement.
- In collaboration with city staff, professional planning consultants, Planning Board volunteers and elected officials, established a community-focused process where citizens are given opportunities to provide feedback on redevelopment design concepts for subdistricts 1, 2 and 3.

### Goal 2 *Create and present the 2021 city budget with a municipal tax rate change at or under 2.0%*

### Goal 3 *Successfully negotiate a labor contract with the Firefighters' Mutual Benevolent Association (FMBA), Local 54.*

### Goal 4 *Continue implementation of centralized Human Resources management plan.*

- Administration staff will continue with the implementation of a software-focused Human Resources program to better develop HR functionality citywide.
- Roll out the Primepoint recruitment and on-boarding modules to additional city departments.
- Implement a paperless workflow for HR-related matters, including use of electronic signatures.
- Increase staff development and focus on customer service improvements.

### Goal 5 *Ensure employees are provided with technology (hardware and software) to enhance efficiency in job performance with an increased level of satisfaction.*

- Implement a city intranet for use in communications, employee relations and HR functions.
- Schedule and oversee employee training to maximize existing technology investment.

**Goal 6** *Work with the Common Council and relevant city commissions and advisory committees to create a strategic approach to development of a smart city planning framework. This will improve quality of life for citizens and facilitate safety, economic growth, and environmental and fiscal resilience.*

- Identify issues and opportunities with key internal constituents to put forward a vision that best serves the interests of the community, particularly in assessing energy aggregation options, evaluating feasibility of renewable energy projects, and developing an electric vehicle purchasing policy and plan for the municipal transportation fleet.

**Goal 7** *Develop and implement a succession plan for various department head and key personnel retirements.*

**Goal 8** *Maximize the efficacy of the Joint Insurance Fund liability and worker's compensation management, providing training to improve service and minimize claims.*

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

**Goal 9** *Partner with a grant consultant to create a strategic plan to research and apply for all available governmental and non-profit grant opportunities that support the city's operational priorities.*

# Information Technology

Ajay Rangu, Information Technology Specialist



The city organization uses various software platforms and systems to provide employees with the technological tools needed to increase service delivery effectiveness, external accessibility and efficiency in interactions with the public. A critical component that underlies all these software platforms is security. Cybersecurity is important because it encompasses everything that pertains to protecting our sensitive data, personally identifiable information (PII), protected health information (PHI), personal information, intellectual property, data, and governmental and industry information systems from theft and damage attempted by criminals and adversaries. Cybersecurity risk is increasing, driven by global connectivity and usage of cloud services to store sensitive data and personal information.

Widespread poor configuration of cloud services paired with increasingly sophisticated cyber criminals means the risk that organizations suffer from a successful cyberattack, or data breach is on the rise. Cyber threats can come from any level of an organization. Educating staff about simple social engineering scams like phishing and more sophisticated cybersecurity attacks like ransomware attacks or other malware designed to steal intellectual property or personal data is more important than ever.

## 2021 PERFORMANCE GOALS

## Goal 1 Migrate user documents and folders to a secure cloud-based storage system.

**Goal 2** *Implement Microsoft SharePoint, a secure cloud-based service that will assist City departments in sharing and managing content, knowledge, and applications to quickly find information and seamlessly collaborate across the organization.*

### **Goal 3** *Implement multi-factor authentication for all cloud-based applications.*

**Goal 4** *Inventory, identify and secure sensitive data residing in the City's network and cloud-based applications.*

## **Goal 5 Develop more proficient technology management.**

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

# COMMUNICATIONS OFFICE

AMY CAIRNS  
CHIEF COMMUNICATIONS OFFICER



## 2020 Accomplishments

Survived the year.

With the emergence of the COVID-19 coronavirus in the United States and locally, the Communications Office generated an unprecedented number of emergency and advisory communications. Confirmed case numbers and fatalities for the state, county and municipality are shared as received in media advisories and on the city website.

On issuance, State of New Jersey guidelines, restrictions and information on assistance programs are communicated to the citizens of Summit and posted on a designated COVID-19 page on the city website (89,879 views from mid-March to December 31, 2020).

From early March 2020 to present, the Communications Office functions on a seven-day schedule, as needed, to distribute essential information and updates as breaking news.

- Consistent ongoing interactions with Regional Health Official for information on cases, guidance, restrictions, planning and strategic messaging;
- Participated in Office of Emergency Management meetings at the height of pandemic management efforts;
- Frequent calls with Overlook Medical Center and OEM team to understand hospital admission and ICU numbers, and perceived trends in infection rates and response; and
- Monitoring of multiple news outlets, zoom meetings and website to obtain the most relevant information possible.

During 2020, the Communications Office also consistently conveyed general and emergency information on city projects, events, initiatives and

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



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

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

Monitor and analyze current events, public opinion and press, identify issues and trends, and advise on appropriate action and responses.

Provide ongoing strategy, recommendations and support.

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incidents, including service interruptions, power outages, Black Lives Matter protests and inclement weather.

During the height of the pandemic, the Communications Office was required to update the homepage and department page designs on the city website. The intended goal was to make COVID-19 coronavirus information more readily accessible to website users and to effectively connect visitors to the website with department-specific content.

The Communications Office successfully met its goals to:

- Support departments and divisions in delivery of essential messaging;
- Develop increased opportunities for Mayor and Common Council to share information on city initiatives and outreach with media, on city website and social media channels; and
- Provide guidance and support to volunteer committee and commission members.

## ANALYTICS

### News Releases, media advisories and website notifications

- 166 news releases in 2020 (165 in 2019 and 159 in 2018).
- 216 media advisories (22 in 2019)
- 14,738 Civic Send subscribers for targeted website content by category (11,382 subscribers in 2019 and 10,913 in 2018).  
Number of push notifications sent = 104
- 150+ key stakeholder contacts in email distribution channels includes civic groups, non-profits, businesses and other organizations.
- 27,315 Swift Reach users for distribution of emergency information (25,665 registered in 2019 and 13,584 in 2018).

### Website Statistics 2020

- 373,792 visits
- 2:05 average visit duration
- 2.6 actions per visit
- 827,990 page views
- 31,560 total searches
- 48,356 downloads

### **Devices used to access**

- Smartphone: 49.3%
- Desktop: 46.3%
- Tablet: 3.8%
- Other: 0.6%

### **Top Location of Visitors**

Unknown: 88,040	Summit, NJ: 56,956	Chatham NJ: 49,982
Manville, NJ: 13,139	New York, NY: 11,222	Brooklyn, NY: 9,929
Rahway, NJ: 7,772	Union, NJ: 7,030	Springfield, NJ: 4,165
Irvington, NJ: 3,737	Parsippany, NJ: 3,363	Carteret, NJ: 3,004

### **Site Search Keywords**

Transfer Station: 542  
Reg-37a: 361  
Confirmed coronavirus cases in Summit: 300  
Birth certificates: 283  
Summit Transfer Station: 248  
Parking: 201  
Recycling: 157  
When can I request my newborn's birth certificate: 147  
Permits: 144  
Zoning: 132  
Taxes: 127  
Jobs: 114  
Coronavirus: 112  
Summit Free Market: 108  
Permit: 105  
OPRA: 102

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## Top pages viewed

- Homepage: 118,211 views
  - [www.cityofsummit.org](http://www.cityofsummit.org)
- COVID-19 page: 89,879 views
  - <https://www.cityofsummit.org/660/COVID-19>
- Tax payments: 50,494 views
  - [https://www.cit-e.net/summit-nj/cit-e-access/taxbill\\_std/?tid=135&tpid=12862](https://www.cit-e.net/summit-nj/cit-e-access/taxbill_std/?tid=135&tpid=12862)
- Utility payments: 26,259
  - [https://www.cit-e.net/summit-nj/cit-e-access/edm\\_utilitybill/?tid=135&tpid=14764](https://www.cit-e.net/summit-nj/cit-e-access/edm_utilitybill/?tid=135&tpid=14764)
- Transfer Station: 25,909 views
  - <https://www.cityofsummit.org/184/Transfer-Station>
- Trash & Recycling: 22,875 views
  - <https://www.cityofsummit.org/186/Trash-Recycling>
- Activities: 24,117
  - Transfer Station and Summit Free Market appointments
- Online Payments: 15,781 views
  - <https://www.cityofsummit.org/131/Online-Payments>
- Parking Services: 10,464 views
  - <https://www.cityofsummit.org/131/Online-Payments>
- My Account: 9,404 views
  - Residents making an online account
- Police Department: 8,521 views
  - <https://www.cityofsummit.org/231/Police-Department>

## Top Pages

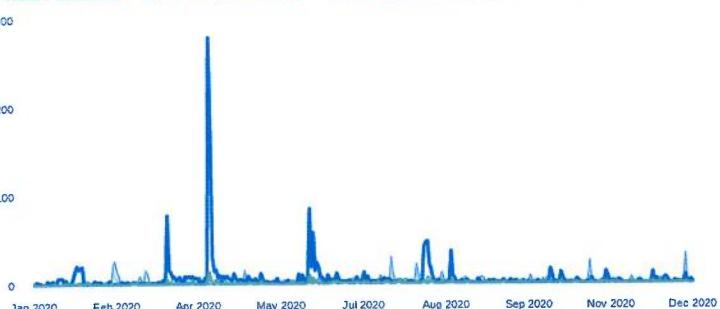
- ✓ Homepage
- ✓ COVID-19 information
- ✓ Tax and online payments
- ✓ Transfer Station
- ✓ Trash and Recycling
- ✓ My Account
- ✓ Parking
- ✓ Police
- ✓ Civic Send alerts

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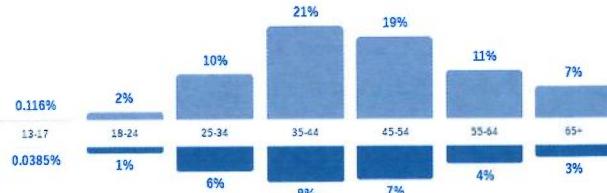
## Facebook Statistics 2020

- 290,470 people reached (135,571 in 2019)
- 529,355 engagement (reach, likes, clicks, shares, comments)
- 85,307 reactions (like, sad face, love, mad)
- 37,066 link clicks
- 12,511 comments
- 8,711 shares

Jan 1, 2020 - Dec 31, 2020  
2,115 New Followers 985 Previous Period 268 People Who Unfollowed 172 Previous Period



**FACEBOOK FOLLOWERS**  
70% Women 29% Men



Twitter Statistics 2020

- Total tweets: 721
- Tweet impressions: 753,200
- Profile visits: 16,735
- Mentions: 485
- New followers: 392



Instagram Statistics

3,678 followers and 469 posts



YouTube Statistics 2020

- Total views: 32,509; total watch time: 1,923.8 hours; new subscribers: 189 (total 385)

**Top videos in 2020 (by views)**

- Summit Police Department holiday package safety video starring the Grinch, 12/2/19
  - Views during 2020: 10,411 (out of total 95,337)
  - <https://www.youtube.com/watch?v=piJLtsqSW-wA>
  - Average view duration: 1:32 minutes (43.7%)
- Summit Police Officers respond, 12/16/20
  - Views during 2020: 1,486 (out of total 1,691)
  - <https://www.youtube.com/watch?v=MNnKjRLnRjE>
  - Average view duration: 1:58 (64.4%)
- Summit Police Officer successfully responds to a 911 call for a choking baby, 8/11/20
  - Views during 2020: 1,403 (out of total 1,432)
  - <https://www.youtube.com/watch?v=YvvO1YtcGv4>
  - Average view duration: 0:54 minutes (85.8%)
- Summit NJ Reopening plan, 6/8/20
  - Views during 2020: 1,298 (out of total 1,323)
  - <https://www.youtube.com/watch?v=WJcGY77tyKY>
  - Average view duration: 1:32 minutes (66.1%)
- Social Distancing Guidelines COVID-19 Coronavirus. 3/15/20
  - Views during 2020: 1,027 (out of total 1,040)
  - <https://www.youtube.com/watch?v=QWh5dGooXrs>
  - Average view duration: 2:45 minutes (44.6%)
- SPD Call to Action. 4/14/20
  - Views during 2020: 1,007 (out of total 1,009)
  - <https://www.youtube.com/watch?v=iPXgpacMPbM>
  - Average view duration: 1:11 minutes (76.4%)

# COMMUNICATIONS OFFICE

AMY CAIRNS  
CHIEF COMMUNICATIONS OFFICER



## 2021 Performance Goals

### Goal one: Cope.

- Continue to prioritize distribution of information on COVID-19 testing, positive confirmed cases, fatalities and vaccines as well as federal, state, county and municipal executive orders, restrictions, advisories and assistance programs.

### Goal two: Refresh and update website to improve content offerings and delivery of information.

- Expand outreach to emphasize communications connections and push content.
- Enhance department pages to more effectively highlight useful content.
- Develop additional video content, and integrate video from internal and external sources for use on website and social media.

### Goal three: Continue to establish dialogue with other department heads and division managers to assess and understand current and future objectives, and support departments and divisions with all aspects of communication plans and service goals.

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

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

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

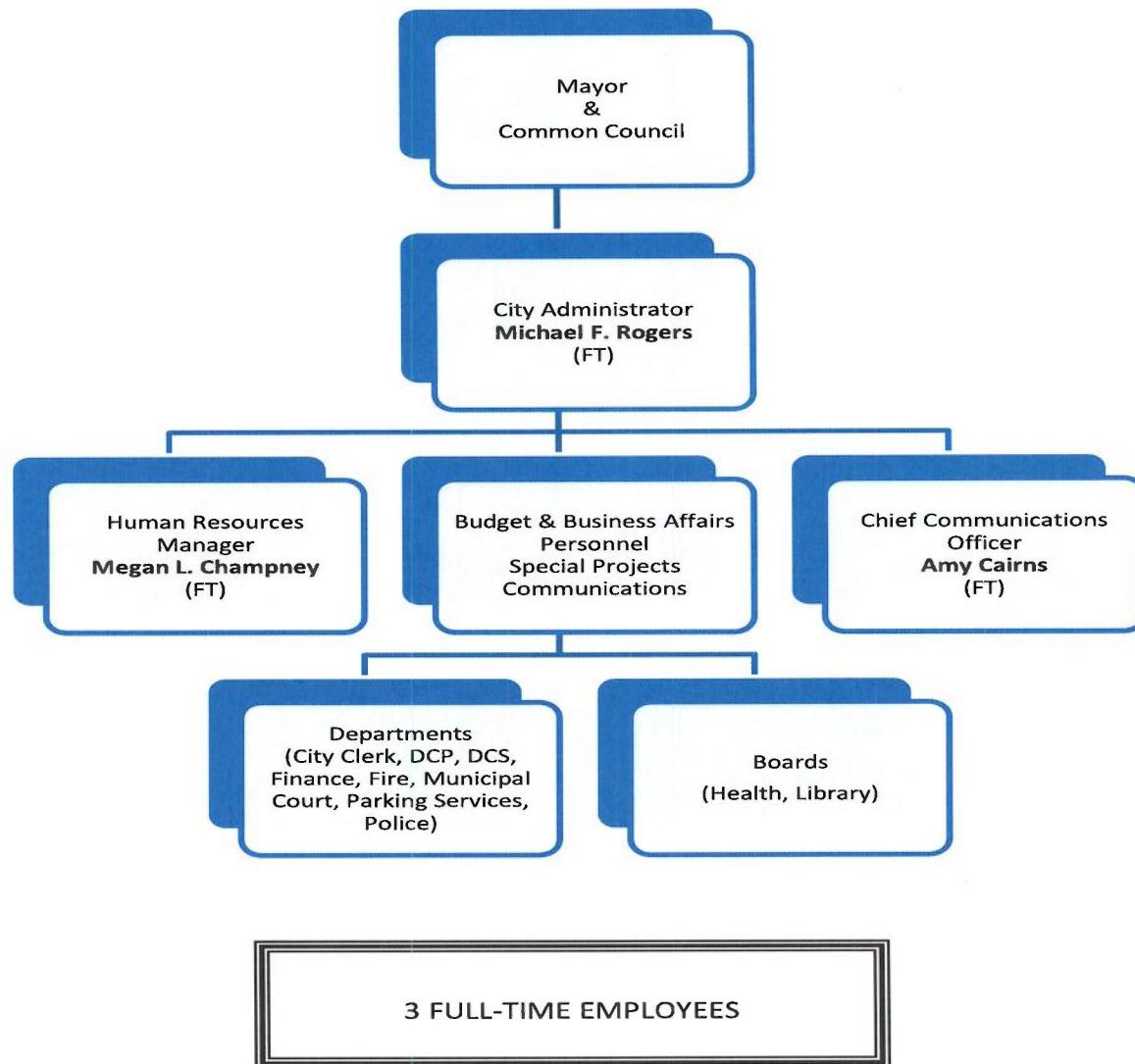
### Goal five: When possible, represent the city and its interests at various professional, industry and community associations to further enhance positive relationships and partnerships.

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

### Goal six: Ongoing development of communications department staff.

- Identify workshops and/or onsite development opportunities for communications team members.
- Chief Communications Officer and Summit Police Chief Andrew Bartolotti will participate in a NJ State Association of Chiefs of Police online course on crisis management, *Getting Your Voice Heard in Chaos*.

## OFFICE OF THE CITY ADMINISTRATOR



		2020				2021		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>									
101	Full-Time	\$ 284,285	\$ 287,285 *	\$ 274,003	\$ 13,282	\$ 398,007	\$ 398,007	\$ 113,722	40.00%
102	Part-Time	104,189	104,189	51,769	52,420	0	0	(104,189)	-100.00%
103	Temporary Part-Time	5,000	5,000	5,508	(508)	23,040	23,040	18,040	360.80%
	<b>Total Salary &amp; Wages</b>	<b>\$ 393,474</b>	<b>\$ 396,474</b>	<b>\$ 331,280</b>	<b>\$ 65,194</b>	<b>\$ 421,047</b>	<b>\$ 421,047</b>	<b>\$ 27,573</b>	<b>7.01%</b>
* \$3,000 transferred from Reserve for Salary Adjustments									
<b><u>Other Expenses</u></b>									
201	Supplies and Materials	\$ 9,000	\$ 9,000	\$ 4,181	\$ 4,819	\$ 9,000	\$ 9,000	\$ 0	0.00%
301	Printing	7,000	7,000	5,241	1,759	7,000	7,000	0	0.00%
309	Miscellaneous Services	1,500	1,500	1,100	400	1,500	1,500	0	0.00%
500	Contract Services	42,000	42,000	42,000	0	42,000	42,000	0	0.00%
804	Training & Seminars	10,000	8,000 *	350	7,650	8,000	8,000	(2,000)	-20.00%
806	Memberships	3,000	3,000	1,100	1,900	3,000	3,000	0	0.00%
807	Subscriptions	750	750	520	230	750	750	0	0.00%
809	Conference & Meetings	6,000	6,000	705	5,295	5,000	5,000	(1,000)	-16.67%
901	Muni Employee Background Checks	5,000	5,000	191	4,809	4,000	4,000	(1,000)	0.00%
	<b>Total Other Expenses</b>	<b>\$ 84,250</b>	<b>\$ 82,250</b>	<b>\$ 55,388</b>	<b>\$ 26,862</b>	<b>\$ 80,250</b>	<b>\$ 80,250</b>	<b>\$ (4,000)</b>	<b>-4.75%</b>
* \$2,000 transferred to codification of Ordinances									
<b>Department Total</b>		<b>\$ 477,724</b>	<b>\$ 478,724</b>	<b>\$ 386,668</b>	<b>\$ 92,056</b>	<b>\$ 501,297</b>	<b>\$ 501,297</b>	<b>\$ 23,573</b>	<b>4.93%</b>

# 100-000 ADMINISTRATION & EXECUTIVE

## LINE ITEM BUDGET

		2020				2021		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
100-001									
200	<u>Employee Assistance Program</u>	\$ 5,600	\$ 5,600	\$ 5,600	\$ 0	\$ 5,600	\$ 5,600	\$ 0	0.00%
100-002	<u>Postage - Other Expenses</u>								
201	Postage	\$ 33,000	\$ 33,000	\$ 32,193	\$ 807	\$ 40,000	\$ 40,000	\$ 7,000	21.21%
202	Postage Meter	1,000	1,000	409	591	1,000	1,000	0	0.00%
203	Postage Machine	13,000	13,000	10,719	2,281	13,000	13,000	0	0.00%
204	Postage Fedex	600	600	599	1	600	600	0	0.00%
	Total Other Expenses	\$ 47,600	\$ 47,600	\$ 43,920	\$ 3,680	\$ 54,600	\$ 54,600	\$ 7,000	14.71%
100-003									
200	<u>Physical Exams - Municipal Employees</u>	\$ 24,500	\$ 24,500	\$ 9,753	\$ 14,747	\$ 24,000	\$ 24,000	\$ (500)	-2.04%
20-100-000 ADMINISTRATIVE & EXECUTIVE									
100-000 Administrative & Executive									
100-004	<u>Technology - Other Expenses</u>								
200	Other Expenses	\$ 500	\$ 500	\$ 0	\$ 500	\$ 500	\$ 500	\$ 0	0.00%
210	Operation Support (Shared Svcs Agreement)	96,000	96,000	95,880	\$ 120	98,000	98,000	2,000	2.08%
230	Equipment & Hardware	15,000	15,000	7,831	7,169	15,000	15,000	0	0.00%
240	Supplies & Materials	2,500	2,500	0	2,500	2,500	2,500	0	0.00%
250	Tech & Software Licenses	100,000	100,000	95,650	4,350	107,500	107,500	7,500	7.50%
500	Contract Services	20,000	20,000	15,091	4,909	20,000	20,000	0	0.00%
804	Training & Seminars	5,000	5,000	0	5,000	4,000	4,000	(1,000)	-20.00%
	Total Other Expenses	\$ 239,000	\$ 239,000	\$ 214,452	\$ 24,548	\$ 247,500	\$ 247,500	\$ 8,500	3.56%
100-005									
200	<u>HomeTowne TV Service Agreement</u>	\$ 80,591	\$ 80,591	\$ 80,591	\$ 0	\$ 83,000	\$ 83,000	\$ 2,409	2.99%
30-420-000									
210	<u>Employee Appreciation Events</u>	\$ 3,000	\$ 3,000	\$ 0	\$ 3,000	\$ 3,000	\$ 3,000	\$ 0	0.00%
	Overall Admin. & Exec. Total	\$ 878,015	\$ 879,015	\$ 740,984	\$ 138,031	\$ 918,997	\$ 918,997	\$ 40,982	4.67%

## 100-000 ADMINISTRATION &amp; EXECUTIVE

## EMPLOYEE SALARY &amp; WAGES

Status	Title	2020		2021			2021	
		Base + Longevity		Base	Grade	Step	Longevity	Total
Cairns, Amy	Full-Time	Chief Communications Officer	\$ 104,855	\$ 108,036	16	10-12	\$ 0	\$ 108,036
Champney, Megan	Full-Time	Human Resources Manager	97,288	97,288	13	19	0	97,288
Rogers, Michael	Full-Time	City Administrator	192,683	192,683	21	19	0	192,683
<i>Salaries &amp; Wages Total</i>		<b>\$ 394,826</b>		<b>\$ 398,007</b>			<b>\$ 0</b>	<b>\$ 398,007</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 licenses, complying with state mandates to overseeing local elections. It serves as the "hub" of municipal government, working with all city departments in the day-to-day operation of the city.

### OUR OBJECTIVES

**OBJECTIVE 1** Assist City Departments with Operational Needs

**OBJECTIVE 2** Provide Exemplary Customer Service

**OBJECTIVE 3** Reduce Paper

**OBJECTIVE 4** Records Management/Access to Public Records

**OBJECTIVE 5** Technology Use Upgrades



# Performance Goals Review

## OBJECTIVE 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 efficient retrieval of archived records.*

While the number of ordinances and resolutions varies from year to year, in 2020, the City Clerk's Office processed 468 resolutions, 18 regulatory ordinances, two bond ordinances, and more than 30 "non-purchasing" related contracts. A majority of these items require creative composition skills for writing resolutions and ordinances as well as significant follow-up by City Clerk staff, such as working with municipal, county and state agencies, placement of legal advertisements, processing of signatures, and conducting research of state and local regulations when necessary.

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

Beginning in March 2020 the City Clerk's Office adjusted to changes brought on by COVID-19. With the declaration of a State of Emergency due to the pandemic, as well as numerous Executive Orders issued by Governor Murphy that followed, the City Clerk's Office immediately responded by modifying various processes with the understanding that maintaining continuity of operations was vital to taxpayers as well as downtown merchants. City Clerk staff worked with all departments to expedite permissions for council action through resolutions and ordinances, and by developing applicant forms.

## OBJECTIVE 2 Provide Exemplary Customer Service

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

In 2020, the City Clerk's Office processed 23 property use applications for 38 events scheduled to be held on city property; approximately 270 licenses, consisting of restaurant/food establishments licenses; sidewalk café permits, peddler's licenses, taxi and limousine operator licenses; taxi and limousine vehicle licenses, raffles and liquor licenses, etc. All applicants are treated with respect and cooperation. Understanding that many of these licenses impact the livelihood of businesses, the City Clerk staff goes to great lengths to process such applications as efficiently and expeditiously as possible, which often requires multiple follow-ups with the applicant and/or city departments.

Due to Executive Orders issued by Governor Murphy, halting indoor dining for a significant portion of 2020, the city, through Council action, authorized additional temporary outdoor dining. This included establishing additional temporary parklets, outdoor dining areas in city parking lots, as well as additional sidewalk cafés, not only in the downtown area, but within the city limits, where none existed previously.

This action was taken in an effort to assist local businesses with keeping their doors open and businesses alive. The City Clerk's Office created and implemented new applications and supervised the review processes for 25 additional sidewalk cafés, nine additional agreements associated with restaurant liquor licenses, as well as 14 new parklet/outdoor dining and non-dining outdoor spaces.

While the COVID-19 State of Emergency caused the cancellation or modification of events to implement social distancing and safety protocols, the City Clerk's Office processed all property use applications to successful completion.

The City Clerk's Office will continue to explore ways to streamline processes and provide exemplary services to the public.

## **OBJECTIVE 3 Reduce Paper**

**Goal 3A** *Streamline use of paper when an equal or more efficient way of disseminating information, including agenda packets, application forms, internal and external correspondence, and licenses and permits.*

**Goal 3B** *Expand use of existing software to process paperless license and permit applications.*

The City Clerk's Office is proud of its achievements in reducing the number of paper agenda packets from approximately 27 to 30 pieces of paper to three for each council meeting. Originally, packets used several different colors of paper and were provided to each member of the governing body, department heads, the press; copies were also made available for public inspection at City Hall and at the Summit Public Library. Due to a staff reduction in 1998, the City Clerk's Office had to find ways to maintain its high level of service delivery which the governing body, city staff and the public are accustomed to and expect, but with fewer staff. Reducing the number of paper agenda packets being produced was a successful efficiency. Since 2018, three agenda packets have been produced (one file copy and two public copies) for each meeting. The full public packet is also available on the city website. While posting the full agenda in pdf format has been a practice for at least 13 years, the commitment to providing a paperless packet was fully realized in 2018.

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

In 2020, the City Clerk's Office increased its use of paperless applications by including food establishment licenses and sidewalk café permits through existing software.

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

The City Clerk's Office will explore other areas where paperless processes can be implemented.

## OBJECTIVE 4 Records Management/Access to Public Records

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

**Goal 4B** *Continue the process of reorganizing, digitizing and maximizing storage space in the records storage area in the basement at City Hall.*

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

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

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

A multi-phase project was started in 2020 to archive records in the City Hall basement storage space. As part of the project, the City Clerk's Office will continue to work with city departments to re-organize, inventory and standardize labeling of all records in the archives to ensure that all containers are properly identified, accounted for and accessible. Phase One, which is to properly dispose of records which have reached retention, has proven challenging to execute and was compounded by COVID-19. Therefore, in 2021 the City Clerk's Office will continue to assist departments in identifying records that have reached retention and properly disposal of those records. The City Clerk's Office will strive to complete Phase One of this project in 2021. In the meantime, the City Clerk's Office continues to develop a standard operating procedure, which will provide guidelines for the proper management of newly organized archives, and will implement the plan.

Access to Public Records - OPRA Requests – In March of 2019, the City Clerk's Office, in its effort to centralize, manage and track all OPRA requests, implemented a new software application. The software provides paperless processing of requests for public records, which has proven to be user friendly for both staff and the public. Since implementation of this software, the City Clerk's Office continues to see a significant increase in the number of OPRA requests received and processed. In 2019, the City Clerk's Office processed approximately 700 OPRA requests. This process has allowed for a better management and tracking of the progress and disposition for all records requests received in the city. In 2020, we processed over 1,000 OPRA requests.

Archiving – Since 1999 the City Clerk's Office has been archiving permanent documents, such as resolutions, ordinances, agendas and minutes, into its state-certified imaging system. In 2021, the goal of

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

## OBJECTIVE 5 Technology Use Upgrades

**Goal 5A** *Explore enhancement of presentation equipment in the Whitman Community Room, using upgraded technology, including accommodating hybrid virtual/in-person meeting capability in the Whitman Community Room and the Council Chamber.*

Whitman Community Room Presentation Equipment - In 2020, due to the start of the COVID-19 pandemic, the City Clerk's Office's efforts to explore possible solutions to enhance presentation capability in the Whitman Room shifted to address other aspects of office operation as it related to the pandemic. The City Clerk's Office plans to explore enhancing and improving technology in the Whitman Community conference room. It will continue to explore possible replacement of the projector screen with flat screen technology, similar to what is currently used in the Council Chamber for presentations. As a result of closing City Hall to the public during the pandemic, various boards and committees of the city were not permitted to use the meeting rooms at City Hall, and it was realized that there is a need to accommodate a hybrid style of meeting to allow for a combination of virtual and in-person meeting participation for when City Hall reopens for such meetings. In this regard, the City Clerk's Office will work with the technology manager to establish a virtual/in-person meeting capability in both the Whitman Community Room and the Council Chamber, and perhaps in other conference rooms within City Hall and in other city buildings.

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

Paperless Conference Room Schedules and City Hall Calendar - The City Clerk's Office has been exploring a more efficient, paperless solution for sharing the City Hall conference room meeting schedules. Currently, outside each conference room there is a paper list showing scheduled meetings for the week. The challenge lies with constant changes to the meeting schedules, due to cancellations or addition of new meetings. The City Clerk's Office proposed solution that would replace paper lists with 10" monitors showing the same list of meetings in digital format.

Implementing this technology will give the Clerk's Office staff the ability to update each conference room schedule and the Mayor's Office schedule in real time by remote access. In 2020 while searching for a solution, the City Clerk's Office realized there were challenges with implementing this technology in the areas of installation cost and compatibility with existing network technology.

To address these challenges, the City Clerk plans to consult with the Technology Advisory Committee to find a viable solution that will accomplish the goal of finding a cost effective digital scheduling system solution which will be compatible with existing technology.

Implementation of this technology will reduce the use of paper, provide a more efficient way of updating conference room meeting schedules in real time and share the most up-to-date information for staff and visitors of City Hall.

#### **Goal 5C** *Upgrade volunteer and appointment management software*

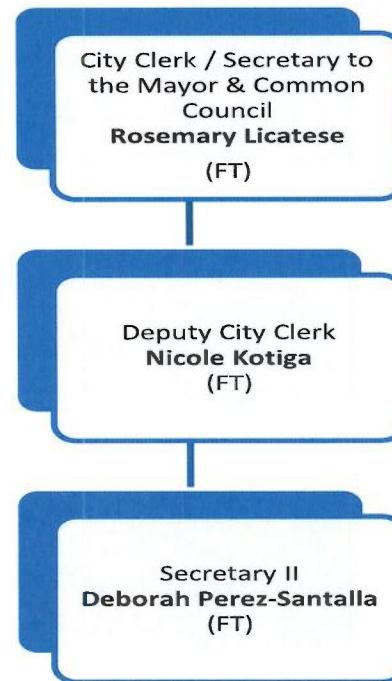
The City Clerk maintains a database of volunteer applications and appointments to city boards and commissions. The City Clerk is currently the only user and administrator of this software. An upgrade is needed to allow for additional users and to maintain and track historic volunteer data. The Technology Advisory Committee reviewed a recommendation by the City Clerk for a new software program Granicus, and also explored alternative software with an equal or better functionality and cost.

After considerable research, it is the recommendation of the committee to purchase and implement the Granicus software program. With funding in the 2021 budget, the City Clerk will purchase and implement the new program.

The new software will allow for the migration of historic appointment records, and enable citizens to view available volunteer positions and apply for them through a portal application. This functionality will replace the existing application form and eliminate the need for the City Clerk to manually enter each application into the current appointments database. The new program will allow for multiple users and access by staff, elected officials and the community. Staff will also assist the City Clerk in maintenance of database records.

Full implementation of the new Granicus software is anticipated in late summer 2021 to allow for the migration of existing data, and training of staff and elected officials.

## OFFICE OF THE CITY CLERK



3 FULL-TIME EMPLOYEES

		2020				2021		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>									
101	Full-Time	\$ 199,698	\$ 217,000	\$ 216,870	\$ 130	\$ 245,141	\$ 245,141	\$ 45,443	22.76%
102	Part-Time	58,327	41,025	12,690	28,335	0	0	(58,327)	-100.00%
103	Temporary	25,000	25,000	14,391	10,609	25,000	15,000	(10,000)	-40.00%
114-115	Election Expenses	5,500	5,500	2,600	2,900	5,500	5,500	0	0.00%
<b>Total Salary &amp; Wages</b>		<b>\$ 288,525</b>	<b>\$ 288,525</b>	<b>\$ 246,551</b>	<b>\$ 41,974</b>	<b>\$ 275,641</b>	<b>\$ 265,641</b>	<b>\$ (22,884)</b>	<b>-7.93%</b>
<b><u>Other Expenses</u></b>									
201	Supplies and Materials	\$ 16,000	\$ 14,121	\$ 7,142	\$ 6,979	\$ 14,000	\$ 14,000	\$ (2,000)	-12.50%
202	Mayor Expenses	2,000	2,000	649	1,351	2,000	2,000	0	0.00%
209	Miscellaneous Services	3,000	3,000	0	3,000	3,000	3,000	0	0.00%
210	Legal Advertising	8,000	8,000	3,444	4,556	8,000	8,000	0	0.00%
212	Dues	2,400	2,400	1,766	634	2,600	2,600	200	8.33%
213	Miscellaneous Boards	500	500	0	500	500	500	0	0.00%
214	Election Expense	25,500	27,379	27,379	0	30,000	30,000	4,500	17.65%
403	Equipment Service	17,500	17,500	11,058	6,442	17,500	17,500	0	0.00%
429	Lease Equipment	8,200	8,200	7,288	912	8,700	8,700	500	6.10%
500	Contract Service	45,000	45,000	20,500	24,500	76,000	51,000	6,000	13.33%
700	Equipment	20,000	20,000	0	20,000	20,000	20,000	0	0.00%
808	Travel/Personal Expenses	750	750	0	750	750	750	0	0.00%
809	Conference & Meetings	6,000	6,000	125	5,875	8,500	8,500	2,500	41.67%
810	Temporary Staffing	5,000	5,000	0	5,000	0	0	(5,000)	-100.00%
811	Conference & Meetings Elected Officials	4,500	4,500	910	3,590	4,500	4,500	0	0.00%
<b>Total Other Expenses</b>		<b>\$ 164,350</b>	<b>\$ 164,350</b>	<b>\$ 80,261</b>	<b>\$ 84,089</b>	<b>\$ 196,050</b>	<b>\$ 171,050</b>	<b>\$ 6,700</b>	<b>4.08%</b>
<b>Department Total</b>									
120-001		<b>\$ 452,875</b>	<b>\$ 452,875</b>	<b>\$ 326,812</b>	<b>\$ 126,063</b>	<b>\$ 471,691</b>	<b>\$ 436,691</b>	<b>\$ (16,184)</b>	<b>-3.57%</b>
200	<i>Codification of Ordinances</i>	\$ 12,000	\$ 14,000 *	\$ 5,289	\$ 8,711	\$ 12,000	\$ 12,000	\$ 0	0.00%
<b>Overall City Clerk Total</b>									
		<b>\$ 464,875</b>	<b>\$ 466,875</b>	<b>\$ 332,101</b>	<b>\$ 134,774</b>	<b>\$ 483,691</b>	<b>\$ 448,691</b>	<b>\$ (16,184)</b>	<b>-3.48%</b>

Status	Title	Base + Longevity	2020			2021			2021 Total
			Base	Grade	Step	Longevity			
Licatese, Rosalia	Full-Time	City Clerk/Sec. to Mayor & Council	\$ 138,560	\$ 127,663	17	19	\$ 12,766	\$ 140,429	
Perez-Santalla, Debbie	Full-Time	Secretary II	38,270	40,793	4	3	0	40,793	
Kotiga, Nicole	Full-Time	Deputy City Clerk	62,064	63,919	9	13	0	63,919	
Resignation	Part-Time	Secretary II	26,676	0	5	19	0	0	
<i>Salaries &amp; Wages Total</i>		<b>\$ 265,570</b>	<b>\$ 232,375</b>				<b>\$ 12,766</b>	<b>\$ 245,141</b>	

# LEGAL SERVICES

**LEGAL SERVICES**



2 PART-TIME EMPLOYEES

		2020				2021		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>									
101	Payroll	\$ 35,900	\$ 37,600	\$ 37,598	\$ 2	\$ 37,600	\$ 37,600	\$ 0	0.00%
	<b>Total Salary &amp; Wages</b>	<b>\$ 35,900</b>	<b>\$ 37,600 *</b>	<b>\$ 37,598</b>	<b>\$ 2</b>	<b>\$ 37,600</b>	<b>\$ 37,600</b>	<b>\$ 0</b>	<b>0.00%</b>
* \$1,700 transferred from Reserve For Salary Adjustments									
<b><u>Other Expenses</u></b>									
500	Contract Services	\$ 200,000	\$ 220,000 **	\$ 204,876	\$ 15,124	\$ 240,000	\$ 240,000	\$ 40,000	20.00%
509	Miscellaneous Services	40,000	40,000	34,243	5,757	10,000	10,000	(30,000)	-75.00%
	<b>Total Other Expenses</b>	<b>\$ 240,000</b>	<b>\$ 260,000</b>	<b>\$ 239,120</b>	<b>\$ 20,880</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 10,000</b>	<b>4.17%</b>
** \$20,000 transferred in from Tax Assessor S&W									
	<b>Department Total</b>	<b>\$ 275,900</b>	<b>\$ 297,600</b>	<b>\$ 276,718</b>	<b>\$ 20,882</b>	<b>\$ 287,600</b>	<b>\$ 287,600</b>	<b>\$ 10,000</b>	<b>3.62%</b>
<b>43-495-000</b>									
101	<b><u>Public Defender</u></b>	<b>\$ 8,500</b>	<b>\$ 14,000 ***</b>	<b>\$ 14,000</b>	<b>\$ 0</b>	<b>\$ 8,500</b>	<b>\$ 8,500</b>	<b>\$ 0</b>	<b>0.00%</b>
	<b>Overall Legal Services Total</b>	<b>\$ 284,400</b>	<b>\$ 311,600</b>	<b>\$ 290,718</b>	<b>\$ 20,882</b>	<b>\$ 296,100</b>	<b>\$ 296,100</b>	<b>\$ 11,700</b>	<b>4.11%</b>
*** \$5,500 transferred from Public Defender Trust									

	Status	Title	2020		2021			2021	
			Base + Longevity		Base	Grade	Step	Longevity	Total
Mitzner, Michael	Part-Time	Prosecutor	\$ 35,900		\$ 37,600			\$ 0	\$ 37,600
			<hr/>		<hr/>			<hr/>	<hr/>
		<i>Salaries &amp; Wages Total</i>	<b>\$ 35,900</b>		<b>\$ 37,600</b>			<b>\$ 0</b>	<b>\$ 37,600</b>
			<hr/>		<hr/>			<hr/>	<hr/>
Santore, August	Part-Time	Public Defender	\$ 8,500		\$ 14,000 *			\$ 0	\$ 8,500
			<hr/>		<hr/>			<hr/>	<hr/>
		<i>Salaries &amp; Wages Total</i>	<b>\$ 8,500</b>		<b>\$ 14,000</b>			<b>\$ 0</b>	<b>\$ 8,500</b>
			<hr/>		<hr/>			<hr/>	<hr/>

\* \$5,500 of Public Defender salary to be paid from Public Defender Trust

# FINANCE

# FINANCE DEPARTMENT

Tammie L. Baldwin, City Treasurer/CFO



## WHAT WE DO

The Finance Department consists of four offices:

The Office of the Tax Collector is responsible for the collection of city tax levies. In 2020, the total tax levy was over \$138 million, with an additional sewer utility levy of over \$4.3 million. The office consistently maintains a collection rate of over 99%.

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

The Office of the Purchasing Agent ensures that municipal purchasing functions follow current procurement laws and assists staff and vendors with purchasing-related issues.

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

## OUR FOCUS

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

## OUR SERVICES & GOALS

### Provide Excellent Service

All four sections of the department strive to consistently provide information, assistance and support to residents, businesses, the general public and all city employees.

### Fiscal Responsibility

- Provide a stable municipal tax rate and secure existing AAA rating.
- Examine bank accounts daily to ensure adequate balances are maintained.
- Reconcile accounts monthly, verifying department deposit reports and accounting for issued payments.
- Prepare and file fiscal reports as required by statute.
- Maintain the city's internal control system.

### Financial Management

Maintain a flexible financial model that balances long and short-term needs. With input from bond counsel and 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. Resulting decisions take into consideration both the effect on the municipal budget and the need, welfare, and safety of the community.

## Performance Goals Review

### Office of the Tax Collector

The Office of the Tax Collector is committed to providing outstanding customer service. In their interactions with staff in City Hall and over the phone, taxpayers are treated with patience and respect. 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 funds, and timely filing of all statutory reports to the governing body and the state of New Jersey. The tax collector also researches tax payments for attorneys and title/tax search companies.

#### 2020

- ***Tax Levy - \$138,315,717***
- ***Added & Omitted - \$788,567***
- ***Tax Collection Rate - 99.70%***

- Domestic sewer utility billing resulted in a levy of \$3,250,134 for Summit, and a levy of \$883,199 for New Providence.
- Special assessments billed and recorded for 31 confirmed open assessments.
- Tax sale had six parcels sold with a premium collected of \$166,600
- Processed eight tax court and 59 county board judgments.

### Office of the Tax Assessor

The Tax Assessor is responsible for the fair assessment of all property in the City of Summit to ensure the municipal tax burden is equally distributed.

In 2020, the Office of the Tax Assessor processed over 1,900 permits received from the building department. An additional 260 properties were evaluated; 137 received an additional assessment and 123 properties had no assessment change.

Union County Tax Appeals: In 2020, the number of cases filed increased to 119 as compared to 67 in previous year. The increase can be partially attributed to a state Executive Order issued by the Governor's Office, extending the County Tax Board filing deadline from April 1 to July 1 by. In total, 115 regular appeals were filed as well as three added/omitted appeals and one cross appeal. Impressively, only 11 tax appeal

applications moved forward to State Tax Court; three new tax appeal applications and eight cases filed in previous years.

In State Tax Court, 55 cases were filed. That number includes the 11 cases from the County Tax Board. 35 cases were resolved this year involving 18 properties. Currently, there are 94 open cases with two cross appeal cases. These 92 cases carried forward into 2021, resulting in a 33% increase from 2019.

## Office of the Purchasing Agent

The Purchasing Agent is responsible for overseeing municipal purchasing activities in accordance with applicable laws. They assist staff in identifying the most efficient, cost-effective purchasing solutions, and help vendors to navigate the complexities of public procurement laws. By maintaining open communication and conducting regular meetings with each department, the purchasing agent assists with individual department needs and evaluates city-wide needs on an ongoing basis. A standard pricing system has been established that allows departments to obtain quotes without conducting formal bids each time goods or services are needed. This saves staff significant time and resources as several multi-year goods and services contracts have been awarded.

With a Qualified Purchasing Agent, the city raised its bid threshold to \$44,000, the maximum currently allowed by state law. The purchasing agent ensured all purchases that fall under this threshold follow all applicable laws. This results in a cost savings for the city when purchases proceed without delay, need for formal action, preparation of formal specifications or requests for proposals, or paid legal advertisements.

Lastly, the purchasing agent maintains the purchasing page of the city website, adding bid summaries and notifications of award, bid opportunities, and Request for Proposals (RFP). Making this frequently requested information more readily available to the public eliminates the need for staff to address individual requests.

## Office of the City Treasurer

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

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 in 2020, and as required by the State of New Jersey.

The annual audit for the fiscal year 2019 (received in 2020) contained three recommendations. Only one of the recommendations is a repeated comment - that expenditures be properly encumbered prior to being expended. This is quite common as not all purchases can always be encumbered ahead of time. A

Corrective Action Plan (CAP) has been filed with the state and recommendations for 2020 are being addressed.

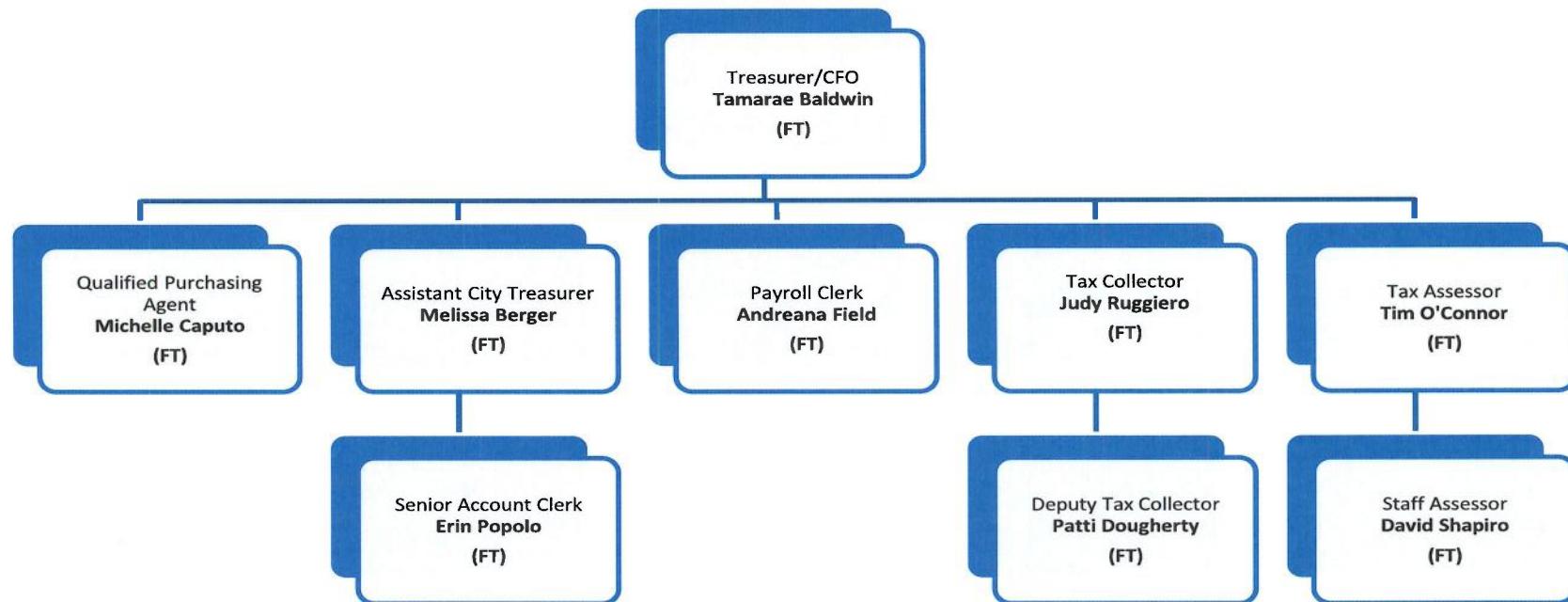
In 2020, the Treasurer's Office issued bond anticipation notes in the amount of \$10,032,000 with a coupon interest rate of 2.5% and a premium of \$213,882.24, bringing net interest cost to 0.368%.

In 2021, the city plans to issue bond anticipation notes for its 2021 approved capital projects, which will be determined during the municipal budget process. In consultation with a financial advisor and bond counsel and based on market conditions, the city may issue long-term debt as serial bonds.

## 2021 Objectives

- Maintain a stable municipal tax rate, AAA credit rating, and secure long- and short-term financing through issuance of general serial bonds and bond anticipation notes.
- Revise and update the finance department processing and procedures manual.
- Determine list of selected vendors that may benefit from implementation of ACH payments.
- Activate "positive-pay" ability for all checks issued by the city.
- Implement auto feeds for time and attendance from public safety departments and Parking Services into the Primepoint payroll system.
- Complete the policies and procedures manual for the procurement card program and begin the phase-in process.
- Establish additional city-wide contracts for goods or services to maximize the potential of contracted services.
- Review banking solutions for escrow accounts and implement best practices.
- Research feasibility and efficiency of instituting a mobile tablet system for Tax Assessor data collection in field work.
- Develop separation of duties policy defining payroll and personnel actions.
- Organize permanent records and apply to the state for permission to destroy expired records.
- Implementation of Daniel's Law for private tax records.

## FINANCE DEPARTMENT



9 FULL-TIME EMPLOYEES

		2020				2021		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>									
101	Full-Time	\$ 442,459	\$ 442,459	\$ 430,970	\$ 11,489	\$ 458,573	\$ 458,573	\$ 16,114	3.64%
102	Part-Time	0	0	0	0	0	0	0	0.00%
110	Overtime	0	0	0	0	0	0	0	0.00%
	<b>Total Salary &amp; Wages</b>	<b>\$ 442,459</b>	<b>\$ 442,459</b>	<b>\$ 430,970</b>	<b>\$ 11,489</b>	<b>\$ 458,573</b>	<b>\$ 458,573</b>	<b>\$ 16,114</b>	<b>3.64%</b>
<b><u>Other Expenses</u></b>									
201	Supplies and Materials	\$ 4,000	\$ 4,000	\$ 2,351	\$ 1,649	\$ 3,500	\$ 3,500	\$ (500)	-12.50%
403	Financial Software Maintenance	8,000	8,000	7,955	45	8,500	8,500	500	6.25%
450	Financial Advisor Services	13,000	13,000	10,250	2,750	13,000	13,000	0	0.00%
500	Fixed Assets/OPEB Report	7,000	7,000	0	7,000	3,500	3,500	(3,500)	-50.00%
501	Payroll Services (Clearing Acct)	20,000	20,000	0	20,000	20,000	20,000	0	0.00%
502	Alarm Registration Merchant Fees	1,200	1,200	948	252	1,500	1,500	300	25.00%
503	Court Merchant Fees (Fees Acct)	2,500	2,500	873	1,627	2,500	2,500	0	0.00%
505	Additional Financial Services	18,000	18,000	3,000	15,000	18,000	18,000	0	0.00%
506	Flex Account Fees	720	720	840	(120)	840	840	120	16.67%
808	Travel Expenses	1,500	1,500	0	1,500	1,200	1,200	(300)	-20.00%
809	Conferences/Meetings/Dues/Training	7,500	7,500	1,220	6,280	7,000	7,000	(500)	-6.67%
840	Miscellaneous	201	202	172	30	200	200	(1)	-0.50%
	<b>Total Other Expenses</b>	<b>\$ 83,621</b>	<b>\$ 83,622</b>	<b>\$ 27,609</b>	<b>\$ 56,013</b>	<b>\$ 79,740</b>	<b>\$ 79,740</b>	<b>\$ (3,881)</b>	<b>-4.64%</b>
	<b>Department Total</b>	<b>\$ 526,080</b>	<b>\$ 526,081</b>	<b>\$ 458,579</b>	<b>\$ 67,502</b>	<b>\$ 538,313</b>	<b>\$ 538,313</b>	<b>\$ 12,233</b>	<b>2.33%</b>
100-006	<b><u>Municipal Purchasing</u></b>								
201	Office Supplies	\$ 200	\$ 200	\$ 180	\$ 20	\$ 200	\$ 200	\$ 0	0.00%
202	Copier Paper	9,000	9,000	7,594	1,406	8,000	8,000	(1,000)	-11.11%
203	Medical Supplies	100	100	100	0	100	100	0	0.00%
204	Office Water	3,500	3,500	3,123	377	3,500	3,500	0	0.00%
	<b>Total Other Expenses</b>	<b>\$ 12,800</b>	<b>\$ 12,800</b>	<b>\$ 10,998</b>	<b>\$ 1,802</b>	<b>\$ 11,800</b>	<b>\$ 11,800</b>	<b>\$ (1,000)</b>	<b>-7.81%</b>
20-135-000									
200	<b><u>Audit Services</u></b>	<b>\$ 46,000</b>	<b>\$ 46,000</b>	<b>\$ 46,000</b>	<b>\$ 0</b>	<b>\$ 47,200</b>	<b>\$ 47,200</b>	<b>\$ 1,200</b>	<b>2.61%</b>
35-470-000									
10	<b><u>Contingent</u></b>	<b>\$ 1,500</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>\$ 586,380</b>	<b>\$ 586,381</b>	<b>\$ 515,577</b>	<b>\$ 70,804</b>	<b>\$ 598,813</b>	<b>\$ 598,813</b>	<b>\$ 12,433</b>	<b>2.12%</b>

	Status	Title	2020		2021			2021	
			Base + Longevity		Base	Grade	Step	Longevity	Total
Baldwin, Tamarae	Full-Time	Chief Financial Officer/Treasurer	\$ 155,000		\$ 158,100	18	19	\$ 0	\$ 158,100
Berger, Melissa	Full-Time	Assistant City Treasurer	92,840		95,380	13	19	0	95,380
Caputo, Michelle	Full-Time	Qualified Purchasing Agent	83,346		88,108	12	18	0	88,108
Field, Andreana	Full-Time	Payroll Clerk	50,759		51,985	7	6	0	51,985
Popolo, Erin	Full-Time	Sr. Finance Account Clerk	0		65,000	8	19	0	65,000
Resignation (11/11/2020)	Full-Time	Finance Account Clerk	60,514		0	18	19	0	0
<i>Salaries &amp; Wages Total</i>			<b>\$ 442,459</b>		<b>\$ 458,573</b>			<b>\$ 0</b>	<b>\$ 458,573</b>

		2020				2021		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>									
101	Full-Time	\$ 133,431	\$ 141,041 *	\$ 141,041	\$ 0	\$ 191,714	\$ 191,714	\$ 58,283	43.68%
102	Part-Time	38,369	38,369	38,366	4	0	0	(38,369)	-100.00%
	<b>Total Salary &amp; Wages</b>	<b>\$ 171,800</b>	<b>\$ 179,410</b>	<b>\$ 179,406</b>	<b>\$ 4</b>	<b>\$ 191,714</b>	<b>\$ 191,714</b>	<b>\$ 19,914</b>	<b>11.59%</b>
<b><u>Other Expenses</u></b>									
* \$7,610.00 transferred from Reserve for Salary Adjustments									
201	Supplies and Materials	\$ 4,908	\$ 4,908	\$ 2,845	\$ 2,063	\$ 5,000	\$ 4,500	\$ 0	0.00%
300	Printing Costs	3,580	3,580	3,038	542	4,000	4,000	420	11.73%
500	Collection Software Fees	5,037	5,037	5,035	2	5,500	5,500	463	9.19%
501	Credit Card Set-up Costs	620	620	620	0	620	620	0	0.00%
502	Collector Services	2,500	2,500	2,250	250	2,250	2,250	(250)	-10.00%
808	Travel Expenses	0	0	0	0	500	500	500	100.00%
809	Conferences/Meetings & Dues	2,500	2,500	505	1,995	2,500	2,000	(500)	-20.00%
	<b>Total Other Expenses</b>	<b>\$ 19,145</b>	<b>\$ 19,145</b>	<b>\$ 14,293</b>	<b>\$ 4,852</b>	<b>\$ 20,370</b>	<b>\$ 19,370</b>	<b>\$ 633</b>	<b>3.31%</b>
	<b>Division Total</b>	<b>\$ 190,945</b>	<b>\$ 198,555</b>	<b>\$ 193,700</b>	<b>\$ 4,856</b>	<b>\$ 212,084</b>	<b>\$ 211,084</b>	<b>\$ 20,139</b>	<b>10.55%</b>

Status	Title	Base + Longevity	2020			2021			2021	
			Base	Grade	Step	Longevity			Total	
Dougherty, Patricia	Full-Time	Deputy Tax Collector	\$ 69,058			\$ 0			\$ 86,917	
Ruggiero, Juliet	Full-Time	Tax Collector	102,742			0			104,797	
<i>Salaries &amp; Wages Total</i>		<u>\$ 171,800</u>				<u>\$ 0</u>			<u>\$ 191,714</u>	

		2020				2021		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>									
101	Full-Time	\$ 180,015	\$ 165,015	* \$ 164,492	\$ 523	\$ 190,476	\$ 190,476	\$ 10,461	5.81%
102	Part-Time	60,810	50,810	** 46,648	4,163	0	0	(60,810)	-100.00%
102	Intern	0	0	458	(457)	0	0	0	0.00%
	Total Salary & Wages	\$ 240,825	\$ 215,825	\$ 211,597	\$ 4,228	\$ 190,476	\$ 190,476	\$ (50,349)	-20.91%
		* \$15,000 transferred to Legal Services Contract							
		** \$10,000 transferred to Legal Services Contract and Social Security							
201	Supplies and Materials	\$ 4,000	\$ 4,000	\$ 0	\$ 4,000	\$ 3,000	\$ 3,000	\$ (1,000)	-25.00%
300	Office Services Quick Base	400	400	360	40	1,800	1,800	1,400	350.00%
350	Field Inspections	3,000	3,000	0	3,000	5,000	5,000	2,000	66.67%
500	Contract Services Appraisers	80,000	80,000	80,000	0	80,000	80,000	0	0.00%
503	Contract Services Legal	0	0	0	0	0	0	0	0.00%
504	Tax Appeals Legal Services	140,000	140,000	140,000	0	140,000	135,000	(5,000)	0.00%
804	Appraisal Conference	2,000	2,000	0	2,000	1,500	1,500	(500)	-25.00%
807	Subscriptions MLS	500	500	490	10	500	500	0	0.00%
808	Transportation	2,000	2,000	0	2,000	2,000	2,000	0	0.00%
809	Assessor Conference	1,500	1,500	465	1,035	1,500	1,500	0	0.00%
	Total Other Expenses	\$ 233,400	\$ 233,400	\$ 221,315	\$ 12,085	\$ 235,300	\$ 230,300	\$ (3,100)	-1.33%
	Division Total	\$ 474,225	\$ 449,225	\$ 432,912	\$ 16,313	\$ 425,776	\$ 420,776	\$ (53,449)	-11.27%

Status	Title	Base + Longevity	2020			2021			2021 Total
			Base	Grade	Step	Longevity			
O'Connor, Timothy	Full-Time	Tax Assessor	\$ 115,976	\$ 115,976	16	17	\$ 0	\$ 115,976	
Shapiro, David	Full-Time	Staff Assessor	0	74,500	11	14	0	74,500	
Resignation	Part-Time	Deputy Tax Assessor	60,810	0	12	17	0	0	
Retirement	Full-Time	Tax Assessor Clerk	66,421	0	8	19	0	0	
<i>Salaries &amp; Wages Total</i>		<i>\$ 243,208</i>	<i>\$ 190,476</i>				<i>\$ 0</i>	<i>\$ 190,476</i>	

**POLICE**



# SUMMIT POLICE DEPARTMENT

Andrew J. Bartolotti, Chief of Police

## WHAT WE DO

The Summit Police Department (SPD) is committed to providing, with the utmost integrity and respect, a safe and secure community environment. The personnel assigned to the police department patrol bureau and other investigative and specialized units protect life and deter crime while responding to emergency calls and impartially enforcing the law.

The Summit Police Department serves all residents and visitors to the City of Summit, 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 and to preserve and protect the lives, peace and property of the citizens of Summit, and 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 maintain a safe community and 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 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*.

The Summit Police Department is comprised of 79 employees, consisting of 47 sworn officers, four civilian support staff, and 28 part-time civilian crossing guards. Each day, we commit to providing high-quality police services that are accessible to all members of our community.

The City of Summit covers six square miles of land area and over 84 miles of roadway. It is home to more than 22,000 residents across 8,190 housing units. Each day more than 17,000 people commute into Summit, working in our 200 retail stores, restaurants, businesses and corporate offices. The women and men of the Summit Police Department are called upon daily to provide a wide range of services to all who live, work and visit our community.

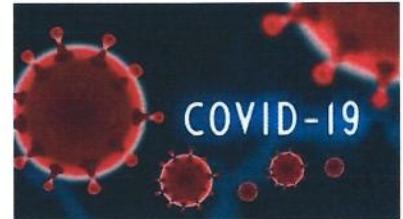
In 2020, the Summit Police Department responded to 43,401 incidents, inclusive of over 23,000 public services, requiring our dedicated officers worked tirelessly in response to the many challenges our community has faced. The greatest challenges stemmed from the COVID-19 health pandemic and the uncertainty of its impact on our residents and businesses. A change in police department administration and leadership took place at the height of this uncertainty.

On March 5, 2020, after 31 years of service with the Summit Police Department, Chief Robert K. Weck announced his retirement. Shortly thereafter, the State of New Jersey was thrust into a COVID-19 pandemic public health emergency; its effects directly impacted the police department's transitional planning. To ensure the continuity of operations and leadership within the police department, Mayor Nora Radest appointed Captain Andrew Bartolotti as Officer in Charge.

On June 1, 2020, Captain Andrew Bartolotti and Lieutenant Richard Proctor were sworn in by Mayor Radest as Chief of Police and Police Captain, respectively. These promotions would be followed by the promotion of Sgt. Michael Byrne to the rank of Lieutenant with an assignment as Patrol Bureau Commander. Police Officer Jonathan Garcia was promoted to the rank of Sergeant with an assignment as a Patrol Bureau Supervisor.

#### **Departmental Response to COVID-19**

On March 9, 2020, New Jersey Governor Philip Murphy issued Executive Order 103, declaring a statewide public health emergency from the COVID-19 pandemic. To date, this executive order has been extended 11 times, totaling an operational period of over 350 days.



EO 103 was followed by a series of executive orders, including Executive Order 107, the Stay at Home Order, that essentially shut down the state and required essential personnel to remain fully active in an effort to mitigate the spread of the COVID-19 virus.

At the onset of the health pandemic, the New Jersey State Police Regional Operations & Intelligence Center (ROIC) compiled daily statistics on statewide operational readiness of NJ law enforcement. At that time, and continuing through June 2020, there was a direct correlation to the more than 1,700 law enforcement officers missing work from COVID-19 related illness and quarantine.

To protect the safety of municipal employees and members of the Summit community, and maintain continuity in operations, the police department transitioned to a COVID-19 operational mission on March 16, 2020. With the development of a strategic plan and the tactical implementation of a number of operational policies and procedures, administration was able to ensure the safety and wellness of front-line personnel and their families, as well as the members of the public with whom they came into contact.

One of the most notable operational changes in the police department due to the COVID-19 pandemic was the reallocation of resources to ensure delivery of police services to the community.

The reconfiguration allowed the department to maintain separate teams of officers, ensuring daily operational readiness over a 24-hour period. This innovative approach to resource allocation became a model framework for other agencies throughout the state and has proven instrumental in protecting our officers and their families from this deadly virus with no reported cases or mandated quarantines in 2020.

As we enter 2021, the public health emergency declaration is still in place. The Summit Police Department continues to follow the strategic plan enacted in March 2020 to safeguard the health and safety of our members so we may continue to provide necessary police services to our community.

Operational Statistics		Operational Impact
16,320	Hours of Operational Readiness	Reduction in Staffing Levels
9,600	Hours of Reserve Readiness	Reduction in Records/Admin Services
62,947	Miles of Roadway Patrolled	Reduction in Traffic Services
8,942	Calls For Service	Reduction in Fleet Services
5,106	Property Checks	Reduction in In-Person Contact/Reporting
663	9-1-1 / Medical Calls	Suspension of In-Person Training
252	Operational Briefings	Suspension of Vacation/Time Off
0	Positive Cases	Suspension of Programs/Events

12-Week Operational Period: March 16 to June 3

## 2021 CAPITAL FUNDING REQUESTS

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### Police Vehicle Replacement Program

The vehicle replacement model in use by the police department is based on a two-pronged approach: (1) to maximize the lifespan of each vehicle while keeping the frontline fleet operational at all times, and (2) to maximize purchasing power within budget.

Since 2014 the police department has been able to maximize its purchasing power by acquiring vehicles under Ford Motor Credit's lease/purchase option in which the costs associated with a new vehicle is spread equally over three years with an end of term buyout of one dollar. This allows the department to acquire three vehicles on the lease/purchase program, compared to only one if purchased outright.

The requested funding of \$110,000 takes into consideration the contractual annual lease/purchase payment that will be due in 2021 based on vehicles acquired in 2019, as well as the acquisition of replacement vehicles for the patrol fleet, which will cover the replacement cycle for vehicles due in 2020 and 2021.

### Network Server Replacement / Hardware and Software Upgrades

The department's network server infrastructure, which was brought online in 2014, has performed beyond industry standards of four to five years. While maintenance services performed by IT support have prolonged the life of the servers, replacement has been recommended.

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Funding in the amount of \$30,000 is requested to support the acquisition and installation of new servers and replacement of aging networking switches. This will allow us to increase storage allocation and upgrade operating systems to newer versions.

#### Variable Message Board Replacement

As part of the police department's continuing goal to maintain traffic safety throughout the city, the use of a variable message board (VMB) has become a vital piece of equipment in daily operations. Deployment of VMB's provides our traffic safety bureau with the ability to redirect traffic around known hazards, alert the public to crucial safety messages and enhance traffic calming measures throughout the city.

Funding in the amount of \$17,000 is being requested to replace the current VMB that was acquired in 2001 and is no longer functional.

With advancements in technology, the newest VMB models incorporate cloud-based computing, Wi-Fi programing and system health monitoring. It will afford the police department the ability to accurately deploy time sensitive messaging.

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## **2021 DEPARTMENTAL GOALS**

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#### Comprehensive Policy and Procedure Review

The police department's policy and procedures are the foundation for all departmental operations. With the ever-changing landscape of policing, administration has committed to ensuring that the agency operates under best practices in law enforcement and that our policies and procedures accurately reflect changes in legislation, case law and fair and impartial policing within our community.

#### Obtain Agency Accreditation Certification

Accreditation is awarded to a law enforcement agency upon demonstration of a voluntary commitment to law enforcement excellence by embodying standards deemed essential to protect the life, health, safety, and rights of the citizens served, as well as exemplification of best professional practices in the conduct of its responsibilities.



#### School Security

Continue to enhance the safety and security within our school community by strengthening interoperability between the public and private school facilities, police department, and emergency communications center.

Develop and institute a citywide school emergency digital radio network to allow for intercommunication between public and private school communities during emergency events. This will inform all school facilities during an emergency event and allow them to take appropriate safety precautions.

Additionally, this new communications network will directly connect law enforcement and the emergency communications center with each school facility in the city.

#### Improve Administrative Services to the Community

Develop and implement an online platform for residents to request certain administrative services from the police department. Services would include overnight parking permissions, house checks, emergency contact information, filing non-crime related reports, and reporting of non-working street lights.

#### Emergency Notification System

Increase public awareness of the city's various emergency notification systems to improve communications during emergency incidents.

#### Increase Crime Prevention Measures

Develop strategies for increasing public awareness of crime prevention measures in an effort to prevent and deter criminal activity in the community.

Develop a community-based home surveillance network to allow residents to collaborate with the police in the deterrence, detection, and investigation of criminal activity.

#### Enhance Pedestrian, Cyclist and Vehicular Traffic Safety Measures

To meet the demands generated by the high volume of motor vehicle, pedestrian and cyclist traffic, and to strive towards enhancing traffic safety throughout the city, new administration reworked the existing Traffic Unit into a fully functioning Traffic Safety Bureau to improve education and enforcement, engineering and roadway safety, pedestrian safety, school crossing safety and distracted driving.

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## ORGANIZATIONAL STRUCTURE

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#### Office of the Chief of Police

The Office of the Chief is responsible for the overall leadership and delivery of public safety services within the City of Summit. Strategic and fiscal planning, policy development, labor relations, community relations, intergovernmental relations and coordination with local, state, and federal agencies are among the responsibilities of the Office of the Chief.



### **Administrative Services Section**

The Administrative Services Section aids the Chief of Police in all administrative areas in support of overall police services within the City of Summit. Areas of responsibility include:

#### **Fiscal and Budget Management Section**

The Fiscal and Budget Management Section oversees day-to-day budget issues for the entire Department and manages the budgeting in the city's annual process.

#### **Human Resources Section**

The Human Resources Section completes police department payroll operations, manages employee attendance records, maintains personnel files and handles personnel issues. Responsibilities include serving as liaison to the city's Human Resources and Finance Department in matters such as FMLA, Accident/Property Loss reports, and Workers' Compensation.

#### **Public Information / Media Relations**

The Public Information Officer (PIO) serves as the point of contact for news media representative and is responsible for creating and enabling communication between the police department and the public. The PIO ensures any statements released to the press and the public follow agency guidelines, are accurate, and are in keeping with official policy or laws.

#### **Open Public Records Section (OPRA)**

The OPRA Section is also responsible for the filling of all Open Public Record Act requests (OPRA).

	<b>2020</b>	<b>2019</b>	<b>2018</b>
<b>OPRA Requests Processed</b>	<b>329</b>	<b>226</b>	<b>158</b>

#### **Cellblock Management Section**

The Cellblock Management Section is responsible for maintaining and ensuring that the Summit Police Department's jail structure meets New Jersey Department of Correction standards.

#### **Asset Forfeiture Section**

The Asset Forfeiture Section works in conjunction with the Union County Prosecutor's Office to ensure that all seized property resulting from criminal activity is accurately recorded in accordance with state law. Additionally, the Asset Forfeiture Section is responsible for quarterly reporting to the State's Division of Criminal Justice and annually to the United States Department of Justice.

## **Office of Professional Standards**

The Office of Professional Standards establishes the mission and core beliefs for the Summit Police Department. The primary focus for this office is dedicated to protecting the integrity of the Department through ensuring adherence to ethical standards, performance criteria and commitment to public service.

The Office of Professional Standards performs its function by conducting a variety of investigations, including internal affairs matters, research for accreditation, pre-employment background, and the development of protocols for all in-service training.

The office is overseen by the Chief of Police and includes Commanders of the Operations and Support Services divisions, along with support supervisory personnel from throughout the agency. The operational components of the office include:

### **Internal Affairs Section**

The Internal Affairs Section tracks and maintains records on all department allegations of employee misconduct, use of force, and vehicle pursuits. This section is responsible for investigating serious allegations of employee misconduct and handles internal investigations at the direction of the Police Chief.

### **Policy and Procedure Section**

The Policy and Procedure Section is responsible for ensuring agency policies and procedures are in line with best practice and current state, federal and local laws. Members of this section work in partnership with the accreditation section.

### **Accreditation Section**

Accreditation is a voluntary, progressive and time-proven process whereby a law enforcement agency enters into an agreement with an accrediting body to have their practices and policies reviewed, and to demonstrate agency compliance with established professional law enforcement standards and best practices. The Accreditation Section is responsible for managing the department's international and state accreditation efforts, and conducts policy review.

### **Recruitment and Background Investigation Section**

The Recruitment and Background Investigations Section is responsible for finding eligible candidates for police department recruits, and assisting them through the hiring process. Members of this section conduct thorough background investigations to ensure only the most qualified applicants are selected to join the department.

### Training Section

The Training Section is responsible for planning, development, administration, and documentation of all police training programs for all sworn and civilian personnel. The goal of this section is to develop the knowledge, skills, and abilities of each officer to meet the challenges of contemporary policing.

### Operations Division

The Operations Division is the largest complement of sworn personnel within the department. The division, which is commanded by a Police Captain, is comprised of the Patrol Bureau and the Traffic Safety Bureau; each managed by a Police Lieutenant and Police Sergeants who supervise the individual units, sections, programs, and officers. The supervisory personnel and uniformed officers within the division are considered frontline personnel, fulfilling our goal of protecting and serving the City of Summit.



### Patrol Bureau

The primary mission of the Patrol Bureau is to maintain the welfare and safety of those that live, work, and visit the City of Summit. Members of the Patrol Bureau are responsible for responding to calls for service, including all public assistance, EMS and fire calls, burglar alarms, and other criminal, motor vehicle, or quality of life issues. They patrol over 84 miles of Summit roadways, conducting residential and commercial property checks and directed patrols in response to identified trends. The Patrol Bureau assists the Traffic Safety Bureau with traffic control, traffic enforcement, motor vehicle crashes and traffic and pedestrian safety initiatives.

In 2020, the Department handled 43,401 calls for service, averaging out to more than 118 calls per day.

All Calls for Service	43,401
Public Service	23,311
Traffic Enforcement Details	7,688
Motor Vehicle Enforcement	5,422
9-1-1 Call Response	1,541
Medical Assistance	1,211
Parking Services	898
Missing Persons	18

## Traffic Safety Bureau

To meet demands generated by the high volume of motor vehicle and pedestrian traffic, and to strive towards enhancing pedestrian and vehicular safety throughout the city, the new administration reworked existing traffic unit into a fully functioning Traffic Safety Bureau.



The Traffic Services Bureau is highly responsive to the needs of individuals and community groups expressing a concern about traffic safety. Under the command of a Lieutenant and supervising Sergeant, the newly formed bureau is divided into the following operational sections:

### Education and Enforcement Section

Officers assigned to traffic enforcement details are responsible for conducting traffic enforcement and education throughout the city. Under the direction of bureau supervisors, areas within the city that require enhanced enforcement are identified through a variety of methods. Resident reported traffic concerns, including parking problems, speed violations, pedestrian safety, and other safety concerns are analyzed and addressed by the officers within the bureau to provide the safest possible traveling environment.

The police department employs a fleet of electronic traffic message boards. These environmentally friendly, solar-powered boards allow the department to communicate traffic pattern changes, upcoming events, roadway safety hazards and other targeted messages to motorists and pedestrians.

### Engineering / Roadway Safety Section

In cooperation with the City of Summit Engineering Division, members of the traffic safety bureau evaluate roadway engineering to ensure that intersections, traffic sign placement, and pedestrian pathways are established in compliance with State and Federal Department of Transportation Guidelines. The bureau also evaluates, reviews, and monitors activity in high-volume traffic areas for pedestrians and motorists to travel the safest possible roadways in Summit.

Members of the bureau conduct surveys of roadways throughout the city to ensure traffic is able to flow freely and safely. Additionally, vehicle speed concerns are addressed in neighborhoods to create the safest possible environment for both residents and motorists. Using advanced computer technology, personnel are able to assess the continuing evolving needs of the city's roadway system.

### Pedestrian Safety Campaigns

Annually, Summit is host to thousands of people who come to the city to enjoy the many different entertainment and social opportunities the city has to offer. Summit also hosts a vibrant corporate community that attracts employees from throughout the Tri-State Area. The high level of interest in city activities gives rise to an increased number of pedestrians using sidewalks and street crossings to reach destinations. In striving to ensure the safety of all who travel on Summit roadways, the Traffic Safety Bureau organizes pedestrian and bicycle safety campaigns throughout the year. By conducting motor vehicle enforcement at high traffic intersections and roadways, and through the distribution of educational material encouraging pedestrians and motorists to "Put Down the Phone" and "Share the Road," the Traffic Safety Bureau is able to address important safety concerns.

### School Safety Section

The main focus of the school safety section is to work collaboratively with administration and staff throughout the Summit public school district, private educational institutions, and many childcare centers throughout the city to ensure traffic and pedestrian safety for the school community. To assist in this mission, the Traffic Safety Bureau oversees all designated school crossings and manages crossing guards.



Additionally, the school safety section partners with school administrators to delivery traffic, pedestrian, and bicycle safety education to young citizens.

### Extra Duty Assignment Section

The extra duty assignment section manages requests from outside persons/entities that seek to employ "extra duty" police services on a contractual basis beyond the scope of police department regular service duty to the city.

### Administrative / Records Section

In support of the overall operational mission of the Traffic Safety Bureau, the administrative and records section reviews all motor vehicle crashes that occur within the city. Using data collected from crash reports, detailed statistics are analyzed to target specific areas that present safety concerns and make recommendations for roadway enhancements.

Grant opportunities are also pursued by the administrative and records section of the bureau. The acquisition of both state and federal grant funding has afforded the police department the ability to deliver a number of traffic safety campaigns at no cost to the city.

## TRAFFIC SAFETY BUREAU STATISTICAL REPORT

<b>Motor Vehicle Accidents</b>			
<b>Type of Accident</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>
Reportable Accidents	337	565	650
Non-Reportable Accidents	157	248	275
Fatal Accident	0	1	0
<b>Total Accidents</b>	<b>494</b>	<b>814</b>	<b>925</b>

<b>Pedestrian Involved Accidents*</b>			
	<b>2020</b>	<b>2019</b>	<b>2018</b>
<b>Intersection</b>	<b>6</b>	<b>9</b>	<b>11</b>
<i>No Injuries</i>	0	1	3
<i>Injuries</i>	6	8	8
<i>Fatalities</i>	0	0	0
<b>Non-Intersection</b>	<b>2</b>	<b>4</b>	<b>1</b>
<i>No Injuries</i>	2	0	1
<i>Injuries</i>	0	4	0
<i>Fatalities</i>	0	0	0
<b>Total Accidents</b>	<b>8</b>	<b>13</b>	<b>12</b>

<b>Driving Under the Influence (DUI)</b>			
	<b>2020</b>	<b>2019</b>	<b>2018</b>
<b>Total Incidents</b>	<b>8</b>	<b>19</b>	<b>17</b>

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

## **Support Services Division**

The Support Division, commanded by a Police Captain, is comprised of the Detective Bureau and the Community Services Bureau, operating in a support capacity to the Operations Division to accomplish the overall mission of the department.

Additional support sections are housed within the Support Services Division. They handle the daily services that are instrumental to police department operations. These sections include:

### **Fleet Services Section**

The Fleet Services Section is responsible for ensuring frontline readiness of all departmental vehicles. Members of this section work in conjunction with the city's Department of Public Works to ensure all vehicles remain in a safe operating condition.

### **Technical Services Section**

The Technical Services Section is responsible for all forms of technology utilized throughout the Department to ensure operational readiness and compliance with County, State, and Federal requirements.

## **Detective Bureau**

The Detective Bureau is managed by a Police Lieutenant and a Police Sergeant who supervise the individual units, sections, programs, and detectives. The bureau is primarily responsible for the prevention, detection, and investigation of crime within the city. Its work often complements the work of police officers assigned to the Patrol Bureau.



Members of the Detective Bureau receive enhanced training for highly specialized work, usually encompassing the examination and evaluation of evidence and witness statements to apprehend suspects. Command personnel are charged with ensuring that each investigation is handled and conducted efficiently with the highest quality, and with dedication and professionalism.

### **Criminal Investigations Section**

The Criminal Investigations Section is responsible for conducting investigations into crimes that are committed within the city. The incidents range from minor disorderly conduct offenses to major criminal investigations. These responsibilities include, but are not limited to, managing a number of cases at one time, developing leads, recovering stolen property, tracking, and arresting suspects. The Detectives also assist victims in navigating the criminal justice system from the reporting of a crime through trial.

Additionally, this section has responsibility for the investigation and enforcement of animal cruelty violations, animal welfare statutes, and related local ordinances in accordance with the New Jersey Attorney General and Union County Prosecutor's Office guidelines and directives.

### Property, Evidence & Crime Scene Processing Section

The Property, Evidence and Crime Scene Processing Section has responsibility for maintaining, storing, cataloging, and disposing of all property taken into police custody; and for processing crime scenes for evidentiary purposes. Property taken as evidence must be carefully safeguarded to prevent contamination and ensure its value at court. Found property is held in trust for its rightful owner. The integrity of property held for safekeeping by the Police Department cannot be compromised. An equally important function is the proper and timely disposal of property. This includes the return of property to its rightful owner or the destruction of items as prescribed by law.

The Property, Evidence and Crime Scene Processing Section is also responsible for managing the *Project Medicine Drop* prescription drug recycling that allows residents to dispose of unused and expired medications anonymously, seven days a week, 365 days a year.

	2020	2019	2018
<b>Total Pounds Collected</b>	<b>361</b>	<b>765</b>	<b>494</b>



### Intelligence Section

The primary responsibility of the Intelligence Section is to work collaboratively with our federal, state, county, and local law enforcement partners in a combined effort, safeguarding the residents of our city, county and state.

### Megan's Law Section

The Megan's Law Section is responsible for the monitoring and enforcement of "Megan's Law" which was passed on October 31, 1994. The law established a registration and notification procedure to alert law enforcement, schools, day care providers, organizations, and neighborhoods to the presence of convicted sex offenders.

### Firearms Application Section

The Firearms Application Section is responsible for assisting Summit residents with the application, processing, and registering of firearms in accordance with state law.

	2020	2019	2018
<b>Total Applications Processed</b>	<b>294</b>	<b>93</b>	<b>81</b>

### ABC Licensing Section

The ABC Licensing Section is responsible for the background investigations of all local liquor license applications received by the City Clerk. Additional responsibilities include providing a supporting role to the State Department of Law & Public Safety/Division of Alcohol Beverage Control in the investigation of criminal and administrative violations of the New Jersey Alcoholic Beverage Control Act.

### Administrative/Records Section

The Administrative/Records Section oversees and manages criminal investigatory files and assists the Union County Prosecutor's Office and Summit Municipal Prosecutor in case preparation for criminal proceedings. Additionally, in an ongoing effort of promoting community awareness, detectives within the bureau often collaborate and partner with the department's Community Policing Unit to deliver educational and informational outreach programs on various crime trends and scams.

#### *State of New Jersey - Uniform Crime Reporting Statistics*

Classification of Part I Offenses	2020	2019	2018
Homicide	0	0	0
Rape	2	1	2
Robbery	0	2	5
Assault	36	39	35
Burglary	15	9	9
Larceny	156	118	120
Motor Vehicle Theft	31	10	14
Arson	0	0	0
<b>Total</b>	<b>240</b>	<b>179</b>	<b>185</b>

#### *Adult Arrests/Charges*

*(criminal, motor vehicle and municipal)*

	2020	2019	2018
Adult Arrests	50	188	286
Charges Filed	107	375	335

## **Community Services Bureau**

The Summit Police Department is proud of the relationships it builds with the people who live, work, visit, and learn within the City of Summit. To successfully accomplish its mission, leadership maintains a philosophy that the police and members of the community must work together as partners to identify and proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder and fear. This partnership allows the department to proactively respond to the public safety needs of the city and develop progressive strategies for providing the highest possible quality of life for its inhabitants.



Managed by a Police Sergeant who supervises the individual units, programs and officers, the Community Services Bureau is comprised of the Juvenile Unit and the Community Policing Unit, working collaboratively to address the needs and concerns of the community on school safety, quality of life issues, community partnerships, and crime prevention.

### **Juvenile Unit**

The Juvenile Unit's primary mission is to foster and build positive relationships with the young people of Summit to reinforce responsible decision-making among the future leaders of our community. The members of this unit accomplish this important mission through maintenance of strong partnerships with Summit's public and private educational institutions, community groups and local, county and state resources.

### **Criminal Investigations Section**

The Criminal Investigations Section of the Juvenile Unit investigates and manages all incidents occurring with a juvenile as a victim or suspect of a crime. Detectives work collaboratively with representatives from the Union County Prosecutor's Office, Juvenile Conference Committee, school administrators, and parents.

### **Juvenile Conference Committee Section**

The Juvenile Conference Committees Section works collaboratively with members of the local Juvenile Conference Committee that is comprised of trained court volunteers from the Summit community. The primary purpose of the committee is to deal with the vast "middle ground" of deviant juvenile behavior, which does not require adjudication of delinquency but cannot be overlooked by the community. This group meets locally with juvenile offenders and their parents to address the offense and resolutions. These actions can range from writing a letter of apology, restitution or performing community service.

### School Safety & Security Section

The School Safety and Security Section's primary focus is on collaborating with school administrators to create and maintain a safe environment for the school community. To accomplish this goal, members of the unit participate in emergency drills across the district and at several of the private schools, providing feedback on improving procedures and addressing other school security concerns.

Every school building in the district is continually evaluated on its physical safety and security with advice and recommendations for improvements provided to school administrators. Through monthly security meetings with district administrators, school safety is kept a top priority.

In coordination with the Operations Division and Community Policing Unit, uniformed officers are deployed to each school for arrival and dismissal during the first week of school. An additional police presence in schools was facilitated during other high-profile events throughout the year.

Additionally, all sworn personnel within the Summit Police Department are provided annual training in responding to emergency situations in schools, with onsite familiarization training conducted year-round.

### Family / Social Services Section

Many offenses committed by juveniles (such as running away from home, truancy, or serious conflicts over issues of parental authority) are considered juvenile-family crises rather than delinquent acts. In such cases, members of the Juvenile Unit, school administration, the Child Protection and Permanency agency (CP&P, formerly known as DYFS) and parents will meet with representatives of the Union County Juvenile Unit, and Union County Family Crisis Intervention Unit to mediate during the immediate crisis and make recommendations to prevent involvement or further involvement with the court. The entire family participates since the behavior of the juvenile may often be a symptom of other problems within the family.

### Administrative / Records Section

The Administrative / Records Section oversees and manages the juvenile records in accordance with state law and works collaboratively with the Union County Prosecutor's Office.

***Juvenile Arrests/ Charges Filed/Stationhouse Adjustments***

*(criminal, motor vehicle, and municipal)*

	<b>2020</b>	<b>2019</b>	<b>2018</b>
<b>Juvenile Arrests</b>	<b>22</b>	<b>8</b>	<b>3</b>
<b>Juvenile Charges Filed</b>	<b>37</b>	<b>36</b>	<b>5</b>
<b>Stationhouse Adjustments</b>	<b>11</b>	<b>5</b>	<b>8</b>
<b>Associated Complaints</b>	<b>11</b>	<b>5</b>	<b>8</b>

**Community Policing Unit**

The Community Policing Unit is responsible for organizing many educational and outreach programs throughout the year. These programs allow the department to further educate Summit residents on traffic safety awareness, senior citizen safety, school safety and security, and school-based curricular enhancements, including D.A.R.E., driver's education, and seasonal safety presentations.

The unit enjoys a close working relationship with the Department of Community Programs, participating in the planning of events year round, including the annual Independence Day celebration, movies and concerts on the Village Green, and parades held throughout the year.

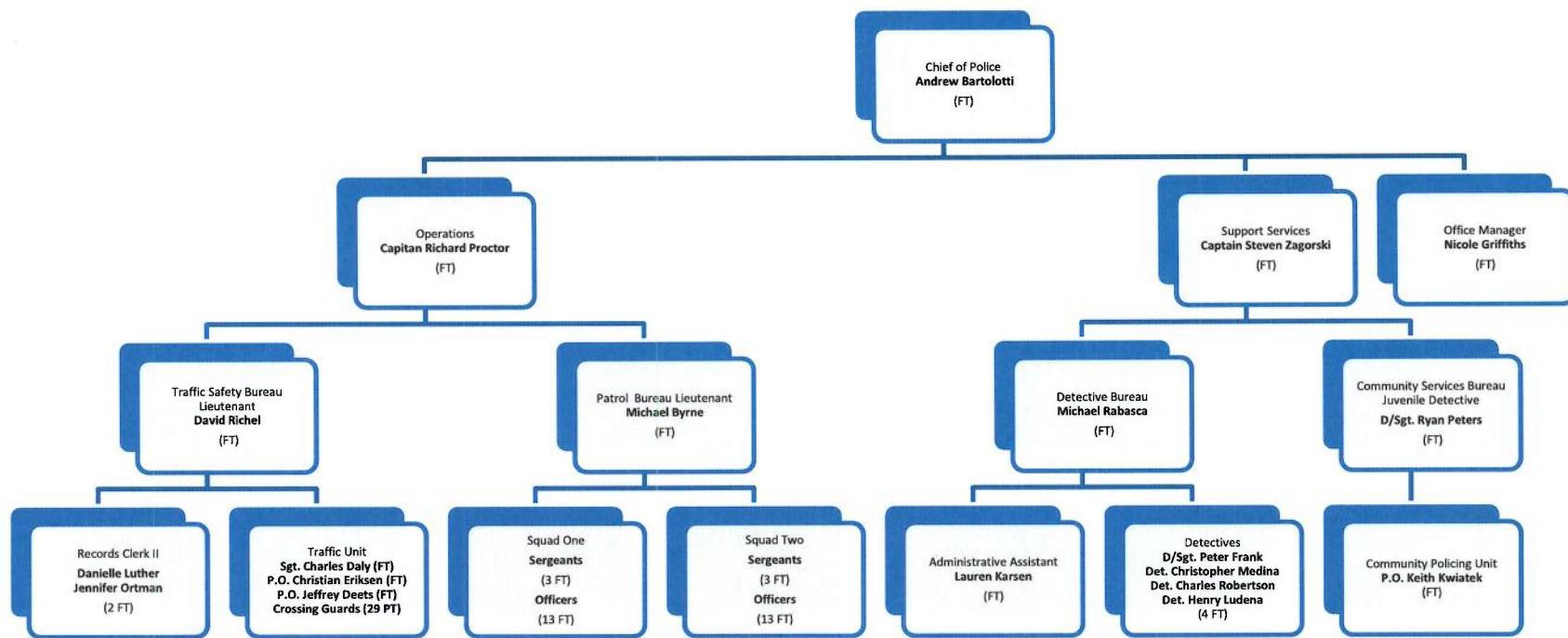
Additionally, the Community Policing Unit enjoys a dynamic working relationship with other branches of city government, the Summit Board of Education, and Police Athletic League.

While many annual events in 2020 were impacted by the COVID-19 health pandemic, officers throughout the department maintained their commitment to fostering positive relationships within the community. During lockdown, calls for service began to increase as people faced uncertainty and fear of the unknown. Throughout it all, the women and men of the Summit Police Department were committed to assisting members of our community.

**SUMMARY**

The men and women of the Summit Police Department continue to better serve the City of Summit in a more efficient and effective manner year after year. It is with a commitment of service to others that we strive to strengthen and build on our strong relationships in the community. Each day, we commit ourselves to providing professional law enforcement services with the highest levels of honor, integrity, courage, respect, loyalty, and duty.

## Police Department



51 FULL-TIME EMPLOYEES  
29 PART-TIME CROSSING GUARDS  
1 AUXILIARY OFFICER (Volunteer)

# 240-000 POLICE DEPARTMENT

## LINE ITEM BUDGET

		2020				2021		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b>Salaries and Wages</b>									
101	Full-Time	\$ 5,294,273	\$ 4,878,923	* \$ 4,656,001	\$ 222,922	\$ 5,397,568	\$ 5,397,568	\$ 103,295	1.95%
104	Overtime	220,000	191,275	** 225,647	(34,372)	220,000	220,000	0	0.00%
106	Sick Leave Incentive	39,250	39,250	39,250	0	52,250	52,250	13,000	33.12%
108	Special Law Enforcement Officer 1	0	0	0	0	0	0	0	0.00%
109	Other Pay - Court Overtime	10,000	10,000	10,170	(170)	10,000	10,000	0	0.00%
111	Auxillary Police Chief	2,000	2,000	0	2,000	2,000	2,000	0	0.00%
114	Off Duty (Clearing Acct)	20,000	20,000	20,000	0	20,000	20,000	0	0.00%
121	Civilian Administration	258,747	258,747	276,035	(17,288)	277,093	277,093	18,346	7.09%
141	Rabbi Trust Contribution	64,000	64,000	64,000	0	64,000	64,000	0	0.00%
194	OT July 4th	6,000	6,000	6,000	0	6,000	6,000	0	0.00%
<b>Total Salary &amp; Wages</b>		<b>\$ 5,914,270</b>	<b>\$ 5,470,195</b>	<b>\$ 5,297,103</b>	<b>\$ 173,092</b>	<b>\$ 6,048,911</b>	<b>\$ 6,048,911</b>	<b>\$ 134,641</b>	<b>2.28%</b>
* \$65,350 transferred to police equipment, \$28,725 transferred to Social Security, canceled \$350,000 to fund balance									
** \$28,725.00 transferred to PFRS									
		2020				2021		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b>Other Expenses</b>									
201	Supplies and Materials	\$ 11,000	\$ 11,000	\$ 8,282	\$ 2,718	\$ 11,000	\$ 11,000	\$ 0	0.00%
206	Street Signs	15,000	15,000	14,998	2	11,000	11,000	(4,000)	-26.67%
221	Memorial Ride Expenses	800	800	0	800	0	0	(800)	-100.00%
224	Ordnance & Range	24,000	24,000	17,953	6,047	24,000	24,000	0	0.00%
225	Detective Bureau/Photo Equip	1,000	1,000	1,000	0	1,000	1,000	0	0.00%
301	Printing	1,000	1,000	949	51	1,000	1,000	0	0.00%
500	Contract Services	173,000	173,000	160,731	12,269	130,000	130,000	(43,000)	-24.85%
501	Revision Program	3,000	3,000	2,978	22	3,000	3,000	0	0.00%
502	Community Policing	5,000	5,000	4,866	134	5,000	5,000	0	0.00%
505	E-Ticketing	15,000	15,000	14,823	177	30,000	30,000	15,000	100.00%
700	Equipment	26,000	91,350	*** 78,403	12,947	26,000	26,000	0	0.00%
701	City Hall Security Systems	0	0	0	0	9,000	9,000	9,000	100.00%
703	Vehicle Maintenance	45,000	45,000	35,801	9,199	45,000	45,000	0	0.00%
800	Employee Support	3,000	3,000	2,755	246	3,000	3,000	0	0.00%
802	Body Armor	10,000	10,000	1,095	8,905	10,000	10,000	0	0.00%
803	Clothing Allowance	5,000	5,000	4,434	566	17,000	17,000	12,000	240.00%
804	Training & Seminars	4,000	4,000	3,938	62	15,000	15,000	11,000	275.00%
805	Tuition Reimbursement	20,000	20,000	3,546	16,454	20,000	20,000	0	0.00%
806	Memberships	3,000	3,000	2,634	366	3,000	3,000	0	0.00%
809	Clothing Allowance (Payroll Acct.)	76,000	76,000	71,440	4,560	76,000	76,000	0	0.00%
841	Rabbi Trust Administration fees	3,000	3,000	2,480	521	3,500	3,500	500	16.67%
900	Miscellaneous (Promo. Exams)	5,000	5,000	4,520	480	5,800	5,800	800	16.00%
<b>Total Other Expenses</b>		<b>\$ 448,800</b>	<b>\$ 514,150</b>	<b>\$ 437,625</b>	<b>\$ 76,525</b>	<b>\$ 449,300</b>	<b>\$ 449,300</b>	<b>\$ 500</b>	<b>0.11%</b>
*** \$65,350.00 transferred from police salaries for purchase of police vehicles									

		2020			2021		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$ %
<b>240-001 Crossing Guards</b>								
<i>Salaries and Wages</i>								
100	Crossing Guards	\$ 190,000	\$ 190,000	\$ 159,906	\$ 30,094	\$ 190,000	\$ 190,000	\$ 0 0.00%
110	Off Duty Coverage	15,000	15,000	15,000	0	15,000	15,000	0 0.00%
		<b>\$ 205,000</b>	<b>\$ 205,000</b>	<b>\$ 174,906</b>	<b>\$ 30,094</b>	<b>\$ 205,000</b>	<b>\$ 205,000</b>	<b>\$ 0 0.00%</b>
200	<i>Other Expenses</i>	\$ 4,000	\$ 4,000	\$ 740	\$ 3,260	\$ 4,000	\$ 4,000	\$ 0 0.00%
240-002	Police Vehicles	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0 0.00%
<b>Overall Police Department Total</b>		<b>\$ 6,572,070</b>	<b>\$ 6,193,345</b>	<b>\$ 5,910,374</b>	<b>\$ 282,971</b>	<b>\$ 6,707,211</b>	<b>\$ 6,707,211</b>	<b>\$ 135,141 2.06%</b>

Status	Title	2020		2021		Long			2021	
		Base	Base + Longevity	Base	Stipend	%	Grade	Step	Longevity	Total
Bartolotti, Andrew	Full-Time Chief	\$ 191,751		\$ 174,770	\$ 3,000	8%	19	4	\$ 13,982	\$ 191,752
Proctor, Richard	Full-Time Captain	159,696		159,696			18	4	0	159,696
Zagorski, Steven	Full-Time Captain	175,666		159,696		10%	18	4	15,970	175,666
Byrne, Michael	Full-Time Lieutenant	153,009		150,800		10%	3	1-2	15,080	165,880
Rabasca, Michael	Full-Time Detective Lieutenant	162,229		150,800		10%	3	2	15,080	165,880
Richel, David	Full-Time Traffic Lieutenant	162,229		150,800		10%	3	2	15,080	165,880
Buntin, Matthew	Full-Time Sergeant	132,475		135,456			2	2	0	135,456
Daly, Charles	Full-Time Traffic Sergeant	134,475		135,456	2,000		2	2	0	137,456
Frank, Peter	Full-Time Detective Sergeant	146,423		135,456	700	10%	2	2	13,546	149,702
Garcia, Jonathan	Full-Time Sergeant	124,534		135,456			2	1-2	0	135,456
Martin, Ronald	Full-Time Sergeant	145,723		135,456		10%	2	2	13,546	149,002
Peters, Ryan	Full-Time Juvenile Detective Sergeant	127,195		135,456	700		2	2	0	136,156
Rich, Thomas	Full-Time Sergeant	140,424		135,456		8%	2	2	10,836	146,292
Rutkowski, Sam	Full-Time Sergeant	132,475		135,456			2	2	0	135,456
Treiber, Michael	Full-Time Sergeant	140,424		135,456		8%	2	2	10,836	146,292
Retirement (6/1/2020)	Full-Time Chief	191,477		0					0	0
<i>Superior Officers Subtotal</i>		\$ 2,228,728		\$ 2,165,666	\$ 6,400				\$ 123,956	\$ 2,296,022

## 240-000 POLICE DEPARTMENT

## EMPLOYEE SALARY &amp; WAGES

Status	Title	2020 Base + Longevity	2021 Base	2021 Stipend	Long % 850	2021			2021 Total
						Grade	Step	Longevity	
Alesandro, Michael	Full-Time	Patrol Officer	\$ 60,595	\$ 66,222		1	3-4	\$ 0	\$ 66,222
Brunetto, John	Full-Time	Patrol Officer	94,357	99,986		1	9-10	0	99,986
Deets, Jeffrey	Full-Time	Patrol Officer	78,326	83,953		1	7	0	84,803
DeFilippis, Donald	Full-Time	Patrol Officer	115,994	118,604		1	11	0	118,604
DeMetro, Mark	Full-Time	Patrol Officer	60,595	66,222		1	4	0	66,222
Eriksen, Christian	Full-Time	Patrol Officer	116,844	118,604	850	1	11	0	119,454
Franchino, Leonard	Full-Time	Patrol Officer	66,222	71,849		1	4-5	0	71,849
Freeman, R. Michael	Full-Time	Detective/Patrol Officer	129,143	118,604	1,550	10%	1	11	11,860
PBA Reimbursement			(129,143)	(118,604)	(1,550)	9%			(132,014)
Garita, Ruddy	Full-Time	Patrol Officer	66,222	71,849		1	4-5	0	71,849
Gram, Billy	Full-Time	Patrol Officer	49,127	52,895		1	1	0	52,895
Kotiga, David	Full-Time	Patrol Officer	115,994	118,604		1	11	0	118,604
Kwiatek, Keith	Full-Time	CPU/Patrol Officer	95,207	99,986	850	1	10	0	100,836
Ludena, Henry	Full-Time	Patrol Officer	94,357	99,986		1	9-10	0	99,986
Maggiulli, Kathleen	Full-Time	Patrol Officer	115,994	118,604		1	11	0	118,604
McDermott, Gerald	Full-Time	Patrol Officer	115,994	118,604		1	11	0	118,604
Medina, Christopher	Full-Time	Detective/Patrol Officer	117,544	118,604	1,550		1	11	0
O'Leary, Sean	Full-Time	Patrol Officer	127,594	118,604	10%	1	11	11,861	130,465
Pedersen, Raymond	Full-Time	Patrol Officer	129,094	118,604	10%	1	11	11,861	130,465
Peer, Jeffrey	Full-Time	Patrol Officer	124,454	118,604	1,500	8%	1	11	9,489
Pyzik, Anthony	Full-Time	Patrol Officer	60,595	66,222		1	3-4	0	66,222
Robertson, Charles	Full-Time	Detective/Patrol Officer	117,544	118,604	1,550		1	11	0
Santos, Paulo	Full-Time	Patrol Officer	115,994	118,604		1	11	0	118,604
Sauers, Jonathan	Full-Time	Patrol Officer	122,954	118,604	8%	1	11	9,489	128,093
Sauers, Karen	Full-Time	Patrol Officer	115,994	118,604		1	11	0	118,604
Scarpello, Collin	Full-Time	Patrol Officer	54,968	60,595		1	2-3	0	60,595
Stanek, Ryan	Full-Time	Patrol Officer	115,994	118,604		1	11	0	118,604
Tesorio, AJ	Full-Time	Patrol Officer	54,968	60,595		1	3	0	60,595
Thompson, Sean	Full-Time	Patrol Officer	66,222	71,849		1	3-4	0	71,849
Uanis, Adam	Full-Time	Patrol Officer	49,127	52,895		1	1	0	52,895
Watson, Rodney	Full-Time	Patrol Officer	127,594	118,604	10%	1	11	11,861	130,465
Werthmann, Brian	Full-Time	Detective/Patrol Officer	124,504	118,604	1,500	8%	1	11	9,489
Walsh, Christopher	Full-Time	Patrol Officer	52,895	56,952		1	1-2	0	56,952
Vacancy	Full-Time	Patrol Officer	0	49,127		1	0	0	49,127
<b><i>Patrol Officers Subtotal</i></b>		<b>\$ 2,923,867</b>	<b>\$ 2,979,720</b>	<b>\$ 8,650</b>			<b>\$ 64,049</b>		<b>\$ 3,052,419</b>

Status	Title	2020		2021		2021 Stipend	Long % Grade	Longevity	2021	
		Base	Base + Longevity	Base	Step				Total	
Griffiths, Nicole	Full-Time	Office Manager	\$ 74,466	\$ 74,466		8	19	\$ 0	\$ 74,466	
Luther, Danielle	Full-Time	Records Clerk II	\$ 68,008	\$ 68,008		7	19	\$ 0	\$ 68,008	
Karsen, Lauren	Full-Time	Administrative Assistant	\$ 70,783	\$ 70,783		8	19	\$ 0	\$ 70,783	
Ortman, Jennifer	Full-Time	Records Clerk II	\$ 62,130	\$ 63,836		7	19	\$ 0	\$ 63,836	
<i>Civilian Administration Total</i>		\$ 275,387		\$ 277,093		\$ 0		\$ 277,093		
<i>Salaries &amp; Wages Total</i>		\$ 5,427,982		\$ 5,471,606		\$ 188,004		\$ 5,674,661		

**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 more than 2,400 calls each year and is responsible for providing fire protection and emergency services, including "first responder" emergency medical response.

## MISSION STATEMENT

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

## KEY VALUES

*People are our most valuable resource.*

*Our organization is committed to being responsive to the emerging needs of the community.*

*Fire protection is our critical mission.*

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

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

## OVERVIEW

Prevention and suppression of fire is its primary mission, as well as the underlying reason for the existence of the Summit Fire Department. Response jurisdiction includes just over six square miles with a population of approximately 22,000 residents. The area includes a central business district with smaller outlying commercial areas. One general service medical hospital and one residential psychiatric facility are located in the city, as well as one pharmaceutical research firm with two

business campuses. Spread throughout the city, there are senior centers, assisted living care centers, and Summit Housing Authority buildings.

Residential housing comprises the balance of city land use with a mix of single-family detached homes and several large garden apartment-style complexes. Additionally, the area surrounding Summit serves as a main transportation corridor with sections of Interstate Highway Route 78 and State Highway Route 24 framing the eastern and southern borders of the city.

A New Jersey Transit railroad station, located in the central business district, is the busiest station on the Morris & Essex Midtown Direct line, providing direct commuter rail service to New York City.

## DEPARTMENTAL GOALS FOR 2021

### Operations

- Increase staffing levels to allow for safe, effective operations in response to public calls for service, and to meet established regional and national standards.
- Continue to monitor the COVID-19 health pandemic and adjust operations accordingly.
- Initiate Phase 2 pre-planning for all commercial properties

### Facilities

- New Fire Headquarters Project: Award Bid, and break ground on new facility.

### Fire Department Shared Services

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

## SERVICES PROVIDED

- Fire suppression
- Arson investigation
- Special operations
- Emergency medical
- Fire prevention
- Fire inspection
- Fire education
- Hazardous materials
- Routine responses



## FIRE DEPARTMENT SHARED SERVICES

- Automatic engine company coverage with Millburn and Springfield fire departments.
- Shared standby coverage with Millburn and Springfield departments when vehicles are out of service.
- Joint on- and off-site training with Millburn and Springfield fire departments.
- Annual two-day officer training and safety conference with Millburn and Springfield fire departments.
- Continued partnership agreements with Overlook Medical Center and Bristol Meyers Squibb.



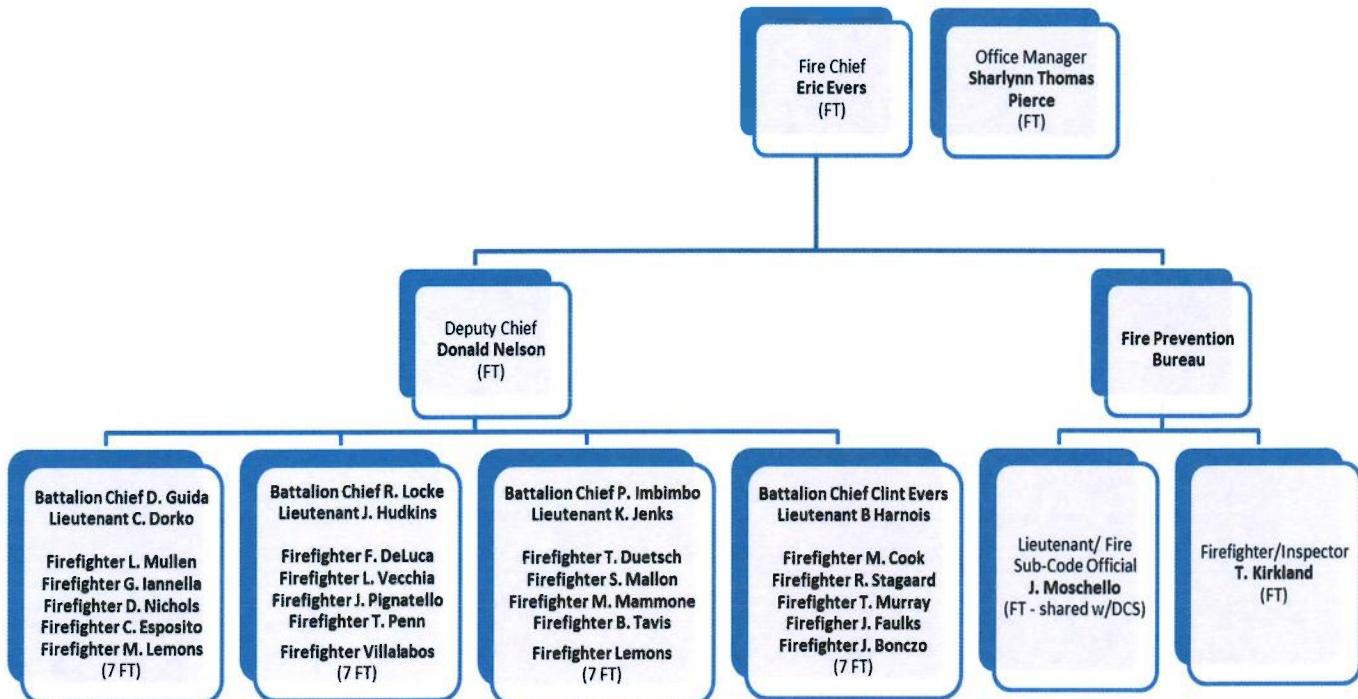
# ORGANIZATIONAL STRUCTURE

## Career Fire Department:

32 full-time career members, 15 volunteer firefighters; four Platoon systems 24/72: Each platoon has one Battalion Chief, one Lieutenant, five firefighters.

## Administrative Staff:

One Chief, one Deputy Chief, one Office Manager and two Fire Prevention Inspectors.



## 2020 RESPONSE ACTIVITY

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

Responses are broken down into different categories.

**FIREs:** This category includes all inside and outside structure fires. Statistics also include vehicle, hazardous materials, brush, and other types of fires.

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

**MOTOR VEHICLE ACCIDENTS:** This includes all types of assistance at vehicle accidents except for extrications and accidents where the fire department is called upon to perform emergency medical services.

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

**EMERGENCY MEDICAL (First Responder):** In these patient care calls, backup is provided for the first aid squad until an ambulance crew becomes available. The fire department does not currently provide patient transport to a hospital.

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

**GOOD INTENT CALLS:** This category includes calls where a caller believes something to be an emergency and investigation finds no immediate emergency need. Fire personnel arrange for service to avoid potential future safety issues.

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

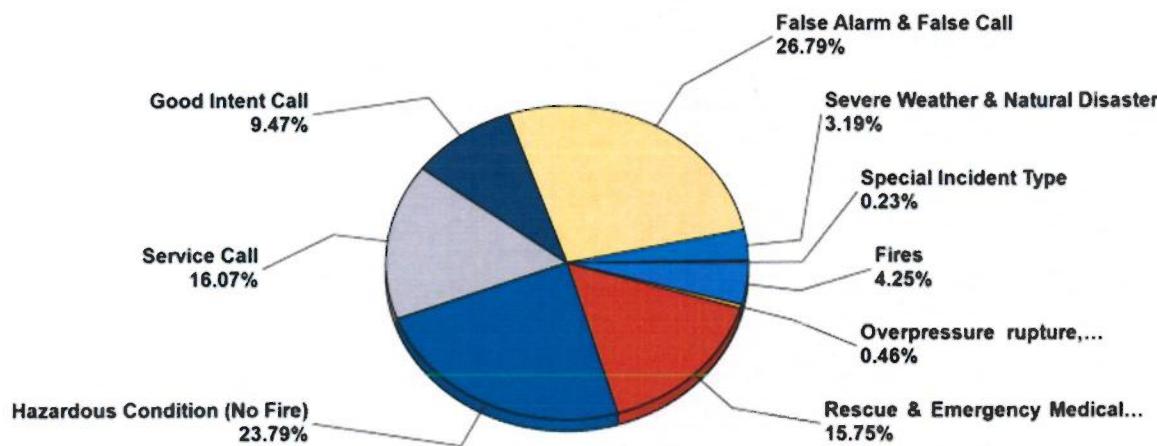
**OTHER CALLS:** These include mutual aid responses, police assistance, first aid assists, aircraft standby, and the provision of emergency protection for various functions.

STANDARD OF COVER (Start Date: 01/01/2020 | End Date: 12/31/2020)

MUTUAL AID		Total
Aid Type		
Aid Given		84
Aid Received		25
OVERLAPPING CALLS		
# OVERLAPPING		% OVERLAPPING
757		34.97
LIGHTS AND SIREN - AVERAGE RESPONSE TIME (Dispatch to Arrival)		
Station	EMS	FIRE
Fire Headquarters	0:06:07	0:06:03
AVERAGE FOR ALL CALLS		0:06:13

BREAKDOWN BY MAJOR INCIDENT TYPE

Start Date: 01/01/2020 | End Date: 12/31/2020



MAJOR INCIDENT TYPE	# INCIDENTS	% OF TOTAL
Fires	92	4.25%
Overpressure rupture, explosion, overheat - no fire	10	0.46%
Rescue & Emergency Medical Service	341	15.75%
Hazardous Condition (No Fire)	515	23.79%
Service Call	348	16.07%
Good Intent Call	205	9.47%
False Alarm & False Call	580	26.79%
Severe Weather & Natural Disaster	69	3.19%
Special Incident Type	5	0.23%
<b>TOTAL</b>	<b>2165</b>	<b>100%</b>

# FIRE SAFETY EDUCATION & PREVENTION

## EDUCATION AND PREVENTION

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

By educating community members about the dangers of fire and the proper methods to prevent fire from occurring in the first place, the public is taught to assist Summit firefighters in the protection of lives and property. At fire headquarters and in other area locations, the fire department makes presentations on fire safety to all segments of the population.

These presentations include:

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



Specialized talks to various groups in the community:

- Senior citizen groups on the unique risks faced by seniors as their abilities to escape a fire diminish.
- Instruct small businesses in fire extinguisher training.
- Give guidance to large businesses in developing large-scale evacuation plans.

On average, the fire department conducts more than 170 safety presentations annually.

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

Through continued effort, public fire safety education helps us to achieve the goal of "protection of life and property" by enabling the public to recognize and correct fire hazards, and be properly prepared in case a fire occurs.

## CODE ENFORCEMENT

The Summit Fire Department is required to inspect all buildings and structures in Summit, except for owner-occupied one and two family dwellings. These are done on a voluntary basis at the request of the homeowner. The department's Bureau of Fire Prevention maintains records of over 1000 buildings, structures, and occupancies for inspection. The inspection program is comprised of in-service inspectors (four platoons) and the staff of the Fire Prevention Bureau (two inspectors). All required inspections are divided among the platoons. Inspectors conducted over 650 inspections in 2020. The Bureau of Fire Prevention is also responsible for complaint investigations, fire safety permits, site-plan review and fire investigations.

## COMMUNITY RISK ASSESSMENT / FIRE PRE-PLAN

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

All properties located in the city are surveyed and analyzed annually as part of this risk assessment.

Data is obtained from on-site, pre-planning of building activities by in-service fire companies, records available from the fire department record management system including inspection records and NFIRS reports, building information data made available by ISO, and city building records.



Data collected is entered into the VISION scoring software tool to help the department better assess risk in the community. The resulting numeric scoring, known as the Occupancy Vulnerability Assessment Profile (OVAP), is generated for all commercial, institutional, and large multi-family occupancies.

The community risk assessment is performed at three levels:

**Community:** The overall profile of the community based on the unique mix of risk for individual occupancy and planning zones, as well as the level of service provided to mitigate those risks.

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

**Target Hazards:** Individual buildings and properties that may pose an increased or extraordinary risk hazard to the community based on construction or occupancy characteristics.

Each structure is analyzed using the following criteria:

- Age
- Construction
- Area
- Height
- Density (separation distance between buildings and the type of exterior finish)
- Built-in protection systems (fire sprinklers, standpipes, alarm systems, etc.)
- Fire flow requirements (amount of water necessary to control an emergency based on structure, contents and exposures)
- Occupancy and use
- Building access issues
- Life safety considerations
- Economic impact (dollar losses in property value, income, or irreplaceable assets)



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

## APPARATUS & EQUIPMENT DIVISION

Purchasing of apparatus involves extensive research, including assessment of departmental needs, determining an acceptable quality standard, and developing specifications for a competitive bid process.

The department schedules and performs all manufacturer-recommended service and maintenance, completing all repairs in a timely manner. All personnel are adequately trained in the proper operation and maintenance of equipment.

On-duty personnel provide testing and maintenance of apparatus and staff vehicles. At the beginning of each shift, vehicles are checked, pump and ladder tests are performed, and scheduled maintenance is completed. Scheduled oil changes and engine lubrication is performed monthly. Annually, factory-certified mechanics inspect and service each fire apparatus, identifying potential problems early to decrease the risk of catastrophic failure. The department maintains a four-year purchasing cycle for major fire apparatus with a maximum replacement age of 25 years. The replacement schedule for staff and support vehicles 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

# 2021 CAPITAL EQUIPMENT REQUESTS

## **RESCUE EQUIPMENT REPLACEMENT:**

This program continues the upgrading of rescue equipment. Improved technology of modern equipment increases the efficiency and speed of rescue operations. Due to the improved efficiency of new units, major repairs to older hydraulic power units are not cost effective.

## **SMALL EQUIPMENT REPLACEMENT:**

Due to age, some gas-powered equipment becomes more difficult to repair and maintain since parts are harder to find. Older air monitoring equipment is often unreliable and maintenance of older units is not cost effective. The complement of small hand tools available in the fire station for minor repairs to apparatus and equipment should be upgraded to properly repair more complex modern firefighting equipment.

## **MULTI-YEAR REPLACEMENT PROGRAM OF FIREFIGHTERS' TURN-OUT GEAR**

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

## **FIRE HOSE REPLACEMENT:**

NFPA regulations require that fire hoses be removed from service and replaced after 10 years. The replacement schedule is phased in over three years.

## **REPLACEMENT OF INCIDENT COMMAND VEHICLE**

Complete scheduled replacement of a 2013 Chevy Suburban. Experience has shown that vehicles of this age frequently require major, costly repairs that are not cost effective. Annual maintenance costs would be reduced by replacing this vehicle.

## **REPLACEMENT OF VEHICLE CAD TABLETS**

This item replaces and upgrades existing CAD tablets in all front-line vehicles. Periodic replacement of computer equipment allows the department to make updates to equipment at the end of its useful lifecycle.

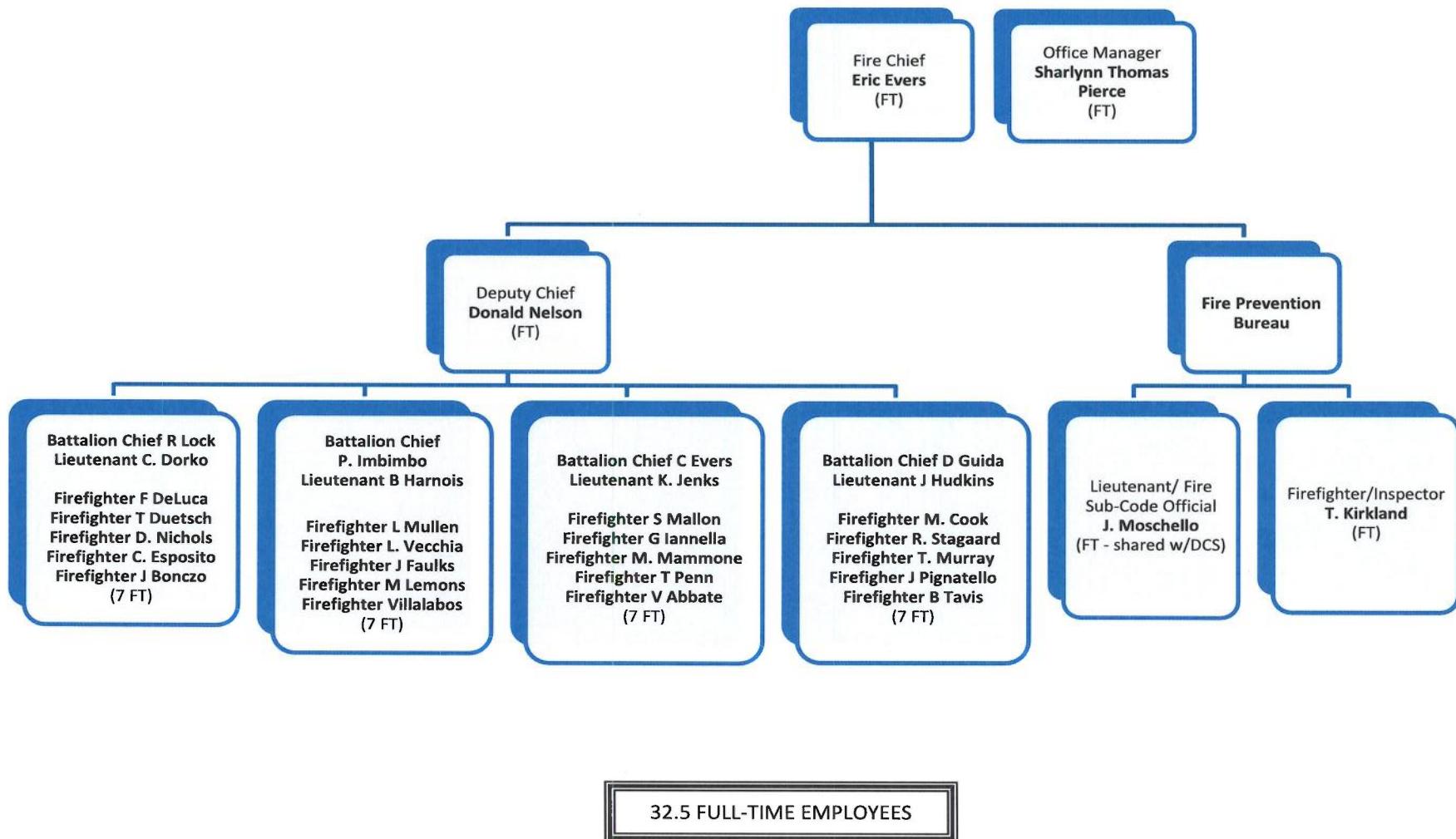
## SUMMARY

The Summit Fire Department plays an instrumental role in providing emergency service to the citizens of Summit, protecting residential properties and vital businesses, and ensuring commercial properties are safe. The ability of the Summit Fire Department to respond anywhere in Summit in less than eight minutes is a major factor in reducing loss of life and property and minimizing damage in the 2,165 emergency incidents the department responded to in 2020.

Over the past 25 years, the City of Summit and the fire service as a whole have experienced major change. Summit evolved from a mostly single-family town to a densely populated, transit hub with a substantial number of new multi-family dwellings and commercial properties. The number of businesses has also increased in locations throughout the city not just in the downtown. Currently, fires are burning hotter and faster due to changes in building material used in construction, and modern furnishings. Terrorism remains a real threat, requiring pre-planning, building intelligence, and development of Incident Action Plans, a critical function in daily operations.

Along with these changes are increased expectations and need for Summit Fire Department services. The Summit Fire Department is committed to meeting these challenges with the use of new training techniques and innovative ways of increasing our efficiency, dependability and outreach while keeping public and first responder safety as a number one priority.

## SUMMIT FIRE DEPARTMENT



		2020				2021		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>									
101	Full-Time	\$ 3,812,331	\$ 3,812,331	\$ 3,748,455	\$ 63,876	\$ 3,761,954	\$ 3,761,954	\$ (50,377)	-1.32%
104	Overtime	340,000	376,545	*	395,488	(18,943)	375,000	375,000	35,000 10.29%
108	Volunteer FF's Allowance	4,000	4,000	780	3,220	4,000	4,000	0 0.00%	
111	Emergency Management Coordinator	6,000	6,000	0	6,000	6,000	6,000	0 0.00%	
121	Civilian Administration	81,912	81,912	88,875	(6,963)	55,591	55,591	(26,321) -32.13%	
141	Rabbi Trust Contribution	24,000	24,000	24,000	0	0	0	(24,000) -100.00%	
194	OT July 4th	4,000	4,000	0	4,000	4,000	4,000	0 0.00%	
<b>Total Salary &amp; Wages</b>		<b>\$ 4,272,243</b>	<b>\$ 4,308,788</b>	<b>\$ 4,257,598</b>	<b>\$ 51,190</b>	<b>\$ 4,206,545</b>	<b>\$ 4,206,545</b>	<b>\$ (65,698)</b>	<b>-1.54%</b>
* \$36,545.00 transferred from Uniform Fire Safety Act									
<b><u>Other Expenses</u></b>									
201	Supplies and Materials	\$ 22,000	\$ 22,000	\$ 12,304	\$ 9,696	\$ 22,000	\$ 22,000	\$ 0 0.00%	
402	Building Maintenance	15,000	15,000	10,737	4,263	20,000	20,000	5,000 33.33%	
500	Contract Services	47,000	47,000	47,000	0	47,000	47,000	0 0.00%	
700	Equipment	25,000	25,000	17,863	7,137	30,000	30,000	5,000 20.00%	
702	Fire Truck Lease Acquisition	0	0	0	0	72,000	72,000	72,000 100.00%	
705	Vehicle Maintenance	70,000	70,000	68,511	1,489	70,000	70,000	0 0.00%	
800	Employee Support	8,000	8,000	500	7,500	8,000	8,000	0 0.00%	
803	Clothing Allowance	10,000	10,000	2,168	7,832	10,000	10,000	0 0.00%	
804	Training & Seminars	25,000	25,000	10,335	14,665	25,000	25,000	0 0.00%	
805	Tuition Reimbursement	15,000	15,000	9,634	5,366	15,000	15,000	0 0.00%	
808	Personal Expenses	2,000	2,000	756	1,244	2,000	2,000	0 0.00%	
809	Clothing Allowance (Payroll Acct)	63,000	63,000	63,555	(555)	63,000	63,000	0 0.00%	
841	Rabbi Trust Administration Fee	2,700	2,700	1,973	727	2,700	2,700	0 0.00%	
<b>Total Other Expenses</b>		<b>\$ 304,700</b>	<b>\$ 304,700</b>	<b>\$ 245,337</b>	<b>\$ 59,363</b>	<b>\$ 386,700</b>	<b>\$ 386,700</b>	<b>\$ 82,000</b>	<b>26.91%</b>
<b>265-001 Uniform Fire Safety Act</b>									
<b><u>Salary &amp; Wages</u></b>		<b>\$ 36,545</b>	<b>\$ 36,545</b>	<b>\$ 36,545</b>	<b>** 0</b>	<b>\$ 36,545</b>	<b>\$ 36,545</b>	<b>\$ 0 0.00%</b>	
<b><u>Fire Hydrant Service</u></b>		<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 263,934</b>	<b>\$ 36,066</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 0 0.00%</b>	
<b>Overall Fire Department Total</b>		<b>\$ 4,913,488</b>	<b>\$ 4,950,033</b>	<b>\$ 4,803,414</b>	<b>\$ 146,619</b>	<b>\$ 4,929,790</b>	<b>\$ 4,929,790</b>	<b>\$ 16,302 0.33%</b>	

\*\* \$36,545 transferred to Fire OT

# 265-000 FIRE DEPARTMENT

## EMPLOYEE SALARY & WAGES

Status	Title	2020		2021 Base	2021 Stipend	Grade	Step	Long %	Longevity	2021	
		Base + Longevity								Total	
Evers, Eric	Full-Time Chief	\$ 191,477		\$ 174,770	\$ 3,000	19	4	10%	\$ 17,477	\$ 195,247	
Nelson, Donald	Full-Time Deputy Chief	172,676		157,336	3,000	17	4	10%	15,734	176,070	
Evers, Henry Clint	Full-Time Battalion Chief	151,148		139,952		3	3	10%	13,995	153,947	
Guida, David	Full-Time Battalion Chief	153,947		139,952		3	3	10%	13,995	153,947	
Imbimbo, Paul	Full-Time Battalion Chief	148,349		139,952		3	3	8%	11,196	151,148	
Locke, Richard	Full-Time Battalion Chief	153,947		139,952		3	3	10%	13,995	153,947	
Dorko, Christopher	Full-Time Lieutenant	124,388		124,388		2	3		0	124,388	
Harnois, Brian	Full-Time Lieutenant	124,388		124,388		2	3		0	124,388	
Hudkins, Jeffrey	Full-Time Lieutenant	134,144		124,388		2	3	10%	12,439	136,827	
Jenks, Kenneth	Full-Time Lieutenant	121,949		124,388		2	3		0	124,388	
Abbate, Vincent	Full-Time Firefighter	45,000		51,576		1	1-2		0	51,576	
Bonczo, John	Full-Time Firefighter	84,456		91,032		1	7-8		0	91,032	
Cook, Michael	Full-Time Firefighter	121,613		110,557		1	7	10%	11,056	121,613	
DeLuca, Frank	Full-Time Firefighter	121,613		110,557		1	7	10%	11,056	121,613	
Duetsch, Timothy	Full-Time Firefighter	119,402		110,557		1	7	10%	11,056	121,613	
Esposito, Christopher	Full-Time Firefighter	110,557		110,557		1	7		0	110,557	
Faulks, Jessica	Full-Time Firefighter	110,557		110,557		1	7		0	110,557	
Iannella, Gabriel	Full-Time Firefighter	119,402		110,557		1	7	8%	8,845	119,402	
Kirkland, Thomas	Full-Time FF/Inspector	113,045		110,557		2,488	1	7		113,045	
Lemons, Matthew	Full-Time Firefighter	77,880		84,456		1	6-7		0	84,456	
Mallon, Scott	Full-Time Firefighter	119,402		110,557		1	7	8%	8,845	119,402	
Mammone, Michael	Full-Time Firefighter	110,557		110,557		1	7		0	110,557	
Moschello, Joseph (50% charged to UCC)	Full-Time LT/Fire Sub-Code Official	68,606		124,388		12,824	2	2		68,606	
Mullen, Lonn	Full-Time Firefighter	121,613		110,557		1	7	10%	11,056	121,613	
Murray, Thomas III	Full-Time Firefighter	117,190		110,557		1	7	8%	8,845	119,402	
Nichols, Dwight	Full-Time Firefighter	110,557		110,557		1	7		0	110,557	
Penn, Thomas	Full-Time Firefighter	77,880		84,456		1	6-7		0	84,456	
Pignatello, James	Full-Time Firefighter	110,557		110,557		1	7		0	110,557	
Stagaard, Richard	Full-Time Firefighter	121,613		110,557		1	7	10%	11,056	121,613	
Tavis, Brian	Full-Time Firefighter	77,880		84,456		1	7		0	84,456	
Vecchia, Louis	Full-Time Firefighter	114,892		110,557		1	7	8%	8,845	119,402	
Villalobos, Carlos	Full-Time Firefighter	45,000		51,576		1	1-2		0	51,576	
<b>Fire Department Subtotal</b>		<b>\$ 3,695,685</b>		<b>\$ 3,619,761</b>	<b>\$ 21,311</b>				<b>\$ 189,488</b>	<b>\$ 3,761,954</b>	
<b>Fire Administration</b>											
Retirement (12/31/2020)	Full-Time Office Manager	\$ 83,550		\$ 0	\$ 0	9	19	10%	\$ 0	\$ 0	
Thomas-Pierce, Sharlynn	Full-Time Office Manager			53,982	0	6	11		0	53,982	
<b>Salaries &amp; Wages Total</b>		<b>\$ 3,779,235</b>		<b>\$ 3,619,761</b>	<b>\$ 21,311</b>				<b>\$ 189,488</b>	<b>\$ 3,761,954</b>	

# **EMERGENCY MANAGEMENT**

		2020				2021		Adopted/Proposed Budget Variance		
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%	
<b><u>Other Expenses</u></b>										
201	Supplies and Materials	\$ 200	\$ 200	\$ 0	\$ 200	\$ 200	\$ 200	\$ 0	0.00%	
500	Contract Services	6,000	6,000	5,995	5	6,000	6,000	0	0.00%	
801	Clothing/Cleaning	6,000	6,000	0	6,000	6,000	6,000	0	0.00%	
804	Training & Seminars	1,000	1,000	1,000	0	1,000	1,000	0	0.00%	
		<b>Total Other Expenses</b>	<b>\$ 13,200</b>	<b>\$ 13,200</b>	<b>\$ 6,995</b>	<b>\$ 6,205</b>	<b>\$ 13,200</b>	<b>\$ 13,200</b>	<b>\$ 0</b>	<b>0.00%</b>
		<b>Division Total</b>	<b>\$ 13,200</b>	<b>\$ 13,200</b>	<b>\$ 6,995</b>	<b>\$ 6,205</b>	<b>\$ 13,200</b>	<b>\$ 13,200</b>	<b>\$ 0</b>	<b>0.00%</b>

**COMMUNITY  
SERVICES  
(DCS)**

# Department of Community Services (DCS)

Aaron Schrager, Director



## WHAT WE DO

The Department of Community Services (DCS) is responsible for implementing and overseeing the largest number of capital projects within the City of Summit. DCS responsibilities include code administration and construction, planning, zoning and property maintenance, engineering, public works, and oversight of the city's environmental initiatives.

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

## OUR FOCUS

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

**DCS oversees Summit's largest monetary asset: *City infrastructure***

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

## MISSION STATEMENT

To provide, design, maintain and upgrade critical city infrastructure. We facilitate balanced, intelligent land development in an environment that promotes customer service, smart growth and safety. Through reasonable, effective education and enforcement we maintain community standards and quality of life.

## OVERVIEW

In the Engineering and Public Works divisions, responsibilities include capital improvements and maintenance to drainage and 50 miles of storm sewer, 2,800 storm structures, 82 miles of sanitary sewer, 2,300 sanitary structures, daily management of five million gallons of sanitary sewage flow and six miles of force mains. These divisions also maintain four pump stations and 47 structures, managing projects involving 63 miles of roadways, including 269 streets. Work involves pedestrian and public safety initiatives, emergency management and maintenance of parks, public spaces, and infrastructure, as well as support to other departments and boards and other essential services.

In the Code Administration and Construction divisions, staffers are responsible for administering statewide New Jersey uniform construction code, issuing construction permits and conducting mandated inspections for building, electrical, plumbing, fire and mechanical work. The office issues approximately 2,500 permits annually, 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 fall under the purview of this division.

A key goal for DCS is to deliver exceptional services to the residents, property and business owners in our local and surrounding communities. From 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 2020

<b>SERVICE GOAL</b>	<b>Maintain and upgrade critical city infrastructure and municipal resources critical for pedestrian and vehicular safety, maintaining property values and emergency services.</b>
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In 2020, the Engineering Division reviewed 314 engineering permits, a 14% increase over 2019 and the first time 300 permits were reviewed in a single year since 2008.

## **Drainage & Storm Sewer System**

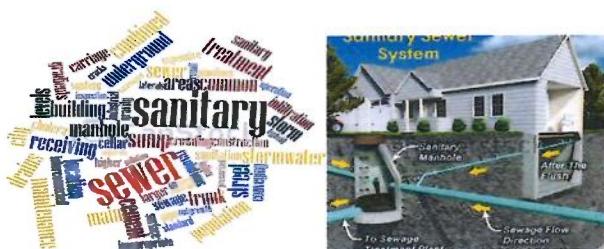
Engineering created the citywide Drainage Assessment Report (DAR) as a guide to track areas in the city with drainage problems. The report is revised annually and serves as an ongoing list of projects to be considered for drainage improvements. During rainfall events, these locations are assessed to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



The city has an intricate network of storm sewers, servicing 13 individual drainage areas within the city. There are 2,800 storm sewer structures and 50 miles of storm sewer that are in the jurisdiction of DCS. There are 104 individual discharge points for various existing bodies of water. These drainage basins are located in three Watershed Management Areas (WMA) as defined by NJDEP – 06-Upper Passaic, Whippanny, and Rockaway; 07-Arthur Kill; and 09-Lower Raritan, South River and Lawrence. The system is upgraded, as recommended by the DAR, during roadway improvement projects and when field conditions are identified by engineers and public works employees.

## Sanitary Sewers System

The Engineering and Public Works divisions provide immediate emergency responses in sewer-related emergencies, along with continued maintenance of systems to ensure proper and continuous flow. Damage to Summit's more than 100-year-old sanitary and storm sewer system directly impacts the health, safety and well-being of citizens.



With the exception of 17 parcels, all properties within the city are serviced by its sanitary sewer system. DCS is responsible for oversight and management of 2,300 sanitary sewer structures and 82 miles of sanitary sewer, including a network of various sized pipes, four pumping stations, and a main trunk line that conveys all city sewage to a sewage treatment plant in Elizabeth, NJ. Using closed-circuit camera inspections and visual field inspections, Engineering and Public Works staff inspect sewer infrastructure to determine future projects. In addition to sewer upgrades completed in conjunction with roadway improvement projects and other necessary emergency repairs, Engineering completes approximately three sanitary sewer improvement projects from design through construction each year. In addition, the city also receives sewage from New Providence and works closely with the New Providence DPW to monitor flow volumes. In 2020, over 20,000 LF of sanitary sewers were cleaned using closed-circuit camera inspections and visual field inspections.

### **Road Maintenance and Projects**

Each year, the city approves capital funding for infrastructure projects with the largest portion dedicated to roadway improvements. DCS conducts an annual inspection of roadways using the Pavement Rating System (PRS) to identify future projects. Public Works is responsible for roadway and infrastructure maintenance and repair, including paving of specific streets, micro-surfacing, pothole repair, curb work, thermoplastic applications and seasonal work such as snow and ice control, removal and plowing. Public Works also ensures compliance with NJ State storm water regulations. Additionally, proposals for qualifying roads are submitted annually to the NJDOT for potential grant funding; Engineering has secured close to \$4,000,000 in funding since 2008.

In 2020, the city paved two miles of city roads and micro-paved 3.3 miles of roads. This year, Engineering completed eight roadway infrastructure projects:

- New Providence Avenue Improvement Project
- Huntley Road Area Improvement Project (Huntley, Caldwell, Clark Street, Eaton & Willow)
- Safe Streets to Transit (improvements to four intersections)
- Pine Grove Avenue, Section II (sidewalk installation and paving)
- Completed work on Wallace Road
- Elm Place improvements and paving
- Henry Street paving
- Franklin Place

### **Pedestrian Safety**

Pedestrian safety remains a top priority. Through technical analysis and studies, the Engineering Division works with public works and safety committees to identify and oversee projects from concept and design through construction, including labor-intensive monitoring, evaluation and implementation. Projects are completed annually and include sidewalk installation and improvements, implementation of ADA requirements, installation of flashing beacons, speed humps, and signage as well as upgrading of pedestrian traffic signals and striping of roads. 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 lights and 121 decorative (street, pedestrian) lights in the Central Retail Business District (CRBD). Pedestrian safety is also addressed annually in roads projects. In 2019, the *City Sidewalk Installation and Maintenance Plan* was formally adopted by the Common Council and in 2020 the Engineering Division oversaw two critical pedestrian safety related projects - the installation of sidewalk on Pine Grove Avenue from Ashland Road to Blackburn and the Safe Routes to Transit Project that includes sidewalk, lighting and pedestrian flashing beacons.

## **Parks and Recreation**

Upgrading and maintaining the municipal recreation facilities requires the cooperation of Engineering, Public Works, and the Department of Community Programs. For construction projects, Engineering assumes the lead on design and project management. Throughout the year, the Engineering Division is relied upon for assistance with design, maintenance and minor upgrades. Public Works is responsible for maintenance and improvements to 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 municipal GIS system. Data is continually added and revised with the goal of having all key city infrastructures mapped and readily accessible for staff. A portal with more general information will be launched for public use. This tool will provide a useful method of tracking city assets including storm and sanitary sewer structures, signage and regulatory striping. In 2020, Engineering and the GIS consultant completed the transfer of data and created standardized forms for future input.

## **Fleet Maintenance**

Public Works handles oversight of the Fleet Maintenance Program, managing more than 250 city vehicles and equipment (Police and Fire departments, Code and Construction, Parking, Engineering, Public Works, Board of Education, etc.). Public Works mechanics provide professional expertise in emergency vehicle lighting, electrical and hydraulic brake systems and engine components. Fleet mechanics also provide emergency operation support 24/7 through storm events.

## **City Infrastructure/Properties Maintenance**

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

## **Sanitation and Solid Waste Management**

Public Works oversees the solid waste stream, including residential and commercial trash, bulky waste and recyclables. The Public Works fleet includes specialized trailers for the transport of solid waste. Public Works manages the Municipal Transfer Station, which handles the community's recycling needs, leaf collection and composting. Annually, the Transfer Station processes approximately 10,000 tons of municipal solid and bulky waste, 5,000 tons of recyclables, and 9,500 cubic yards of leaf compost. The Public Works Division works together with the Recycling Advisory Committee (RAC) to explore ways to continue to divert tonnage from Summit's waste stream.

	<u>2019</u>	<u>2020</u>	<u>% Change Annual</u>	<u>Monthly Avg. 2019</u>	<u>Monthly Avg. 2020</u>
<b>ENGINEERING</b>					
Grading permits	72	71	-1%	6	6
Public Utilities	159	178	12%	13	15
Storm/Sanitary Sewers	14	9	-36%	1	1
Road Opening	5	8	60%	1	0.5
Curb/Sidewalks	33	41	24%	3	3
<b>Total Engineering Permits</b>	<b>283</b>	<b>306</b>	<b>8%</b>	<b>24</b>	<b>26</b>
Linear Feet of Cleaned & Video Inspected Sewer Mains	23,922	20,000	-16%		
Potholes	500	500	0%		
Microsurfacing (square yards)	54,690	53,533	-2.12%		

## Performance Goals Review

**SERVICE  
GOAL**

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

### Construction

The Construction Office is responsible for administering the statewide New Jersey uniform construction code, issuing construction permits and conducting mandated inspections for building, electrical, plumbing, fire and mechanical work. The office issues approximately 2,500 permits annually with 94% released on or ahead of schedule. These issued permits represent anywhere from \$60 to \$100 million dollars of construction work each year and an annual average of 9,000 inspections completed. In the past 10 years, DCS has issued 23,450 permits with a construction value of \$800 million dollars and performed 93,105 inspections.

Total revenues down are down approximately 5% compared to 2019.

### Land Use and Zoning

The Land Use and Zoning Office are responsible for administering the Development Regulations Ordinance (DRO) for city zoning regulations. This includes prior review and approval of approximately 600 construction projects for zoning compliance. 67% are reviewed and decided on-time. The office issues more than 600 zoning certificates of occupancy each year and completes more than 1,100 inspections for home sales and tenant changes. Technical and administrative assistance is provided to Planning and Zoning boards. In 2019, a comprehensive review was completed and revisions were made to the DRO.

## Planning and Zoning Boards

The New Jersey Municipal Land Use Law requires Summit to have both a Planning Board and a Zoning Board of Adjustment. The Planning Board typically considers requests related to major commercial and large residential developments and subdivisions, while the Zoning Board considers requests for relief (variances) from the municipal DRO. In 2020, Round II revisions to the city's DRO were adopted.

	<u>2019</u>	<u>2020</u>	<u>% Change Annual</u>	<u>Monthly Avg. 2019</u>	<u>Monthly Avg. 2020</u>
Total UCC Inspections	10,359	8733	-16%	863	728
Construction Permit Revenue	\$898,543.00	\$777,318.00	-13%	\$74,878.58	\$64,776.50
Total Construction Value	\$79,639,005	\$121,342,801	52%	\$6,636,584	\$10,111,900
<b>Total Permits Issued</b>	<b>2,172</b>	<b>1,970</b>	<b>-9%</b>	<b>181</b>	<b>164</b>
<b>PLANNING &amp; ZONING</b>					
# of zoning board applications submitted	49	34	-31%	4	3
# of zoning board applications decided	48	34	-29%	4	3
ZB application fees collected	\$25,091.00	\$7,500.00	-70%	\$2,090.92	\$625.00
ZB escrow deposits	\$135,550.06	\$70,613.44	-48%	\$11,295.84	\$5,884.45
ZB inspection fees collected	\$116,122.14	\$29,464.83	-75%	\$9,676.85	\$2,455.40
# of planning board applications submitted	5	4	-20%	0	0
# of planning board applications decided	6	0	-100%	1	0
PB application fees collected	\$10,804.25	20,987.50	94%	\$900.35	\$1,748.96
PB escrow deposits	\$39,132.45	45,864.01	17%	\$3,261.04	\$3,822.00
PB inspection fees collected	\$29,612.98	\$62,789.60	0%	\$2,467.75	\$5,232.47

**Enhance property values and enrich quality of life for  
Summit citizens through excellent customer service and  
infrastructure maintenance, arts and environmental  
initiatives and smart development.**

**Affordable Housing**

In October 2016, the city executed an agreement with Fair Share Housing Center (FSHC) to settle litigation to establish the “fair share” of the regional need for low- and moderate- income housing. The settlement agreement delineates actions that Summit must take to satisfy its legal requirement for affordable housing. Following endorsement, the city created and implemented zoning ordinances to support the plan. The City of Summit’s affordable housing multi-family set-aside ordinance was amended to include language to address a compensatory benefit for affordable housing that was set aside.

On January 22, 2019, round three of the Fair Share Plan was approved and therefore has repose (immunity) from all Mount Laurel lawsuits through July 2, 2025.

Progress continued in 2020 with affordable housing initiatives, which included but is not limited to:

- Multiple 30-year affordable deed restrictions were filed for various locations throughout the City.
- Five new affordable rental units were occupied, and one unit was re-rented.
- More than \$500,000 was spent from the city’s affordable housing trust fund for rehabilitation and affordability assistance.
- The City of Summit reached an agreement to partially fund and allow for Morris Habitat’s 12-unit affordable housing project at 146 Morris Avenue. Funding from the city’s Affordable Housing Trust Fund will exceed \$1.4 million in supplemental funding.
- Planning for the Broad Street West Redevelopment project continued in 2020. This expansive project will yield new construction units towards the city’s 50-unit goal.
- Common Council appointed DCS Manager, Matthew DiLauri, as the new Municipal Housing Liaison.
- The city’s Administrative Agent continues to qualify applicants for affordable housing units that are slated for completion in 2021 and beyond.

The Affordable Housing Committee met in February of 2020 to discuss the status of affordable housing activity in the community. The next meeting is February 3, 2021. The 2020 annual report and all prior annual reports can be found at <https://www.cityofsummit.org/628/Affordable-Housing>.

## Property Maintenance

Enforcement of municipal 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 more than 30 years ago to address the growing issue of overcrowding and illegal or unsafe living arrangements. Staffed by a bilingual inspector, the program works closely with the Police and Fire departments and health agencies to investigate and correct unsafe housing conditions. A 24-hour on-call support line enables prompt hearing of complaints and rapid investigations of potential violations.

## Resident Assistance

Each day, DCS staff provide direct assistance to city residents through phone calls, emails, site visits, preparation of maps and service calls. They review, issue and inspect engineering permits, respond to public works emergencies, provide new resident and business information and schedule inspections (building, plumbing, electrical/mechanical and fire inspections). The city's service request system, SeeClickFix, enables citizens to report issues online. In 2020, DCS processed more than 5,179 SeeClickFix requests – almost 60% more than 2019. DCS processed more than 480 OPRA requests for information in 2020 – a 135% increase over last year.

DCS was the only department in City Hall that remained open to the public for essential, in-person business during the 2020 pandemic. DCS maximized its IT investment and COVID grant reimbursement to expand remote accessibility by 100%, ensuring all relevant DCS staff were fully equipped to remain functional both in the office and on remote work assignments. This allowed for nearly complete department functionality over the past year.

## Emergency Operations

DCS (Engineering, Public Works and Code Administration) plays an integral role on the Office of emergency Management team. DCS provides on-call, immediate response for emergencies including first response in storm events, accident response assistance efforts and building infrastructure damage. This includes providing access to critical medical and first-responder facilities during weather-related emergencies and determining the safety of a building in the event of damage.

## Environmental/Arts Initiatives

DCS manages and administers municipal arts and environmental programs, supporting environmental sustainability wherever possible in all city practices. Spearheaded by DCS, the city won the first-ever Sustainability Champion Award for its Sustainable Jersey submission in 2009. Summit earned this distinction for six consecutive years. The Sustainable Jersey certification program recognizes a community's "green" accomplishments. DCS oversees the Summit Free Market, an environmental program for Summit residents that facilitates the "free" exchange of yard-sale quality reusable items. In 2020, DCS planted 400 trees as part of a four-year initiative to plant 1000 trees.

## Agency Coordination

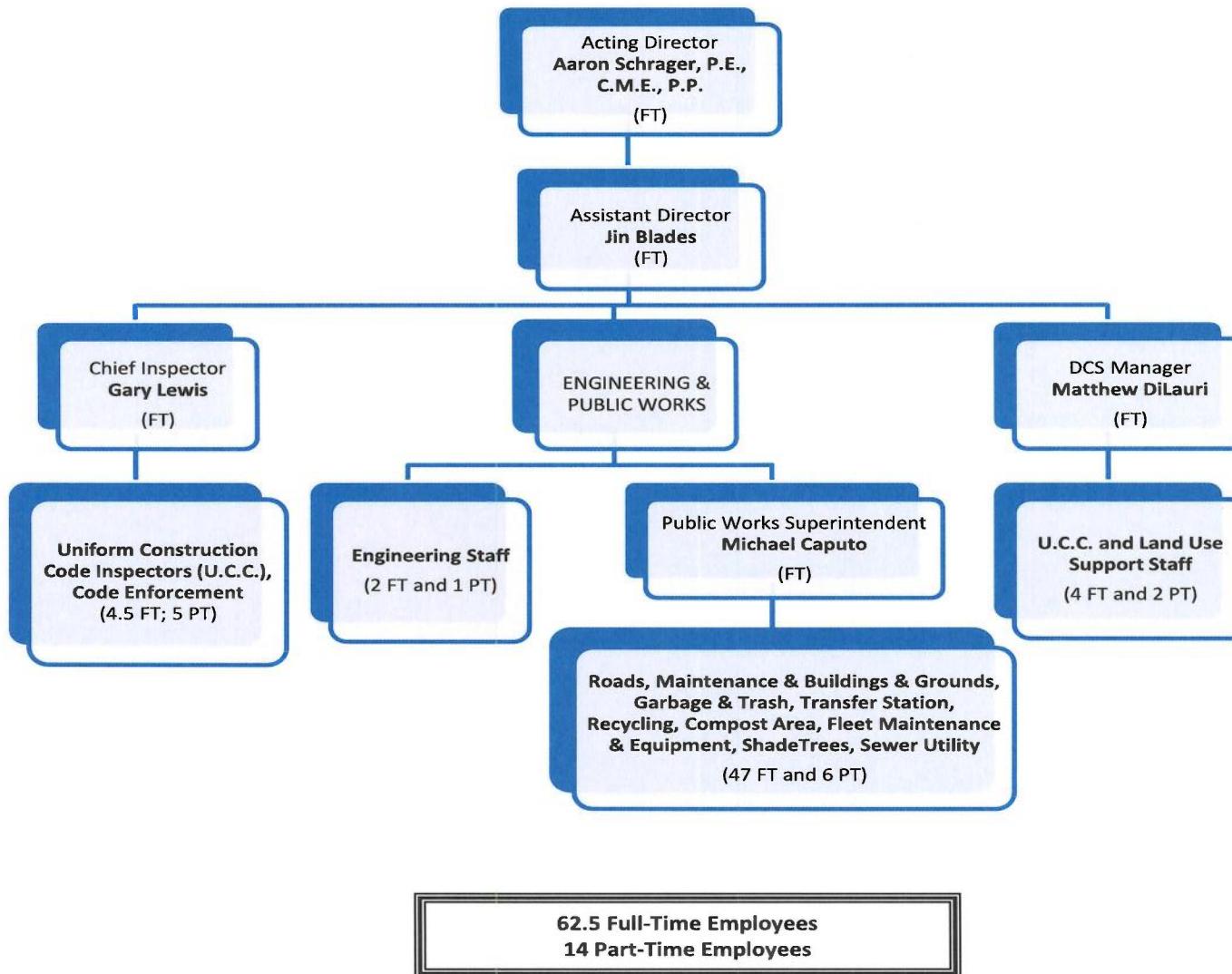
A vital responsibility of DCS is to coordinate the various federal, state, and county agencies with jurisdiction over sections of infrastructure within city limits. Open communication assures conformance to all current regulations and maintains a successful working relationship. In 2020, DCS received \$484,000 from Union County and State of New Jersey grants.

	<u>2019 YTD</u>	<u>2020 YTD</u>	<u>% Change Annual</u>	<u>Monthly Avg. 2019</u>	<u>Monthly Avg. 2020</u>
<b>SAFE HOMES/Property Maintenance</b>					
Code service calls (external)	163	180	10%	14	15
Code service call (internal/proactive)	59	176	198%	5	15
<b>Total service calls-code</b>	<b>222</b>	<b>356</b>	<b>60%</b>	<b>19</b>	<b>30</b>
Issues found from external referrals	25	44	76%	2	4
Issues found from internal investigations	15	58	287%	1	5
<b>Total issues found</b>	<b>40</b>	<b>102</b>	<b>149%</b>	<b>3</b>	<b>9</b>
Safe Homes Issue found (100% resolved same day)	13	2	-85%	1	0
# of written notices	166	144	-13%	14	12
# of summonses	2	0	-100%	0	0
<b># of service calls closed</b>	<b>155</b>	<b>456</b>	<b>194%</b>	<b>13</b>	<b>38</b>

## SUMMARY

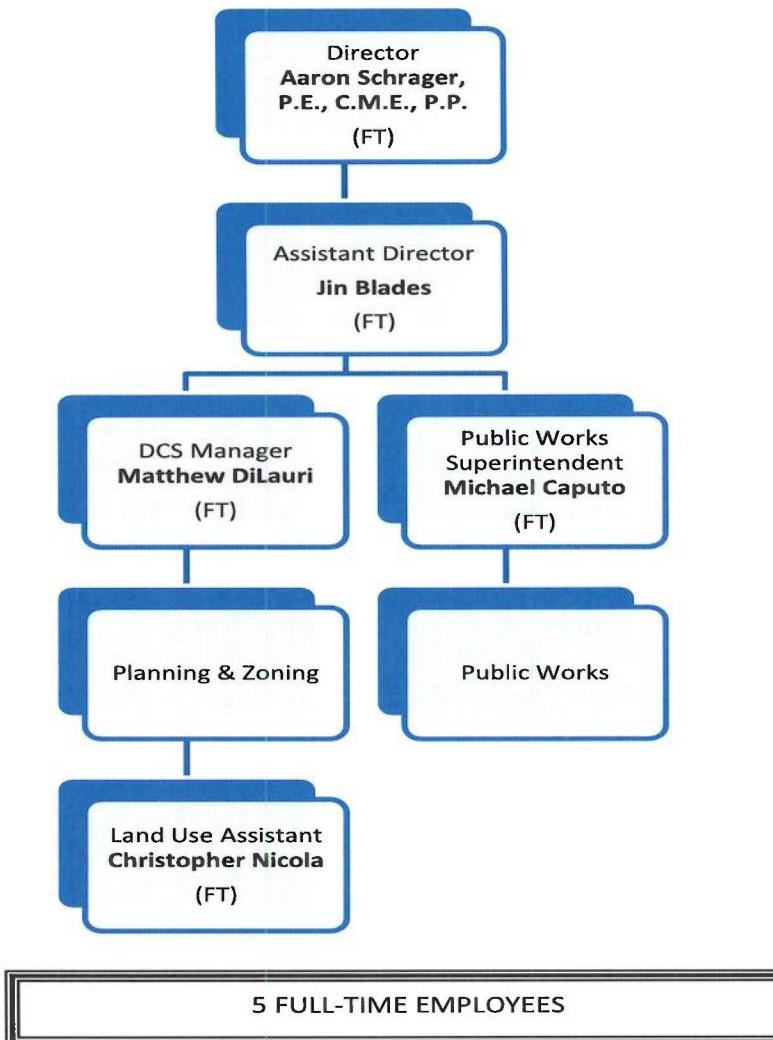
As the largest department with the broadest jurisdiction in municipal government, DCS is continually striving to improve operations and enhance quality of life for Summit citizens. Our goal is to make the city one of the most attractive places to live in New Jersey by maintaining the highest standards as we sustain and upgrade infrastructure, implement city-wide environmental best practices, and facilitate smart land development and economic growth.

## DEPARTMENT OF COMMUNITY SERVICES

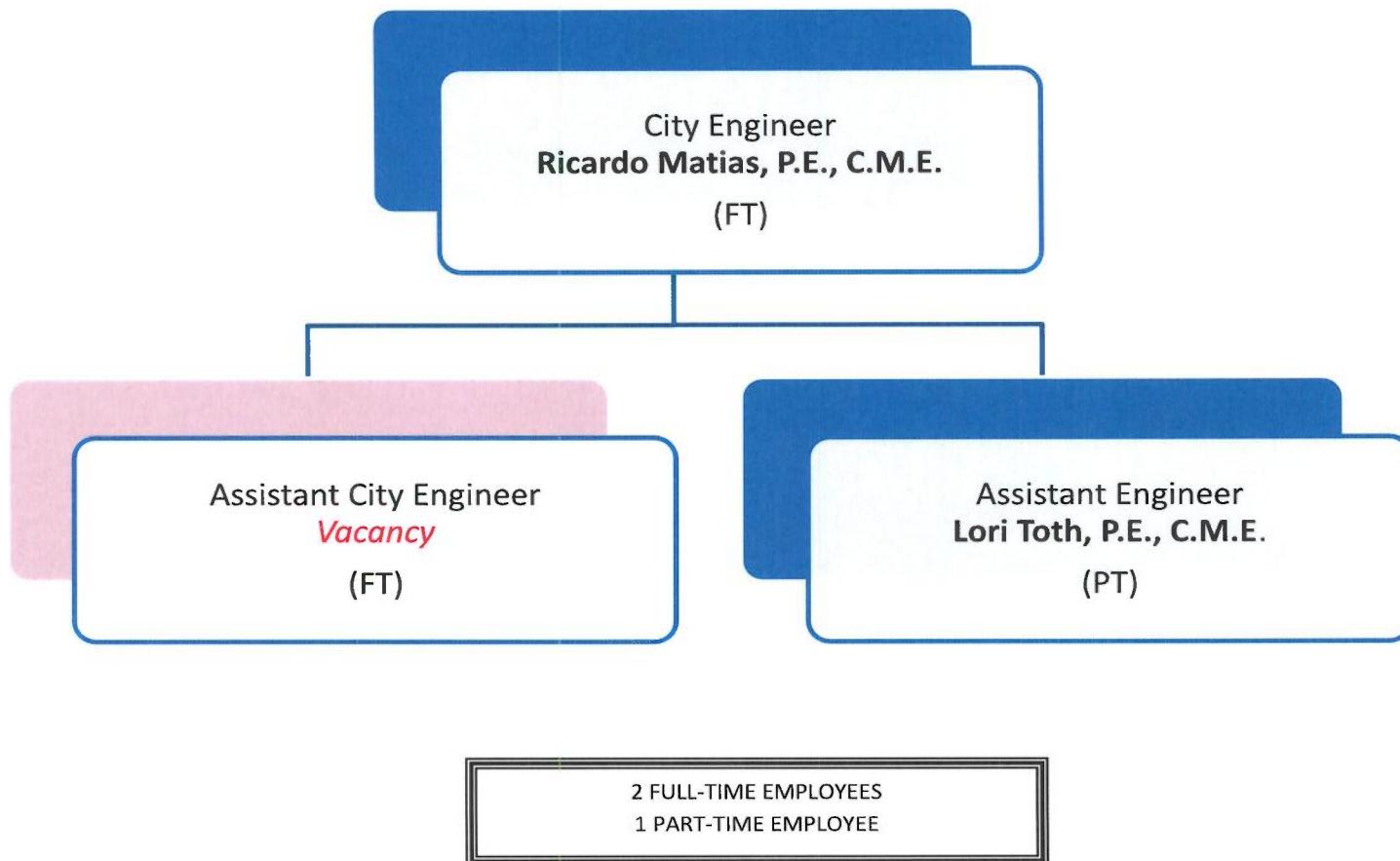


## DEPARTMENT OF COMMUNITY SERVICES

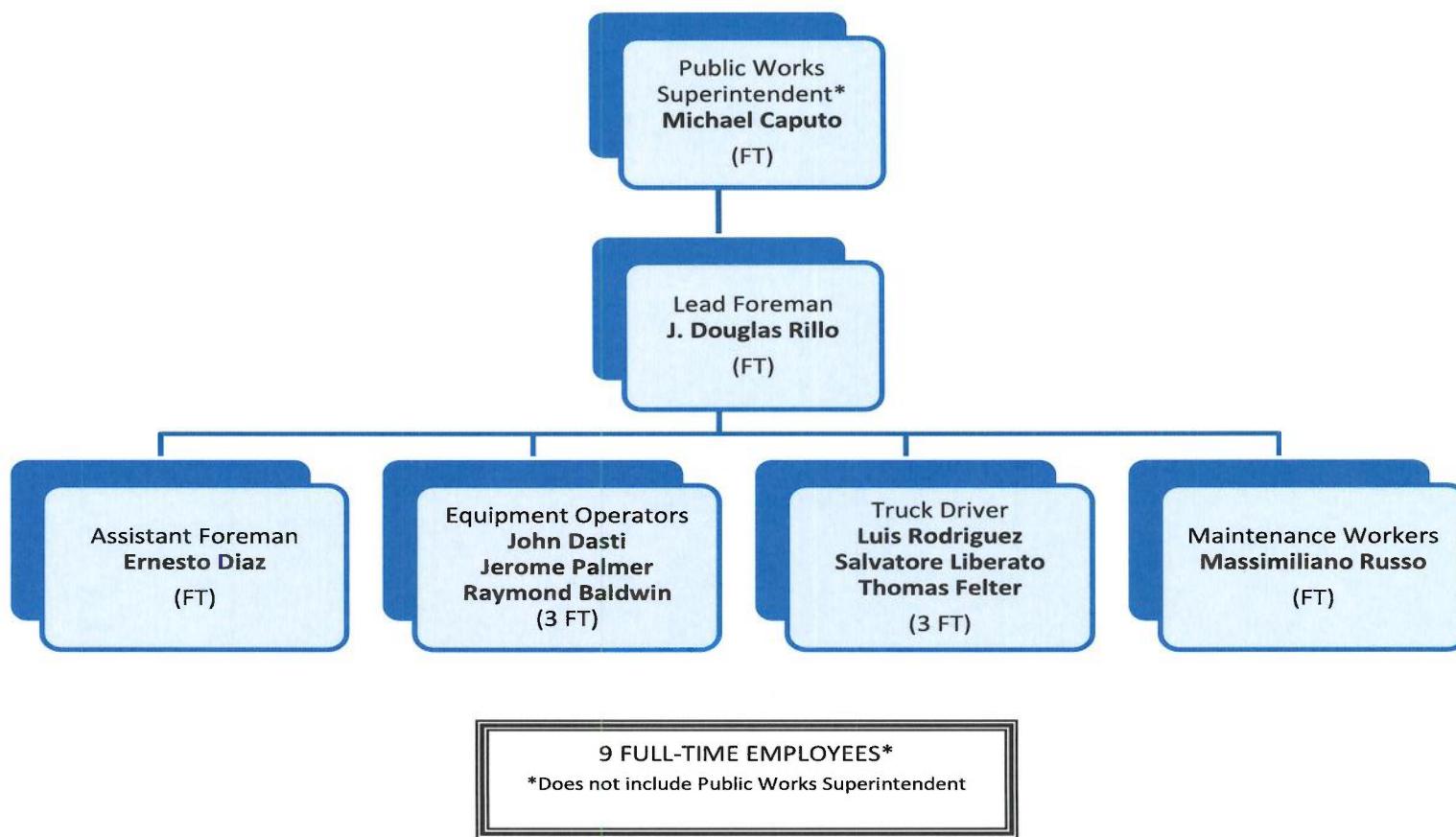
### DCS ADMINISTRATION



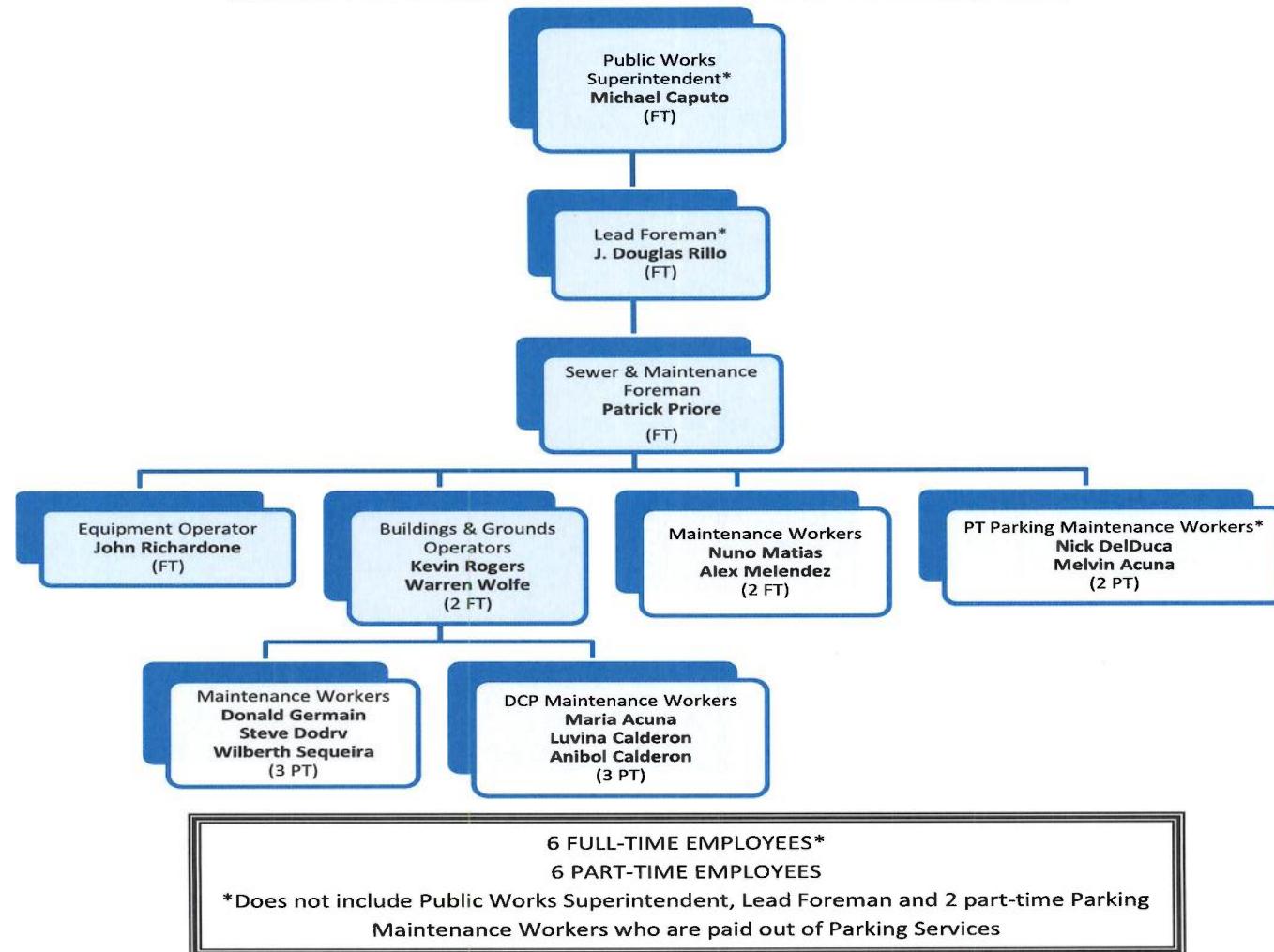
**DEPARTMENT OF COMMUNITY SERVICES**  
**ENGINEERING DIVISION**



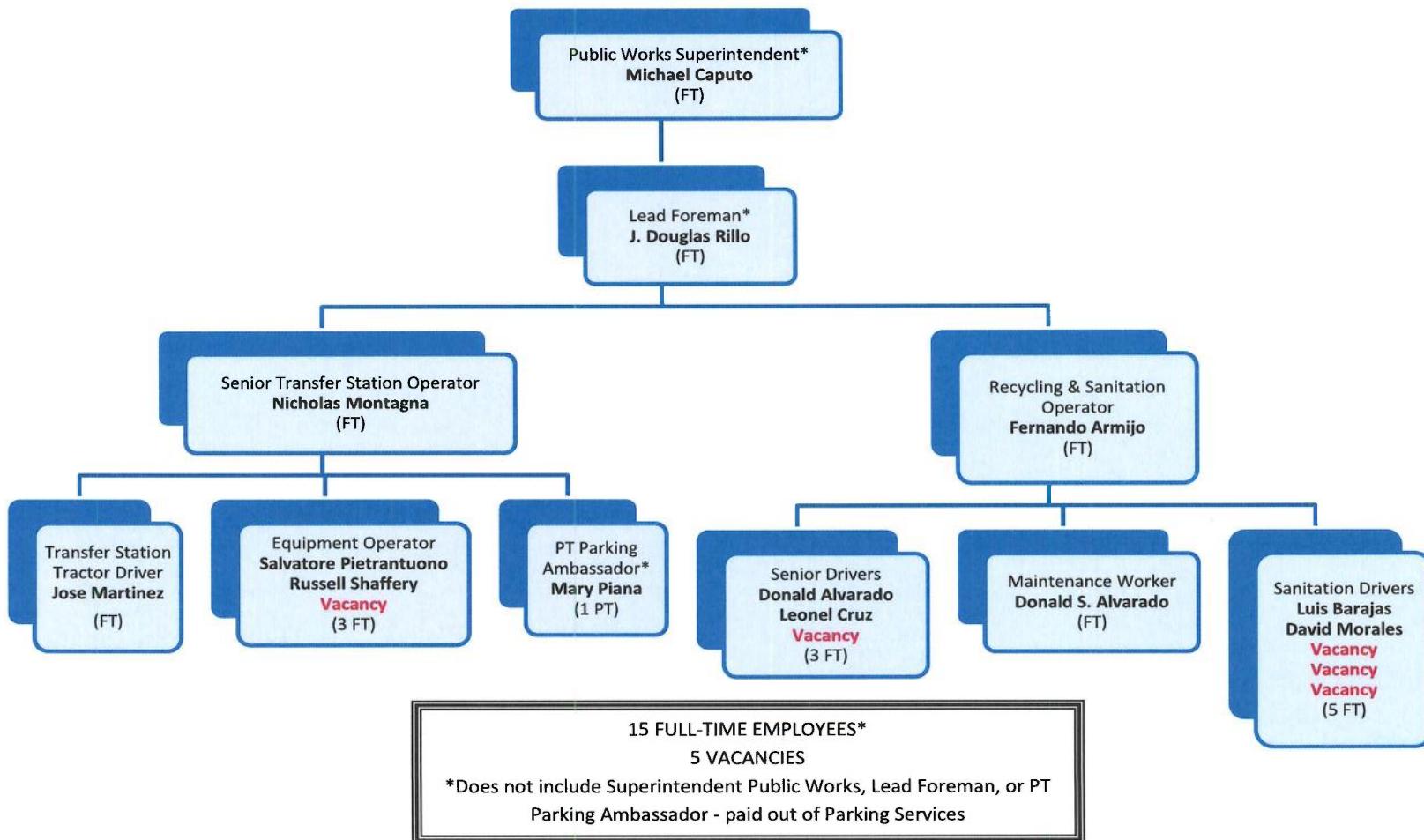
**DEPARTMENT OF COMMUNITY SERVICES**  
**DIVISION OF PUBLIC WORKS**  
**ROADS UNIT**



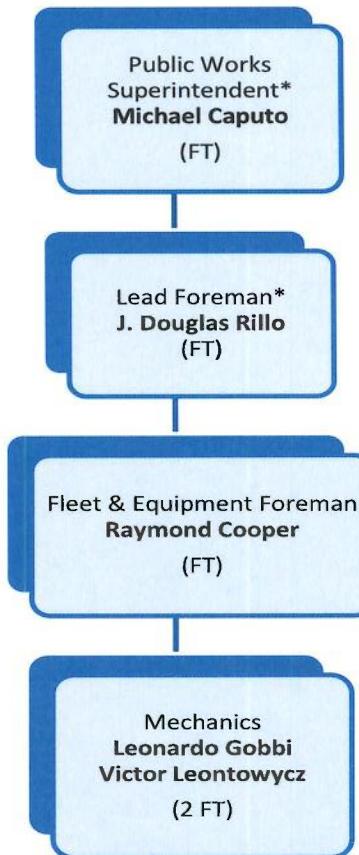
## DEPARTMENT OF COMMUNITY SERVICES - DIVISION OF PUBLIC WORKS

MAINTENANCE UNIT / BUILDINGS & GROUNDS

## DEPARTMENT OF COMMUNITY SERVICES - DIVISION OF PUBLIC WORKS

SANITATION/TRANSFER STATION/RECYCLING/COMPOST AREA

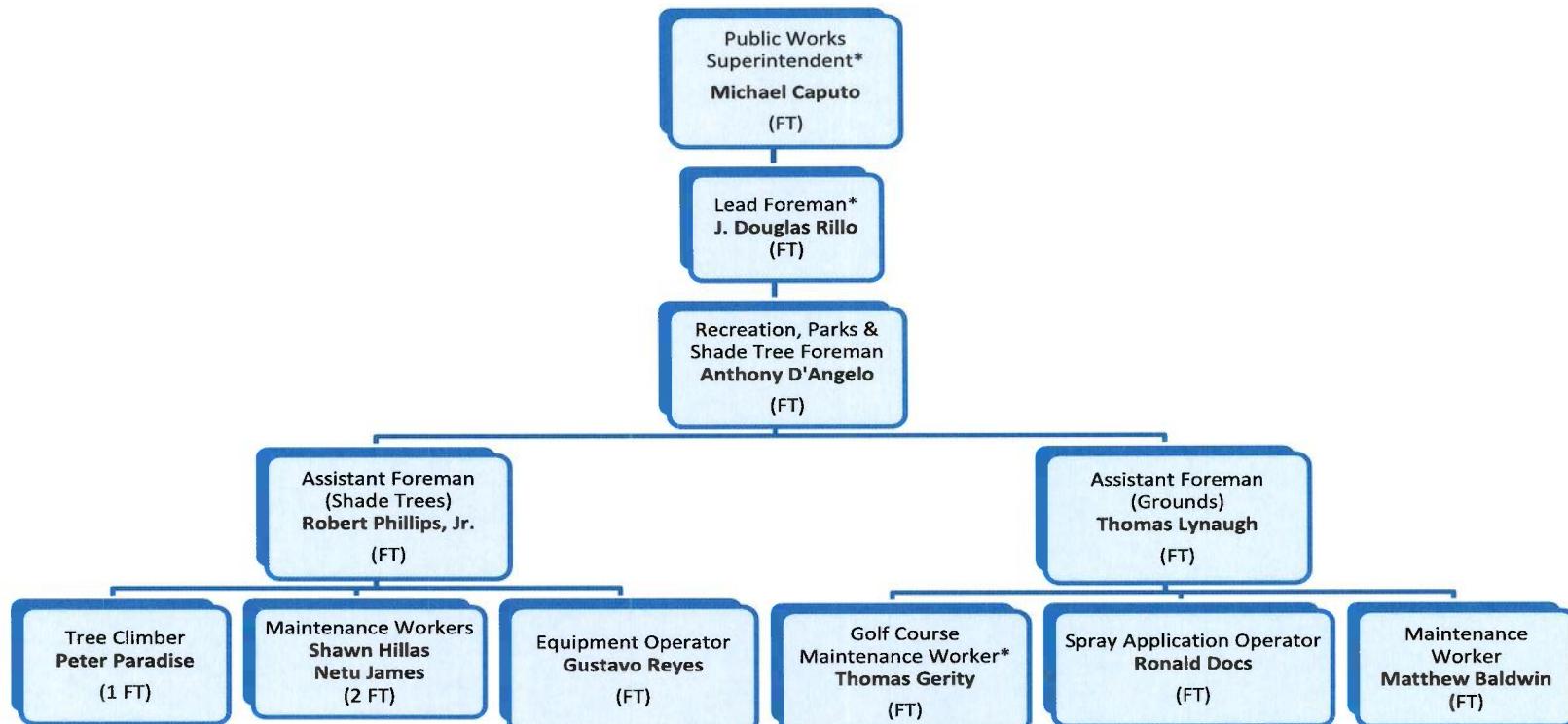
**DEPARTMENT OF COMMUNITY SERVICES - DIVISION OF PUBLIC WORKS**  
**FLEET MAINTENANCE & EQUIPMENT UNIT**



3 FULL-TIME EMPLOYEES\*

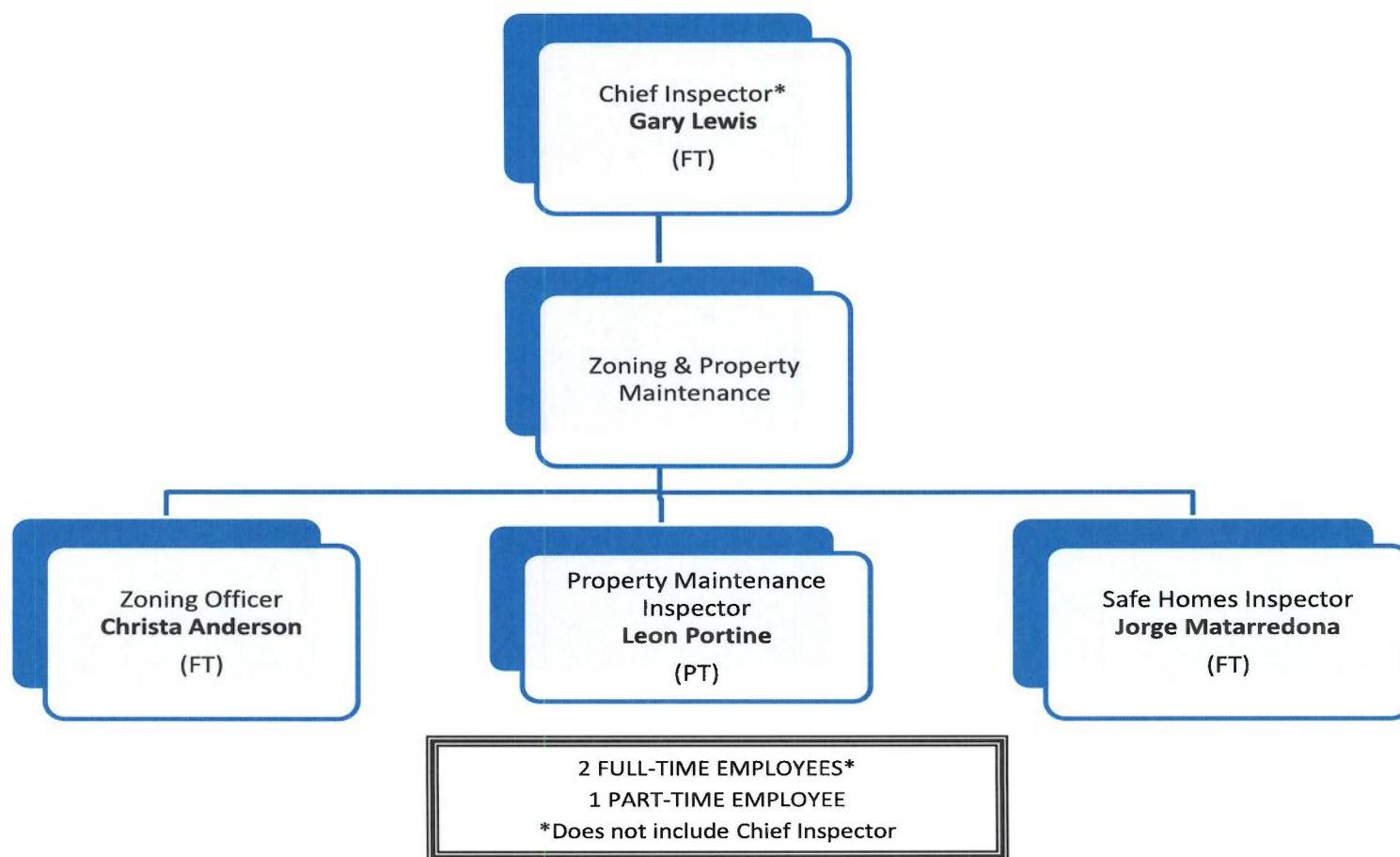
\*Does not include Public Works  
Superintendent and Lead Foreman

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



9 FULL-TIME EMPLOYEES\*

\*Does not include Public Works Superintendent, Lead Foreman, or  
Golf Course Maintenance Worker

**DEPARTMENT OF COMMUNITY SERVICES****CODE ENFORCEMENT**

# 465-000 DEPARTMENT OF COMMUNITY SERVICES (DCS)

LINE ITEM BUDGET

		2020				2021		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>									
101	Full-Time	\$ 483,983	\$ 433,983	*	\$ 397,000	\$ 36,983	\$ 494,483	\$ 494,483	\$ 10,500 2.17%
102	Temps/Part Time	\$ 0	\$ 0		\$ 0	\$ 0	\$ 0	\$ 0	0 0.00%
130	DCS Staff Support	\$ 1,000	\$ 1,000		\$ 587	\$ 0	\$ 1,000	\$ 1,000	0 0.00%
194	Overtime - 4th July	\$ 5,000	\$ 5,000		\$ 4,500	\$ 500	\$ 5,000	\$ 5,000	0 0.00%
195	National Night Out	\$ 5,500	\$ 5,500		\$ 0	\$ 5,500	\$ 5,500	\$ 5,500	0 0.00%
	<b>Total Salary &amp; Wages</b>	<b>\$ 495,483</b>	<b>\$ 445,483</b>		<b>\$ 402,087</b>	<b>\$ 42,983</b>	<b>\$ 505,983</b>	<b>\$ 505,983</b>	<b>\$ 10,500 2.12%</b>
	* \$50,000 transferred to Transfer Station S&W								
<b><u>Other Expenses</u></b>									
201	Supplies & Materials	\$ 8,000	\$ 8,000		\$ 12,678	\$ (4,678)	\$ 15,000	\$ 15,000	\$ 7,000 87.50%
202	Marketing & Advertising	\$ 2,000	\$ 2,000		\$ 821	\$ 1,179	\$ 2,000	\$ 2,000	0 0.00%
205	Nat'l Night Out & 4th July Materials	\$ 1,000	\$ 1,000		\$ 54	\$ 946	\$ 1,000	\$ 1,000	0 0.00%
505	Condo/Apts Snow & Lighting	\$ 5,000	\$ 5,000		\$ 0	\$ 5,000	\$ 5,000	\$ 5,000	0 0.00%
509	Cell Services	\$ 2,500	\$ 2,500		\$ 332	\$ 2,168	\$ 2,000	\$ 2,000	(500) -20.00%
701	Equipment	\$ 10,500	\$ 10,500		\$ 11,965	\$ (1,465)	\$ 10,500	\$ 10,500	0 0.00%
804	Training & Seminars	\$ 6,500	\$ 6,500		\$ 5,233	\$ 1,267	\$ 6,500	\$ 6,500	0 0.00%
806	Memberships	\$ 3,500	\$ 3,500		\$ 2,790	\$ 710	\$ 3,500	\$ 3,500	0 0.00%
808	Personal Expenses	\$ 1,600	\$ 1,600		\$ 0	\$ 1,600	\$ 1,600	\$ 1,600	0 0.00%
809	Conferences & Meetings	\$ 4,700	\$ 4,700		\$ 1,095	\$ 3,605	\$ 4,700	\$ 4,700	0 0.00%
810	Software Maintenance	\$ 40,000	\$ 40,000		\$ 39,519	\$ 481	\$ 50,500	\$ 40,000	0 0.00%
812	Licenses & Certifications	\$ 1,500	\$ 1,500		\$ 1,179	\$ 321	\$ 2,000	\$ 2,000	\$ 500 33.33%
	<b>Total Other Expenses</b>	<b>\$ 86,800</b>	<b>\$ 86,800</b>		<b>\$ 75,665</b>	<b>\$ 11,135</b>	<b>\$ 104,300</b>	<b>\$ 93,800</b>	<b>\$ 7,000 8.06%</b>
	<b>Division Total</b>	<b>\$ 582,283</b>	<b>\$ 532,283</b>		<b>\$ 477,753</b>	<b>\$ 54,117</b>	<b>\$ 610,283</b>	<b>\$ 599,783</b>	<b>\$ 17,500 3.01%</b>
<b>29-401-000</b>									
200	<b><u>Downtown Maintenance</u></b>	<b>\$ 8,500</b>	<b>\$ 8,500</b>		<b>\$ 8,321</b>	<b>\$ 179</b>	<b>\$ 8,500</b>	<b>\$ 8,500</b>	<b>\$ 0 0.00%</b>
	<b>Overall Community Services Total</b>	<b>\$ 590,783</b>	<b>\$ 540,783</b>		<b>\$ 486,074</b>	<b>\$ 54,296</b>	<b>\$ 618,783</b>	<b>\$ 608,283</b>	<b>\$ 17,500 2.96%</b>

# 465-000 DEPARTMENT OF COMMUNITY SERVICES (DCS)

## EMPLOYEE SALARY & WAGES

Status	Title	Base + Longevity	2020				2021				2021 Total
			Base	Grade	Step	Stipend	Longevity				
Blades, Jin	Full-Time	Assistant Director	\$ 97,288	\$ 99,234	13	19	\$ 0				\$ 99,234
Caputo, Michael	Full-Time	Superintendent of Public Works	96,320	106,443	16	11	2,000				108,443
DiLauri, Matthew (75%)	Full-Time	Office Manager	64,280	67,239	11	7	0				50,429
Nicola, Christopher	Full-Time	Land Use Assistant	59,146	49,956	6	6	\$ 10,000				59,956
Schrager, Aaron *	Full-Time	DCS Director	0	146,039	18	19	0				146,039
Retirement (3/1/21)	Full-Time	DCS Director	166,949	25,802	19	19	2,580				28,382
<i>Salaries &amp; Wages Total</i>			<u>\$ 483,983</u>	<u>\$ 494,713</u>			<u>\$ 10,000</u>	<u>\$ 4,580</u>			<u>\$ 492,483</u>

\* Director transferred in from Engineering

		2020				2021		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>									
101	Full Time	\$ 264,708	\$ 264,708	\$ 264,358	\$ 350	\$ 225,907	\$ 225,907	\$ (38,801)	-14.66%
102	Interns	17,000	17,000	13,158	3,843	17,000	17,000	0	0.00%
106	Part Time	91,801	91,801	91,801	0	93,636	93,636	1,835	1.96%
	<b>Total Salary &amp; Wages</b>	<b>\$ 373,509</b>	<b>\$ 373,509</b>	<b>\$ 369,316</b>	<b>\$ 4,193</b>	<b>\$ 336,543</b>	<b>\$ 336,543</b>	<b>\$ (36,966)</b>	<b>-9.90%</b>
<b><u>Other Expenses</u></b>									
201	Supplies and Materials	\$ 1,000	\$ 1,000	\$ 1,075	\$ (75)	\$ 1,500	\$ 1,500	\$ 500	50.00%
405	Vehicle Maintenance	1,500	1,500	3,135	(1,635)	1,500	1,500	0	0.00%
503	Contract Services	7,500	7,500	7,485	15	7,500	7,500	0	0.00%
504	GIS CAD Software License	8,000	8,000	6,500	1,500	8,000	8,000	0	0.00%
505	Printing	2,000	2,000	815	1,185	2,000	2,000	0	0.00%
709	Miscellaneous Equipment	1,000	1,000	799	201	1,000	1,000	0	0.00%
809	Conferences/Meetings & Training	5,000	5,000	2,060	2,940	5,000	5,000	0	0.00%
	<b>Total Other Expenses</b>	<b>\$ 26,000</b>	<b>\$ 26,000</b>	<b>\$ 21,869</b>	<b>\$ 4,131</b>	<b>\$ 26,500</b>	<b>\$ 26,500</b>	<b>\$ 500</b>	<b>1.92%</b>
	<b>Division Total</b>	<b>\$ 399,509</b>	<b>\$ 399,509</b>	<b>\$ 391,185</b>	<b>\$ 8,324</b>	<b>\$ 363,043</b>	<b>\$ 363,043</b>	<b>\$ (36,466)</b>	<b>-9.13%</b>

	Status	Title	Base + Longevity	2020			2021			2021 Total
				Base	Grade	Step	Longevity			
Matias, Ricardo	Full-Time	City Engineer	\$ 121,533	\$ 123,964	16	19	\$ 0			\$ 123,964
Employee transferred to DCS	Full-Time	City Engineer/Deputy Director DCS	143,175	0	18	19	0			0
Toth, Lori	Part-Time	Assistant Engineer	91,801	85,124	13	19	8,512			93,636
Vacancy	Full-Time	Assistant City Engineer	0	101,943			0			101,943
<i>Salaries &amp; Wages Total</i>			<b>\$ 356,509</b>	<b>\$ 311,031</b>			<b>\$ 8,512</b>			<b>\$ 319,543</b>

		2020				2021		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>									
101	Full-Time	\$ 642,401	\$ 642,401	\$ 654,918	\$ (12,517)	\$ 675,479	\$ 675,479	\$ 33,078	5.15%
103	Seasonal	8,000	8,000	5,880	2,120	8,000	8,000	0	0.00%
104	Overtime	75,000	75,000	79,877	(4,877)	75,000	75,000	0	0.00%
107	Snow Removal	155,000	155,000	60,827	94,173	155,000	155,000	0	0.00%
	<b>Total Salary &amp; Wages</b>	<b>\$ 880,401</b>	<b>\$ 880,401</b>	<b>\$ 801,502</b>	<b>\$ 78,899</b>	<b>\$ 913,479</b>	<b>\$ 913,479</b>	<b>\$ 33,078</b>	<b>3.76%</b>
<b><u>Other Expenses</u></b>									
201	Supplies	\$ 5,000	\$ 5,000	\$ 5,520	\$ (520)	\$ 5,000	\$ 5,000	\$ 0	0.00%
205	Tools	2,000	2,000	838	1,162	2,000	2,000	0	0.00%
211	Road Materials	60,000	60,000	41,749	18,251	60,000	60,000	0	0.00%
403/405	Equipment/Vehicle Maintenance	0	0	0	0	0	0	0	0.00%
407	Snow Removal Services	25,000	25,000	19,001	5,999	25,000	25,000	0	0.00%
408	Snow Removal Materials	57,000	57,000	33,631	23,369	57,000	57,000	0	0.00%
801	Clothing Purchase/Cleaning	0	0	0	0	0	0	0	0.00%
	<b>Total Other Expenses</b>	<b>\$ 149,000</b>	<b>\$ 149,000</b>	<b>\$ 100,740</b>	<b>\$ 48,260</b>	<b>\$ 149,000</b>	<b>\$ 149,000</b>	<b>\$ 0</b>	<b>0.00%</b>
	<b>Division Total</b>	<b>\$ 1,029,401</b>	<b>\$ 1,029,401</b>	<b>\$ 902,242</b>	<b>\$ 127,159</b>	<b>\$ 1,062,479</b>	<b>\$ 1,062,479</b>	<b>\$ 33,078</b>	<b>3.21%</b>

Status	Title	Base + Longevity	2020				2021				2021 Total
			Base	Grade	Step	Stipend	Longevity				
Baldwin, Raymond	Full-Time	Equipment Operator	\$ 78,027	\$ 80,130	8	19	\$ 1,000			\$ 81,130	
Dasti, John	Full-Time	Equipment Operator	78,027	80,139	6	14		1,000		81,139	
Diaz, Ernesto Jr.	Full-Time	Assistant Foreman	83,588	85,405	9	19		2,000		87,405	
Felter, Thomas	Full-Time	Truck Driver	50,565	54,453	6	3-5		0		54,453	
Liberato, Salvatore	Full-Time	Truck Driver	50,565	53,125	6	4-6		0		53,125	
Palmer, Jerome	Full-Time	Equipment Operator	79,027	80,139	8	19		2,000		82,139	
Rillo, J. Douglas	Full-Time	Lead Foreman	104,302	98,650	11	19	\$ 5,000	9,865		113,515	
Rodriquez, Luis	Full-Time	Truck Driver	72,428	74,054	6	14		1,500		75,554	
Russo, Massamiliano	Full-Time	Maintenance Worker	45,872	47,019	5	2		0		47,019	
<i>Salaries &amp; Wages Total</i>		<u>\$ 642,401</u>	<u>\$ 653,114</u>				<u>\$ 5,000</u>	<u>\$ 17,365</u>		<u>\$ 675,479</u>	

		2020			2021			Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>									
101	Full-Time	\$ 236,326	\$ 236,326	\$ 239,341	\$ (3,015)	\$ 246,954	\$ 246,954	\$ 10,628	4.50%
104	Overtime	25,000	25,000	11,374	13,626	25,000	25,000	0	0.00%
106	Sick Leave Incentive	25,000	25,000	24,047	953	25,000	25,000	0	0.00%
	<b>Total Salary &amp; Wages</b>	<b>\$ 286,326</b>	<b>\$ 286,326</b>	<b>\$ 274,762</b>	<b>\$ 11,564</b>	<b>\$ 296,954</b>	<b>\$ 296,954</b>	<b>\$ 10,628</b>	<b>3.71%</b>
<b><u>Other Expenses</u></b>									
201	Supplies	\$ 2,200	\$ 2,200	\$ 4,622	\$ (2,422)	\$ 5,000	\$ 5,000	\$ 2,800	127.27%
205	Tools	1,100	1,100	1,100	0	1,100	1,100	0	0.00%
211	Road Materials	5,200	5,200	4,243	957	5,200	5,200	0	0.00%
212	Sewer Materials	2,500	2,500	2,460	40	2,500	2,500	0	0.00%
215	Street Name Signs	5,000	5,000	721	4,279	3,000	3,000	(2,000)	-40.00%
216	Storm Water Licenses	5,750	5,750	5,252	498	5,750	5,750	0	0.00%
403	Equipment Maintenance	0	0	1,014	(1,014)	0	0	0	0.00%
405	Vehicle Maintenance	0	0	0	0	0	0	0	0.00%
408	Traffic Signal Maintenance	25,000	25,000	30,579	(5,579)	25,000	25,000	0	0.00%
409	Street Light Maintenance	5,000	5,000	0	5,000	5,000	5,000	0	0.00%
502	Road Striping Contract Services	10,000	10,000	7,219	2,781	10,000	10,000	0	0.00%
801	Clothing Purchase/Cleaning	0	0	0	0	0	0	0	0.00%
	<b>Total Other Expenses</b>	<b>\$ 61,750</b>	<b>\$ 61,750</b>	<b>\$ 57,210</b>	<b>\$ 4,540</b>	<b>\$ 62,550</b>	<b>\$ 62,550</b>	<b>\$ 800</b>	<b>1.30%</b>
	<b>Division Total</b>	<b>\$ 348,076</b>	<b>\$ 348,076</b>	<b>\$ 331,972</b>	<b>\$ 16,104</b>	<b>\$ 359,504</b>	<b>\$ 359,504</b>	<b>\$ 11,428</b>	<b>3.28%</b>

## 300-000 DCS - PUBLIC WORKS MAINTENANCE

## EMPLOYEE SALARY &amp; WAGES

Status	Title	Base + Longevity	2020		2021			Long		2021 Total
			Base	%	Grade	Step	Longevity			
Matias, Nuno	Full-Time	Maintenance Worker	\$ 45,872		\$ 48,194	5	3	\$ 0		\$ 48,194
Melendez, Alexander	Full-Time	Maintenance Worker	48,194		49,399	5	4	0		49,399
Priore, Patrick	Full-Time	Foreman	86,162		88,423	11	13	2,000		90,423
Richardone, John	Full-Time	Equipment Operator	56,098		58,938	8	5	0		58,938
<i>Salaries &amp; Wages Total</i>			\$ 236,326		\$ 244,954			\$ 2,000		\$ 246,954

		2020				2021		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>									
101	Full-Time	\$ 495,185	\$ 522,886	\$ 410,843	\$ 112,043	\$ 482,146	\$ 482,146	\$ (13,039)	-2.63%
102	Per Diem	90,000	90,000	161,672	(71,672)	120,000	120,000	30,000	33.33%
104	Overtime	20,000	20,000	(2,365)	22,365	20,000	20,000	0	0.00%
105	Holiday Pay	30,000	30,000	17,592	12,408	30,000	30,000	0	0.00%
109	Leaf Pay	25,000	25,000	38,350	(13,350)	30,000	30,000	5,000	20.00%
Total Salary & Wages		<b>\$ 660,185</b>	<b>\$ 687,886</b>	<b>\$ 626,091</b>	<b>\$ 61,795</b>	<b>\$ 682,146</b>	<b>\$ 682,146</b>	<b>\$ 21,961</b>	<b>3.33%</b>
<b><u>Other Expenses</u></b>									
209	Supplies & Materials	\$ 2,500	\$ 2,500	\$ 2,738	\$ (238)	\$ 2,500	\$ 2,500	\$ 0	0.00%
404	Ground Maintenance	1,500	1,500	1,234	266	1,500	1,500	0	0.00%
801	Clothing Maintenance/ Cleaning	0	0	0	0	0	0	0	0.00%
Total Other Expenses		<b>\$ 4,000</b>	<b>\$ 4,000</b>	<b>\$ 3,972</b>	<b>\$ 28</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>	<b>\$ 0</b>	<b>0.00%</b>
Division Total		<b>\$ 664,185</b>	<b>\$ 691,886</b>	<b>\$ 630,063</b>	<b>\$ 61,823</b>	<b>\$ 686,146</b>	<b>\$ 686,146</b>	<b>\$ 21,961</b>	<b>3.31%</b>

	Status	Title	2020		2021				2021	
			Base + Longevity		Base	Grade	Step	Longevity	Total	
Alvarado, Donald	Full-Time	Truck Driver	\$ 72,178		\$ 74,054	6	14	\$ 1,000	\$ 75,054	
Alvarado, Donald Steven	Full-Time	Maintenance Worker	45,872		47,019	5	2	0	47,019	
Barajas, Luis	Full-Time	Maintenance Worker	48,194		51,829	5	3	0	51,829	
Cruz, Leonel	Full-Time	Truck Driver	53,198		57,209	6	7	0	57,209	
Morales, David	Full-Time	Truck Driver	0		49,332	6	1	0	49,332	
Employee transfer to P&ST Division	Full-Time	Maintenance Worker	45,872		0	5	1	0	0	
Resignation (1/20/21)	Full-Time	Maintenance Worker	45,872		3,824	5	19	500	4,324	
Retirements (2)	Full-Time	Truck Driver	48,494		0			0	0	
Vacancy	Full-Time	Maintenance Worker	34,404		34,404	5	1	0	34,404	
Vacancy	Full-Time	Maintenance Worker	34,404		45,872	5	1	0	45,872	
Vacancy	Full-Time	Maintenance Worker	0		42,048	5	1	0	42,048	
Vacancy	Full-Time	Truck Driver	66,696		74,054	6	14	1,000	75,054	
<i>Salaries &amp; Wages Total</i>			\$ 495,184		\$ 479,646			\$ 2,500	\$ 482,146	

		2020				2021		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>									
101	Full-Time	\$ 78,100	\$ 78,100	\$ 78,100	\$ 0	\$ 81,639	\$ 81,639	\$ 3,539	4.53%
	Total Salary & Wages	<u>\$ 78,100</u>	<u>\$ 78,100</u>	<u>\$ 78,100</u>	<u>\$ 0</u>	<u>\$ 81,639</u>	<u>\$ 81,639</u>	<u>\$ 3,539</u>	<u>4.53%</u>
<b><u>Other Expenses</u></b>									
203	Supplies	\$ 2,250	\$ 2,250	\$ 1,232	\$ 1,018	\$ 2,250	\$ 2,250	\$ 0	0.00%
205	Tools	500	500	0	500	500	500	0	0.00%
512	Curbside Collection	368,000	368,000	367,837	163	507,600	507,600	139,600	37.93%
	Total Other Expenses	<u>\$ 370,750</u>	<u>\$ 370,750</u>	<u>\$ 369,069</u>	<u>\$ 1,681</u>	<u>\$ 510,350</u>	<u>\$ 510,350</u>	<u>\$ 139,600</u>	<u>37.65%</u>
	Division Total	<u><u>\$ 448,850</u></u>	<u><u>\$ 448,850</u></u>	<u><u>\$ 447,169</u></u>	<u><u>\$ 1,681</u></u>	<u><u>\$ 591,989</u></u>	<u><u>\$ 591,989</u></u>	<u><u>\$ 143,139</u></u>	<u><u>31.89%</u></u>

Status	Title	2020		2021			2021	
		Base + Longevity		Base	Grade	Step	Longevity	Total
Armijo, Fernando	Full-Time Lead Person / Recycling Collection Driver	\$ 78,100		\$ 80,139	8	19	\$ 1,500	\$ 81,639
		_____	_____	_____			_____	_____
	<i>Salaries &amp; Wages Total</i>	<u>\$ 78,100</u>		<u>\$ 80,139</u>			<u>\$ 1,500</u>	<u>\$ 81,639</u>

# 306-000 DCS - TRANSFER STATION

## LINE ITEM BUDGET

		2020				2021			Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%	
<b><u>Salaries and Wages</u></b>										
101	Full-Time	\$ 197,019	\$ 247,019	* \$ 242,552	\$ 4,467	\$ 215,056	\$ 215,056	\$ 18,037	9.15%	
104	Overtime	35,000	52,000	** \$ 48,558	3,442	40,000	40,000	5,000	14.29%	
109	Other Pay - Holiday Pay	0	0	1,497	(1,497)	0	0	0	0.00%	
	<b>Total Salary &amp; Wages</b>	<b>\$ 232,019</b>	<b>\$ 299,019</b>	<b>\$ 292,606</b>	<b>\$ 6,413</b>	<b>\$ 255,056</b>	<b>\$ 255,056</b>	<b>\$ 23,037</b>	<b>9.93%</b>	
		* \$50,000 transferred from DCS S&W								
		** \$17,000 transferred from Reserve for Salary Adjustments								
<b><u>Other Expenses</u></b>										
202	Supplies & Materials	\$ 5,000	\$ 5,000	\$ 1,362	\$ 3,638	\$ 5,000	\$ 5,000	\$ 0	0.00%	
216	Facility Licenses	34,000	34,000	27,011	6,989	64,000	64,000	30,000	88.24%	
223	Tolls	250	250	60	190	250	250	0	0.00%	
402	Building Maintenance	10,000	10,000	3,466	6,534	10,000	10,000	0	0.00%	
511	Computer Service	4,000	4,000	3,815	185	4,000	4,000	0	0.00%	
801	Clothing Maintenance/ Cleaning	0	0	0	(0)	0	0	0	0.00%	
809	Conferences & Meetings	1,500	1,500	0	1,500	1,500	1,500	0	0.00%	
	<b>Total Other Expenses</b>	<b>\$ 54,750</b>	<b>\$ 54,750</b>	<b>\$ 35,714</b>	<b>\$ 19,036</b>	<b>\$ 84,750</b>	<b>\$ 84,750</b>	<b>\$ 30,000</b>	<b>54.79%</b>	
	<b>Division Total</b>	<b>\$ 286,769</b>	<b>\$ 353,769</b>	<b>\$ 328,321</b>	<b>\$ 25,448</b>	<b>\$ 339,806</b>	<b>\$ 339,806</b>	<b>\$ 53,037</b>	<b>18.49%</b>	
<b>308-000 Disposal Charges</b>										
200	Disposal Charges	\$ 1,070,000	\$ 1,070,000	\$ 934,578	\$ 135,422	\$ 910,000	\$ 910,000	\$ (160,000)	-14.95%	
201	Disposal Charges-Vegetative	\$ 0	\$ 0	\$ 0	\$ 0	\$ 60,000	\$ 60,000	\$ 60,000	100.00%	
	<b>Overall Transfer Station Total</b>	<b>\$ 1,356,769</b>	<b>\$ 1,423,769</b>	<b>\$ 1,262,898</b>	<b>\$ 160,871</b>	<b>\$ 1,309,806</b>	<b>\$ 1,309,806</b>	<b>\$ (46,963)</b>	<b>-3.46%</b>	

Status	Title	Base + Longevity	2020			2021			2021 Total
			Base	Grade	Step	Longevity			
Martinez, Jose	Full-Time	Transfer Station Tractor Driver	\$ 79,027	\$ 80,139	8	19	\$ 2,000	\$ 82,139	
Montagna, Nicholas	Full-Time	Sr. Transfer Station Operator	83,588	85,045	9	19	2,000	87,045	
Vacancy	Full-Time	Maintenance Worker	34,404	45,872	5	1	0	45,872	
<i>Salaries &amp; Wages Total</i>		<i>\$ 197,019</i>	<i>\$ 165,184</i>				<i>\$ 4,000</i>	<i>\$ 215,056</i>	

		2020				2021		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>									
101	Full-Time	\$ 157,304	\$ 157,304	\$ 159,002	\$ (1,698)	\$ 164,278	\$ 164,278	\$ 6,974	4.43%
104	Overtime	4,000	20,000 *	16,310	3,690	8,000	8,000	4,000	100.00%
	<b>Total Salary &amp; Wages</b>	<b>\$ 161,304</b>	<b>\$ 177,304</b>	<b>\$ 175,312</b>	<b>\$ 1,992</b>	<b>\$ 172,278</b>	<b>\$ 172,278</b>	<b>\$ 10,974</b>	<b>6.80%</b>
* \$16,000 transferred from Reserve for Salary Adjustments									
<b><u>Other Expenses</u></b>									
205	Tools	\$ 200	\$ 200	\$ 276	\$ (76)	\$ 200	\$ 200	\$ 0	0.00%
402	Compost Station Maintenance	4,000	4,000	1,748	2,252	4,000	4,000	0	0.00%
403	Compost Equipment Maintenance	0	0	0	0	0	0	0	0.00%
801	Clothing Maintenance/Cleaning	0	0	0	0	0	0	0	0.00%
	<b>Total Other Expenses</b>	<b>\$ 4,200</b>	<b>\$ 4,200</b>	<b>\$ 2,024</b>	<b>\$ 2,176</b>	<b>\$ 4,200</b>	<b>\$ 4,200</b>	<b>\$ 0</b>	<b>0.00%</b>
	<b>Division Total</b>	<b>\$ 165,504</b>	<b>\$ 181,504</b>	<b>\$ 177,335</b>	<b>\$ 4,169</b>	<b>\$ 176,478</b>	<b>\$ 176,478</b>	<b>\$ 10,974</b>	<b>6.63%</b>

Status	Title	2020		2021			2021	
		Base + Longevity		Base	Grade	Step	Longevity	Total
Pietrantuono, Salvatore	Full-Time	Equipment Operator	\$ 78,777	\$ 80,139	8	19	\$ 2,000	\$ 82,139
Shaffery, Russell	Full-Time	Equipment Operator	78,527	80,139	8	19	2,000	82,139
		<i>Salaries &amp; Wages Total</i>	<u>\$ 157,304</u>	<u>\$ 160,278</u>			<u>\$ 4,000</u>	<u>\$ 164,278</u>

# 310-000 DCS - BUILDINGS & GROUNDS UNIT

## LINE ITEM BUDGET

		2020				2021		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>									
101	Full-Time	\$ 130,770	\$ 130,770	\$ 133,658	\$ (2,888)	\$ 137,865	\$ 137,865	\$ 7,095	5.43%
102	Part-Time	100,000	100,000	83,602	16,398	100,000	100,000	0	0.00%
104	Overtime	6,000	6,000	11,621	(5,621)	7,500	7,500	1,500	25.00%
	<b>Total Salary &amp; Wages</b>	<b>\$ 236,770</b>	<b>\$ 236,770</b>	<b>\$ 228,881</b>	<b>\$ 7,889</b>	<b>\$ 245,365</b>	<b>\$ 245,365</b>	<b>\$ 8,595</b>	<b>3.63%</b>
<b><u>Other Expenses</u></b>									
201	Supplies & Materials	\$ 27,500	\$ 27,500	\$ 33,587	\$ (6,087)	\$ 30,000	\$ 30,000	\$ 2,500	9.09%
205	Tools	1,500	1,500	1,052	448	1,500	1,500	0	0.00%
410	Repairs - 71 Summit Avenue	0	0	641	(640)	0	0	0	0.00%
411	Repairs - 41 Chatham Rd City Garage	12,500	12,500	11,588	912	12,500	12,500	0	0.00%
412	Repairs - 512 Springfield City Hall	35,000	35,000	13,950	21,050	25,000	25,000	(10,000)	-28.57%
418	Repairs - 100 Morris Ave Comm Center	10,000	10,000	6,954	3,046	10,000	10,000	0	0.00%
419	Repairs - 5 Myrtle Ave Cornog Building	2,500	2,500	2,494	6	2,500	2,500	0	0.00%
420	Repairs - Butler Pkwy/Tatlock Fieldhouse	4,000	4,000	3,299	701	3,000	3,000	(1,000)	-25.00%
421	Repairs - Wilson Park Pavilion	500	500	1,317	(817)	500	500	0	0.00%
422	Repairs - Free Market	0	0	0	0	1,000	1,000	1,000	100.00%
501	Pest Control Contract Services	2,500	2,500	0	2,500	500	500	(2,000)	-80.00%
502	City Hall Maintenance Contracts	45,000	45,000	43,041	1,959	52,000	52,000	7,000	15.56%
503	Community Center Maintenance Contracts	10,000	10,000	2,091	7,909	14,250	14,250	4,250	42.50%
504	Cornog Bldg Maintenance Contracts	1,000	1,000	0	1,000	1,000	1,000	0	0.00%
802	Clothing Maintenance/Cleaning	0	0	0	0	0	0	0	0.01%
	<b>Total Other Expenses</b>	<b>\$ 152,000</b>	<b>\$ 152,000</b>	<b>\$ 120,013</b>	<b>\$ 31,987</b>	<b>\$ 153,750</b>	<b>\$ 153,750</b>	<b>\$ 1,750</b>	<b>1.15%</b>
	<b>Division Total</b>	<b>\$ 388,770</b>	<b>\$ 388,770</b>	<b>\$ 348,894</b>	<b>\$ 39,876</b>	<b>\$ 399,115</b>	<b>\$ 399,115</b>	<b>\$ 10,345</b>	<b>2.66%</b>

## 310-000 DCS - BUILDINGS & GROUNDS UNIT

## EMPLOYEE SALARY & WAGES

Status	Title	Base + Longevity	2020			Longevity	2021 Total
			Base	Grade	Step		
Rogers, Kevin	Full-Time	Buildings & Grounds Operator	\$ 68,849	\$ 71,809	8	13	\$ 72,309
Wolfe, Warren	Full-Time	Buildings & Grounds Operator	61,921	65,056	8	9	65,556
<i>Salaries &amp; Wages Total</i>			\$ 130,770	\$ 136,865		\$ 1,000	\$ 137,865
Dodrv, Steve	Part-Time	Maintenance Worker	\$ 12,000	\$ 12,000		\$ 0	\$ 12,000
Germain, Donald	Part-Time	Maintenance Worker	12,000	12,000		0	12,000
Sequeira, Wilberth L.	Part-Time	Maintenance Worker	12,000	12,000		0	12,000
Acuna, Maria	Part-Time	Maintenance Worker - DCP	25,000	25,000		0	25,000
Amburgo, Dean	Part-Time	Maintenance Worker - DCP	17,000	17,000		0	17,000
Calderon, Anibol	Part-Time	Maintenance Worker - DCP	11,000	11,000		0	11,000
Calderon, Luvina	Part-Time	Maintenance Worker - DCP	11,000	11,000		0	11,000
<i>Salaries &amp; Wages Total</i>			\$ 100,000	\$ 100,000		\$ 0	\$ 100,000

# 315-000 DCS - FLEET MAINTENANCE

## LINE ITEM BUDGET

		2020				2021		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>									
101	Full-Time	\$ 245,038	\$ 245,038	\$ 247,439	\$ (2,401)	\$ 253,990	\$ 253,990	\$ 8,952	3.65%
104	Overtime	8,000	8,000	377	7,623	8,000	8,000	0	0.00%
	<b>Total Salary &amp; Wages</b>	<b>\$ 253,038</b>	<b>\$ 253,038</b>	<b>\$ 247,816</b>	<b>\$ 5,222</b>	<b>\$ 261,990</b>	<b>\$ 261,990</b>	<b>\$ 8,952</b>	<b>3.54%</b>
<b><u>Other Expenses</u></b>									
201	Supplies & Materials	\$ 3,000	\$ 3,000	\$ 3,711	\$ (711)	\$ 3,000	\$ 3,000	\$ 0	0.00%
205	Tools	1,500	1,500	1,718	(218)	1,500	1,500	0	0.00%
209	Safety Gear	5,000	5,000	6,019	(1,019)	5,000	5,000	0	0.00%
210	First Aid Supplies	2,000	2,000	530	1,471	1,500	1,500	(500)	-25.00%
214	Vehicle Supplies	9,000	9,000	8,075	925	9,000	9,000	0	0.00%
601	Roads Equipment Maintenance	27,500	27,500	27,394	106	27,500	27,500	0	0.00%
602	Public Works Equipment Maintenance	4,300	4,300	576	3,724	3,000	3,000	(1,300)	-30.23%
604	Recycling Equipment Maintenance	1,000	1,000	1,646	(645)	1,000	1,000	0	0.00%
605	Transfer Station Equipment Maintenance	7,500	7,500	730	6,770	7,500	7,500	0	0.00%
606	Compost Equipment Maintenance	10,000	10,000	4,748	5,252	10,000	10,000	0	0.00%
607	PB&G Equipment Maintenance	1,000	1,000	0	1,000	1,000	1,000	0	0.00%
608	Garage Equipment Maintenance	13,000	13,000	1,164	11,836	10,000	10,000	(3,000)	-23.08%
609	Parks Equipment Maintenance	20,000	20,000	26,818	(6,818)	20,000	20,000	0	0.00%
611	Roads Vehicle Maintenance	30,000	30,000	25,224	4,776	30,000	30,000	0	0.00%
612	Public Works Vehicle Maintenance	14,000	14,000	6,016	7,984	14,000	14,000	0	0.00%
613	Garbage Vehicle Maintenance	20,000	20,000	50,335	(30,335)	30,000	30,000	10,000	50.00%
614	Recycling Vehicle Maintenance	7,500	7,500	3,902	3,598	7,500	7,500	0	0.00%
615	Transfer Station Vehicle Maintenance	22,000	22,000	21,358	642	22,000	22,000	0	0.00%
616	Compost Vehicle Maintenance	5,000	5,000	1,487	3,513	5,000	5,000	0	0.00%
617	PB&G Vehicle Maintenance	100	100	864	(764)	1,000	1,000	900	900.00%
618	Garage Vehicle Maintenance	3,200	3,200	10,821	(7,621)	4,000	4,000	800	25.00%
619	Parks Vehicle Maintenance	20,000	20,000	3,376	16,624	20,000	20,000	0	0.00%
699	Diesel Vehicle Maintenance	2,000	2,000	2,021	(20)	2,500	2,500	500	25.00%
700	Fuel System Equipment Maintenance	11,150	11,150	8,402	2,748	11,150	11,150	0	0.00%
701	Licensing Requirements	13,200	13,200	12,821	379	17,050	17,050	3,850	29.17%
801	DPW Uniform Purchase	18,200	18,200	20,299	(2,099)	20,000	20,000	1,800	9.89%
802	DPW Uniform Cleaning	3,000	3,000	4,485	(1,485)	3,500	3,500	500	16.67%
	<b>Total Other Expenses</b>	<b>\$ 274,150</b>	<b>\$ 274,150</b>	<b>\$ 254,538</b>	<b>\$ 19,612</b>	<b>\$ 287,700</b>	<b>\$ 287,700</b>	<b>\$ 13,550</b>	<b>4.94%</b>
	<b>Division Total</b>	<b>\$ 527,188</b>	<b>\$ 527,188</b>	<b>\$ 502,354</b>	<b>\$ 24,834</b>	<b>\$ 549,690</b>	<b>\$ 549,690</b>	<b>\$ 22,502</b>	<b>4.27%</b>

Status	Title	Base + Longevity	2020			2021			Stipend		2021 Total
			Base	Grade	Step	Base	Grade	Longevity			
Cooper, Raymond	Full-Time	Foreman	\$ 104,552			\$ 98,650	11	19	\$ 250	\$ 9,865	\$ 108,765
Gobbi, Leonardo	Full-Time	Mechanic	57,148			58,320	9	1	250	0	58,570
Leontowycz, Victor	Full-Time	Mechanic	83,338			85,405	9	19	250	1,000	86,655
<i>Salaries &amp; Wages Total</i>			<u>\$ 245,038</u>			<u>\$ 242,375</u>			<u>\$ 750</u>	<u>\$ 10,865</u>	<u>\$ 253,990</u>

		2020				2021		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>									
101	Full-Time	\$ 626,379	\$ 626,379	\$ 585,931	\$ 40,448	\$ 658,853	\$ 658,853	\$ 32,474	5.18%
103	Seasonal	7,500	7,500	10,860	(3,360)	7,500	7,500	0	0.00%
104	Overtime	17,500	17,500	21,755	(4,255)	20,000	20,000	2,500	14.29%
	<b>Total Salary &amp; Wages</b>	<b>\$ 651,379</b>	<b>\$ 651,379</b>	<b>\$ 618,546</b>	<b>\$ 32,833</b>	<b>\$ 686,353</b>	<b>\$ 686,353</b>	<b>\$ 34,974</b>	<b>5.37%</b>
<b><u>Other Expenses</u></b>									
204	Grounds Maintenance Materials	\$ 40,000	\$ 40,000	\$ 14,257	\$ 25,743	\$ 35,000	\$ 35,000	\$ (5,000)	-12.50%
205	Tools	4,000	4,000	1,264	2,736	4,000	4,000	0	0.00%
226	Tree Planting	75,000	75,000	76,663	(1,663)	75,000	75,000	0	0.00%
504	Grounds Maintenance	80,000	80,000	84,298	(4,298)	80,000	80,000	0	0.00%
514	Tree Pruning Services Contracts	35,000	35,000	23,699	11,301	35,000	35,000	0	0.00%
515	Forester Services Contracts	40,000	40,000	50,314	0	50,000	50,000	10,000	25.00%
709	Equipment	1,500	1,500	79	1,421	1,500	1,500	0	0.00%
801	Clothing Purchase/Cleaning	0	0	0	0	0	0	0	0.00%
809	Conferences & Meetings	2,000	2,000	1,554	446	2,000	2,000	0	0.00%
	<b>Total Other Expenses</b>	<b>\$ 277,500</b>	<b>\$ 277,500</b>	<b>\$ 252,128</b>	<b>\$ 35,686</b>	<b>\$ 282,500</b>	<b>\$ 282,500</b>	<b>\$ 5,000</b>	<b>1.80%</b>
	<b>Division Total</b>	<b>\$ 928,879</b>	<b>\$ 928,879</b>	<b>\$ 870,674</b>	<b>\$ 68,519</b>	<b>\$ 968,853</b>	<b>\$ 968,853</b>	<b>\$ 39,974</b>	<b>4.30%</b>

## 375-000 DCS - SHADE TREES UNIT

## EMPLOYEE SALARY &amp; WAGES

	Status	Title	2020		2021			2021	
			Base + Longevity		Base	Grade	Step	Longevity	Total
Baldwin, Matthew	Full-Time	Maintenance Worker	\$ 55,891		\$ 57,288	5	12	\$ 500	\$ 57,788
D'Angelo, Anthony	Full-Time	Foreman	83,609		86,266	11	14	2,000	88,266
Docs, Ronald	Full-Time	Spray App Operator	71,058		80,139	8	14	1,000	81,139
Hillas, Shawn*	Full-Time	Maintenance Worker	0		48,194	5	3	0	48,194
Lynaugh, Thomas	Full-Time	Assistant Foreman	84,088		85,405	9	19	2,000	87,405
James, Netu*	Full-Time	Maintenance Worker	0		48,194	5	3	0	48,194
Paradise, Peter	Full-Time	Tree Climber	68,849		71,809	8	14	500	72,309
Phillips, Robert Jr.	Full-Time	Assistant Foreman	84,088		85,405	9	19	2,000	87,405
Reyes, Gustavo	Full-Time	Senior Maintenance Worker	84,730		80,139	8	19	8,014	88,153
Resignation	Full-Time	Maintenance Worker	48,194		0			0	0
Vacancy	Full-Time	Maintenance Worker	45,872		0	5	1	0	0
<i>Salaries &amp; Wages Total</i>			\$ 626,379		\$ 642,839			\$ 16,014	\$ 658,853

\* Transferred from Sanitation Division

		2020				2021		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>									
101	Board Meetings	\$ 5,000	\$ 5,000	\$ 5,000	\$ 0	\$ 5,000	\$ 5,000	\$ 0	0.00%
199	Attorney	11,500	11,500	8,100	3,400	11,500	11,500	0	0.00%
	<b>Total Salary &amp; Wages</b>	<b>\$ 16,500</b>	<b>\$ 16,500</b>	<b>\$ 13,100</b>	<b>\$ 3,400</b>	<b>\$ 16,500</b>	<b>\$ 16,500</b>	<b>\$ 0</b>	<b>0.00%</b>
<b><u>Other Expenses</u></b>									
201	Supplies and Materials	\$ 1,100	\$ 1,100	\$ 200	\$ 900	\$ 1,100	\$ 1,100	\$ 0	0.00%
210	Advertising	2,500	2,500	200	2,300	1,500	1,500	(1,000)	-40.00%
301	Printing	4,000	4,000	2,219	1,782	2,500	2,500	(1,500)	-37.50%
499	Planning Reporting Services	1,000	1,000	500	500	1,500	1,500	500	50.00%
500	Planning Legal Services	30,000	30,000	23,406	6,594	30,000	30,000	0	0.00%
510	Planning Services	75,000	75,000	78,095	(3,095)	85,000	85,000	10,000	13.33%
511	Special Projects	50,000	50,000	29,244	20,756	70,000	60,000	10,000	20.00%
809	Conferences/Meetings & Training	650	650	0	650	650	650	0	0.00%
	<b>Total Other Expenses</b>	<b>\$ 164,250</b>	<b>\$ 164,250</b>	<b>\$ 133,863</b>	<b>\$ 30,387</b>	<b>\$ 192,250</b>	<b>\$ 182,250</b>	<b>\$ 18,000</b>	<b>10.96%</b>
	<b>Division Total</b>	<b>\$ 180,750</b>	<b>\$ 180,750</b>	<b>\$ 146,963</b>	<b>\$ 33,787</b>	<b>\$ 208,750</b>	<b>\$ 198,750</b>	<b>\$ 18,000</b>	<b>9.96%</b>

		2020				2021		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>									
101	Board Meetings	\$ 5,000	\$ 5,000	\$ 5,000	\$ 0	\$ 5,000	\$ 5,000	\$ 0	0.00%
	<b>Total Salary &amp; Wages</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 0</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 0</b>	<b>0.00%</b>
<b><u>Other Expenses</u></b>									
201	Supplies and Materials	\$ 500	\$ 500	\$ 200	\$ 300	\$ 500	\$ 500	\$ 0	0.00%
210	Advertising	700	700	200	500	700	700	0	0.00%
499	Reporting	4,000	4,000	2,982	1,019	4,000	4,000	0	0.00%
500	Contract Services	20,200	20,200	12,500	7,700	20,000	20,000	(200)	-0.99%
809	Conferences/Meetings & Training	1,100	1,100	285	815	1,100	1,100	0	0.00%
	<b>Total Other Expenses</b>	<b>\$ 26,500</b>	<b>\$ 26,500</b>	<b>\$ 16,167</b>	<b>\$ 10,334</b>	<b>\$ 26,300</b>	<b>\$ 26,300</b>	<b>\$ (200)</b>	<b>-0.75%</b>
	<b>Division Total</b>	<b>\$ 31,500</b>	<b>\$ 31,500</b>	<b>\$ 21,167</b>	<b>\$ 10,334</b>	<b>\$ 31,300</b>	<b>\$ 31,300</b>	<b>\$ (200)</b>	<b>-0.63%</b>

		2020				2021		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>									
101	Full-Time	\$ 171,141	\$ 171,141	\$ 172,425	\$ (1,284)	\$ 174,564	\$ 174,564	\$ 3,423	2.00%
102	Part-Time	34,669	34,669	33,385	1,284	35,362	35,362	693	2.00%
130	DCS Staff Support	5,000	5,000	0	5,000	5,000	0	(5,000)	100.00%
	<b>Total Salary &amp; Wages</b>	<b>\$ 210,810</b>	<b>\$ 210,810</b>	<b>\$ 205,810</b>	<b>\$ 5,000</b>	<b>\$ 214,926</b>	<b>\$ 209,926</b>	<b>\$ (884)</b>	<b>-0.42%</b>
<b><u>Other Expenses</u></b>									
201	Supplies and Materials	\$ 750	\$ 750	\$ 200	\$ 550	\$ 1,000	\$ 750	\$ 0	0.00%
301	Printing	500	500	0	500	500	500	0	0.00%
405	Vehicle Maintenance	1,000	1,000	428	572	1,000	1,000	0	0.00%
804	Training & Seminars	500	500	0	500	500	500	0	0.00%
	<b>Total Other Expenses</b>	<b>\$ 2,750</b>	<b>\$ 2,750</b>	<b>\$ 628</b>	<b>\$ 2,122</b>	<b>\$ 3,000</b>	<b>\$ 2,750</b>	<b>\$ 0</b>	<b>0.00%</b>
	<b>Division Total</b>	<b>\$ 213,560</b>	<b>\$ 213,560</b>	<b>\$ 206,438</b>	<b>\$ 7,122</b>	<b>\$ 217,926</b>	<b>\$ 212,676</b>	<b>\$ (884)</b>	<b>-0.41%</b>

Status	Title	Base + Longevity	2020			2021			2021	
			Base	Grade	Step	Longevity			Total	
Anderson, Christa	Full-Time	Zoning Officer	\$ 103,729			\$ 96,185	12	19	\$ 9,619	\$ 105,804
Matarredona, Jorge	Full-Time	Safe Homes Inspector	67,412			68,760	7	19	0	68,760
Portine, Leon	Part-Time	Property Maintenance Inspector	34,669			35,362	7	19	0	35,362
<i>Salaries &amp; Wages Total</i>			<u>\$ 205,810</u>			<u>\$ 200,307</u>			<u>\$ 9,619</u>	<u>\$ 209,926</u>

**COMMUNITY  
PROGRAMS  
(DCP)**

# DEPARTMENT OF COMMUNITY PROGRAMS



Mark Ozoroski, 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 range of programs addressing the social, cultural, educational, physical, health and wellness needs of Summit residents
- Schedules and requests maintenance for all athletic fields, playgrounds and park properties for city departments, allied organizations, and BOE athletics
- Facilitates improvements to city parks and recreation properties, and maintains the Field Restoration Fund
- Produces all special events in collaboration with other city agencies
- Provides morale-boosting and educational programs for city employees

## MISSION

Provide recreation-related and other programs and services targeted to seniors and youth to a diverse community.

## VISION

Serve as a primary source for excellent youth and senior-focused recreation programs, facilities, services and information.

## VALUES

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

## OUR 2020/2021 SERVICES AND GOALS

### SERVICE 1   DCP Capital Projects

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

### SERVICE 2   Corporate and Strategic Partnerships

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

### SERVICE 3   Senior Services & Special Needs Programs

Goal 3A	Increase number of TryCAN communities
Goal 3B	Initiate <i>Americans with Disabilities</i> compliance
Goal 3C	Manage Senior Connections bus

### SERVICE 4   Communications with the Public

Goal 4A	Enhance brand development
Goal 4B	Increase Constant Contact and social media reach

### SERVICE 5   Quality Programs and Special Events

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

# HOW WE PERFORMED IN 2020



## SERVICE 1

Goal 1A

Goal 1B

Goal 1C

## DCP Capital Projects

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

## 2020 Accomplishments

- Coordinated additional contractor work on the final punch list for the Community Center Project.
- Worked with the Engineering Division to perform a study of the area behind the Community Center to potentially enhance user access and control storm water runoff.
- Solicited project quotes and awarded contract for the resurfacing of the Investors Bank track, in accordance with the Tatlock Development Plan.
- Worked with the Engineering Division to develop a plan for the Municipal Golf Course spillway/dam project.
- Developed a plan to resurface the Memorial Field and Tatlock basketball courts.
- Competitively bid, awarded contract, and completed project of resurfacing two swimming pools at the Summit Family Aquatic Center.
- Striped court four at the Tatlock Tennis Courts to include four pickle ball courts.
- Purchased microbubble aeration equipment for the golf course pond to reduce the production of algae.
- Initiated study for installation of additional security video surveillance equipment in municipal recreation facilities.
- Boosted Wi-Fi in the Community Center, adding cable for more video surveillance.
- Negotiated contract pricing for specialized athletic field maintenance services on all municipal and Board of Education athletic fields.
- Director Mark Ozoroski and DCP Advisory Board Chair Elaine Anderson continued to participate in the Transfer Station Study.

# 2021 PERFORMANCE GOALS



## SERVICE 1

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

### DCP Capital Projects

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

## 2021 Tactical Implementation

- Complete exterior capital projects at the Community Center Project.
- Continue engineering study to improve access to Walter Long Field behind the Community Center.
- Incorporate study of green environmental initiatives toward improved control of storm water runoff behind the Community Center.
- Implement and complete project for resurfacing the Investors Bank track.
- Resurface the Memorial Field and Tatlock basketball courts and work with residents on fundraising for backboard upgrades.
- Investigate and develop a plan for the installation of lights on Investors Bank and Upper Tatlock fields.
- Work with Engineering Division to replace the golf course spillway dam and bridge. Incorporate plans to improve pedestrian walkway and ADA access from the parking lot to golf course.
- Install additional security systems in the Community Center and other recreational facilities.
- Install dog waste stations throughout the city park system.
- Complete full audit and develop a master plan for all City of Summit playgrounds.
- Install new microbubble aeration equipment in the golf course pond for algae control.
- Coordinate contracted athletic field services on all municipal and Board of Education athletic fields.
- Purchase a new showmobile that serves as a performance stage located on the Village Green.

# HOW WE PERFORMED IN 2020



## SERVICE 2

Goal 2A

Goal 2B

Goal 2C

## Corporate and Strategic Partnerships

Increase corporate opportunities

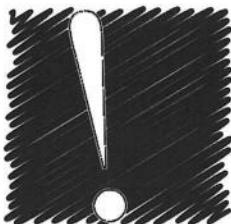
Investigate new partners and collaborations

Identify new revenue sources and grant opportunities

### 2020 Accomplishments

- Generated a total of over \$46,000 in sponsorship funding for events produced by the DCP.
- Funded entirely by corporate sponsorships, the DCP produced the following special events:
  - Held five concerts as part of the Hot Summit Nights Concert Series and a record 10 movie events to provide additional recreation opportunities to the community. Began hosting the annual holiday tree and menorah lighting ceremonies, as well as a pride flag raising ceremony.
  - Collaborated with the Summit Board of Education, Summit Free Public Library, Pebble Players and Summit Playhouse to provide additional outdoor events free of charge to the community.
  - Added a new Battle of the Bands event.
  - Pivoted several events (Egg Hunt and Pet Show) to an online platform.
- Secured a *Kids Recreation Trust Fund* grant for \$59,250 to resurface the basketball court at Memorial Field.
- Supported G.R.A.C.E.'s transition from the Junior League of Summit to becoming its own non-profit by assisting the program in its operations and by providing a location and insurance.
  - During the height of the COVID-19 pandemic, helped coordinate two weekly food pickups. Also, completed weekly trips to the Community Food Bank of New Jersey.
  - A DCP staff member was present at every food distribution event to provide assistance and ensure safe operations.
  - Community Center served as a drop-off location for donations.
- Received \$3,000 from *CDBG* for the Senior Connections Bus operations.
- Received \$4,000 from *CDBG* for the After School Share the Fun Club program.
- Collected \$83,562.72 in user fees for fields in 2020.
- The Municipal Golf Course earned \$200,548 in revenue and increased membership by 200 from previous year.
- The SFAC surpassed its revenue goal of \$250,000 with \$288,208 deposited.
- 2,106 people participated in DCP-sponsored recreation programs resulting in \$299,979.23.
- Received a *Luminary Fund* grant of \$21,000 to offset the cost of a new Senior Connections Bus.
- The TryCAN program secured a 2020-2021 grant from the State of New Jersey in the amount of \$19,628.
- Partnered with the Summit Board of Education to introduce a new program at the Community

# 2021 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 and grant opportunities

## 2021 Tactical Implementation

- Work with the city's grant manager to uncover new sources of funding for programs and capital improvements with an emphasis on city playgrounds.
- Explore new advertising and corporate funding opportunities to support all areas of DCP operations.
- Increase electronic media marketing for the Municipal Golf Course and SFAC.
- Optimize content development for Facebook and DCP website pages.
- Lease the Municipal Golf Course to outside groups twice each season to increase revenue.
- Pursue additional sponsorship opportunities for the Municipal Golf Course and SFAC.
- Increase SFAC membership marketing to members of the business community, Board of Education, and SVFAS.
- Partner with local businesses to add programs and free offerings at the Community Center, SVFAS, Municipal Golf Course, and outdoor events.
- Continue collaboration with Latino community to build on success of the Night in the Tropics event.
- Work with non-profits to build on the success of the "Summit has Pride" event during LGBTQ pride month. All funding will continue to be raised through corporate partners.
- Work with area realtors to promote SFAC and Municipal Golf Course memberships.
- Continue to establish policies, procedures and associated fees for use of space at the Community Center.
- Recruit new sponsors for community events, reengaging previous sponsors that did not return in 2020 due to COVID-19 restrictions and concerns.
- Explore opportunities for grants for inclusive and handicap accessible playgrounds.

# HOW WE PERFORMED IN 2020



## SERVICE 3

Goal 3A

Goal 3B

Goal 3C

### Senior Services & Specials Needs Programs

Increase number of TryCAN communities

Initiate *Americans with Disabilities* compliance

Manage Senior Connections bus

## 2020 Accomplishments

- 219 Summit seniors registered for annual memberships (57 more than in 2019). 21 non-resident seniors registered (five more than in 2019).
- In addition to regular programs, several new programs/classes were introduced: Forever Fit, Union County history class, winter safety, bingo and painting classes.
- Partnered with Summit Police Department to offer a self-defense class for seniors.
- To continue programs during the COVID-19 pandemic shutdown, offered yoga via Zoom and Forever Fit though Facebook live.
- Distributed information to more than 200 seniors through SHIELD, GRACE, Silver Summit and SAGE with DCP contact details if assistance was needed for anything related to COVID-19.
- The DCP served as the liaison between Summit seniors and SHIELD, receiving calls and communicating with members of SHIELD to help arrange shopping during lockdown.
- Participated as a member of the newly formed Silver Summit Committee.
- Devised a plan and provided transportation for seniors to safely go shopping. This included handling reservations, scheduling fewer riders per trip to ensure social distancing, and regular cleaning of the senior bus between trips.
- TryCAN collaboration reached 14 municipal partners, paying a fee of \$750 annually.
- 72 area youth were trained as teen peer mentors in 2020. In 2020, volunteers served more than 800 total hours. 43 programs and events such as sports, academics, social skills and outings were offered for children with special needs.
- A total of 253 young people participated in TryCAN activities, including 20 new participants.
- Held sports activities, social skills training and game club through Zoom during the height of the pandemic. Offered at no cost to participants.
- Held a Buddy Up Day fundraiser to raise awareness of TryCAN.
- David Guida is now functioning as TryCAN Coordinator. This has allowed for the 2020-2021 ROID grant to allocate additional funds directly to programs, decreasing program costs by 50%.
- Launched inclusion program through TryCAN for our seven-week summer camp.
- Resumed all TryCAN programming when guidelines allowed, as it is a vital service for socialization during the summer.
- Added inclusive sign language classes to Community Center programming.

# 2021 PERFORMANCE GOALS



## SERVICE 3

Goal 3A

Goal 3B

Goal 3C

### Senior Services & Specials Needs Programs

- Increase the number of TryCAN communities
- Initiate *Americans with Disabilities Act* compliance
- Manage Senior Connections bus

## 2021 Tactical Implementation

- Maintain and submit ROID grant to the State of New Jersey.
- Initiate new TryCAN programs for teens and young adults, with a focus on children aged three to five years, and 19 to 21 years.
- Work with the TryCAN organization to offer more whole family support and programs.
- Convert space in the Community Center into a sensory-friendly lounge for participants in mainstream programs.
- Work with the Summit Board of Education and TryCAN to create work opportunities at the Community Center, Summit Family Aquatic Center and Municipal Golf Course for individuals with special needs.
- Recruit a group of parents to provide guidance on the development of Mabie Playground as a handicap accessible playground.
- Add gym time for individuals with disabilities during open gym hours on nights and weekends.
- Return to a full schedule for existing programming and create new programming at the Community Center when COVID-19 pandemic restrictions abate.
- Collaborate with the Summit Police Department to provide outreach with scam prevention programs.
- Explore new programming: Lunch and Learn, Men's Club, nutrition classes, AARP Car Fit program and computer classes.
- Partner with the Memory Café (at Christ Church) to offer a game club every other month for seniors with memory issues and their care givers at the Community Center.
- Return weekly gentle chair yoga and Tai Chi at the Community Center, and daily Aquacise to the SFAC.
- Partner with Atlantic Health System and Summit Housing Authority to provide transportation for seniors to the Community Center to receive COVID-19 vaccines.

# HOW WE PERFORMED IN 2020



## SERVICE 4

Goal 4A

Goal 4B

## Communications with the Public

Enhance brand development

Increase Constant Contact and social media reach

## 2020 Accomplishments

- Increased Facebook page likes from 2,479 to 2,791.
- Increased Facebook page reach to a maximum of 6,514 people for a single post.
- Facebook Live with Gretchen and David continues to build audiences.
- Refined Constant Contact lists to ensure engagement with residents.
- Constant Contact email open rates 34% higher than industry average of 15%.
- Constant Contact click rates 6% higher than industry average of 3%.
- Launched redesigned [summitcommunityprograms.com](http://summitcommunityprograms.com) in April 2020 as a part of the Civic Plus reboot.
- Continued to create video content for promotion of the SFAC, Municipal Golf Course, and new Community Center project.
- Created advertising for programs, thanking city agencies at each event.
- Participated in two Latino outreach nights with the Board of Education.
- Participated in events organized by other community organizations to promote brand awareness.
- Selected maroon as the new color for department branding.

# 2021 PERFORMANCE GOALS



## SERVICE 4

- Goal 4A
- Goal 4B

### Communications with the Public

- Enhance brand development
- Increase Constant Contact and social media reach

## 2021 Tactical Implementation

- Continue to refine and add content to [summitcommunityprograms.com](http://summitcommunityprograms.com).
- Develop new interactive content and begin to use dynamic content on social media platforms.
- Increase use of Instagram.
- Work with Technology Advisory Committee to research potential advantages of using a new registration platform instead of DCP's current software program.
- Create awareness for different sections of the department by adopting distinct brand colors for events, youth programs, senior programs, Municipal Golf Course and SFAC.
- Use social media to bring new members to the Community Center, SFAC and the Municipal Golf Course.
- Participate in the World's Largest Swim Lesson in June 2021.
- Provide Home Towne TV with content for its channel.
- Engage residents on social media.
- Hold consensus building meetings with the public on proposed improvements to Tatlock Park.
- Collaborate with the City of Summit Communications Office to extend outreach and enhance marketing efforts.

# HOW WE PERFORMED IN 2020



## SERVICE 5

Goal 5A

Goal 5B

Goal 5C

## Quality Programs and Special Events

Add new and exciting programs

Enhance and expand special events

Serve as a resource for allied organizations

## 2020 Accomplishments

- Served as a liaison and resource to affiliated sports organizations that provide athletic programs for 3,000 youth.
- Served on Shaping Summit Together, Mayor's Forum on Diversity, GRACE, and Junior League community boards.
- Created new programs at parks and at all facilities. Cornog Field House is being used as the central location for the G.R.A.C.E. program.
- Added a high school league to the recreation basketball program.
- During the COVID-19 pandemic lockdown, hosted a "Summit Stays Fit" series offering digital workout classes daily hosted by different Summit-based studios.
- Scheduled private fitness studio, allowing them to hold outdoor classes on the Village Green during the pandemic.
- Adapted rules and regulations for the pool, golf course and Community Center programs to allow for safe operation during the health pandemic.
- Held an expanded seven-week summer camp, adhering to all COVID-19 guidelines.
- Established revised rules and regulations for sporting programs to allow for safe play during the season.
- Introduced a new tennis court, paddle tennis court, and pickleball court reservation system.
- Expanded afterschool program hours to 12:30 to 5:30 to accommodate children of working parents.
- Added "Illuminate Summit for the Holidays," "Chalk Your Walk with Pride," "Digital Pet Show," and "Digital Egg Hunt" to replace in-person events to comply with COVID-19 guidelines.
- Created a three-part digital Memorial Day Parade and Celebration.
- Monitored a charging station for the community during Tropical Storm Isaias.

# 2021 PERFORMANCE GOALS



## SERVICE 5

Goal 5A

Goal 5B

Goal 5C

### Quality Programs and Special Events

Add new and exciting programs

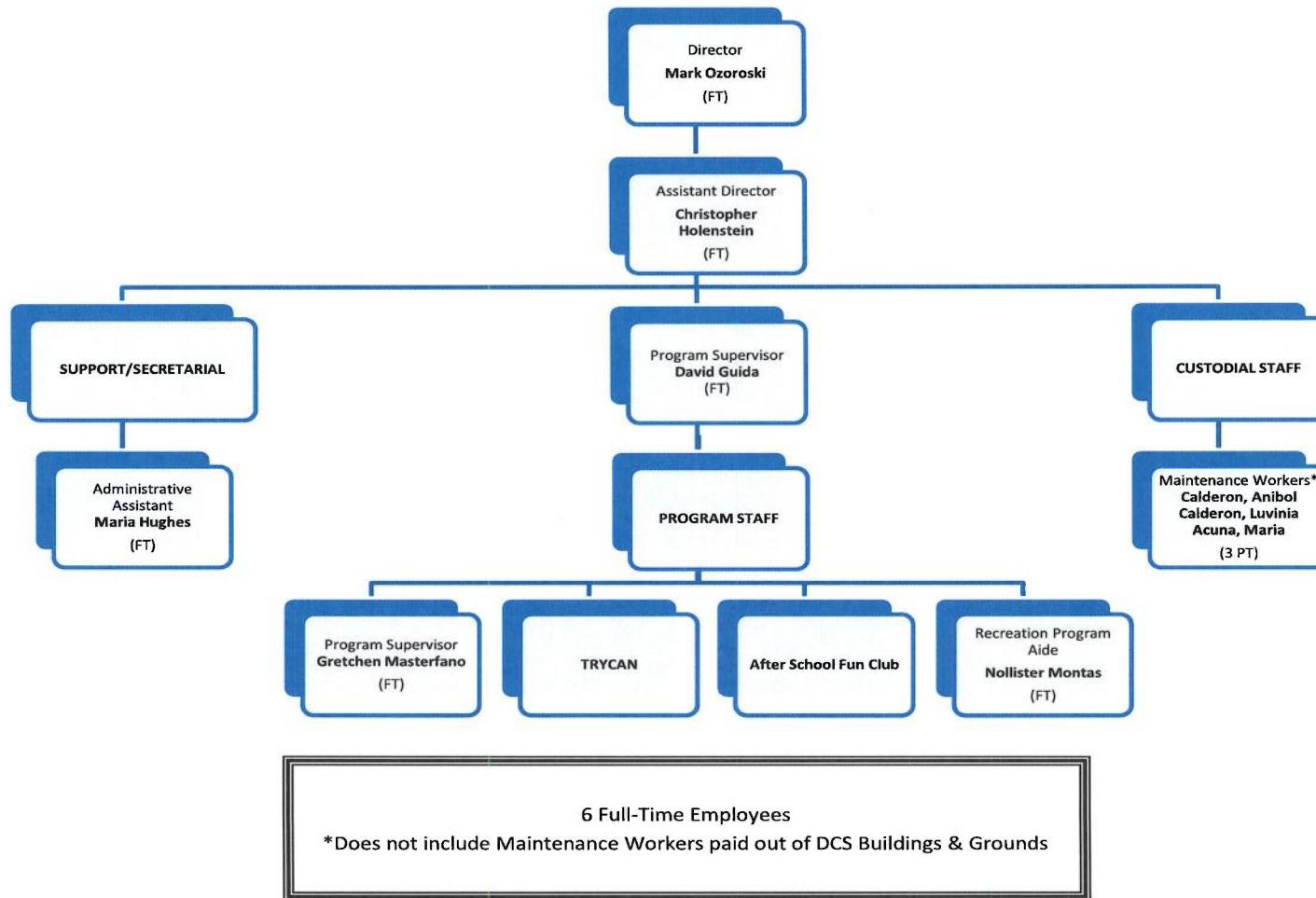
Enhance and expand special events

Serve as a resource for allied organizations

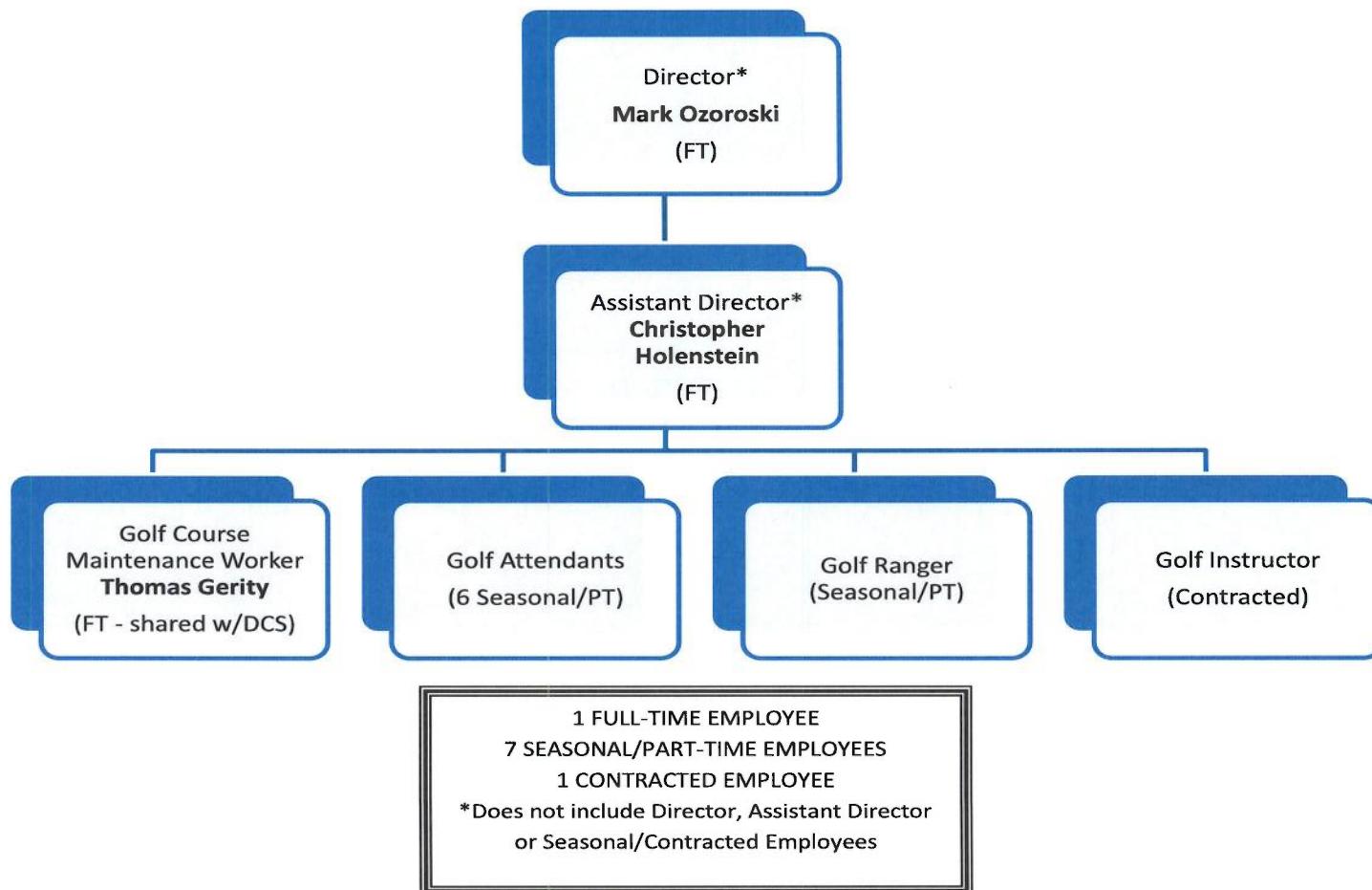
## 2021 Tactical Implementation

- Create a file for past and future program planning.
- Keep detailed statistics for use in future management reports.
- Conduct surveys of program participants following conclusion of programs.
- Hold smaller employee wellness events throughout the year.
- Expand theme of the holiday skating event at the Village Green.
- Implement new ticketed family programming and educational events at SFAC and Municipal Golf Course.
- Enhance the Summer Camp Counselor-In-Training (CIT) Program.
- Plan additional evening and weekend programs for active adults and seniors.
- Add cultural diversity events at the Community Center during Black History Month, Asian History Month, Disability Awareness Month, and more.
- Work to identify ways to ensure that no child is refused the right to any recreational program due to economic status.
- Continue to develop the Community Center into a focal point of acceptance, tolerance and celebration of all individuals in the community.
- Introduce circus and language instruction classes as contracted programs.
- Continue working on developing open gym programs:
  - ✓ Evaluate allotted times for high school and college-age men and women's basketball.
  - ✓ Introduce a teen night on Friday.
  - ✓ Evaluate pre-school age times during the day.
  - ✓ Evaluate times for open game room play.

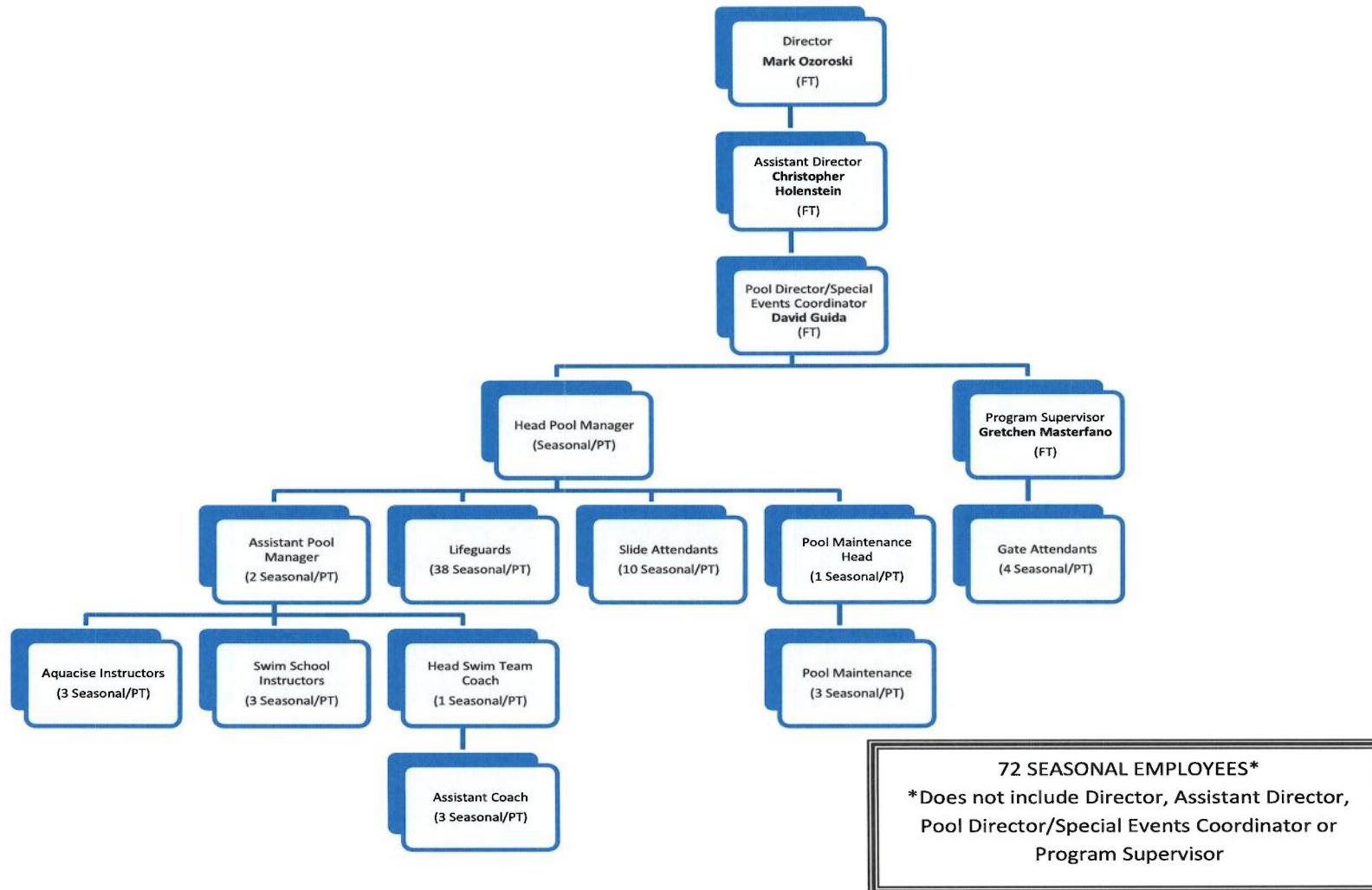
## DEPARTMENT OF COMMUNITY PROGRAMS

ADMINISTRATION

**DEPARTMENT OF COMMUNITY PROGRAMS**  
**MUNICIPAL GOLF COURSE**  
**“MUNI”**

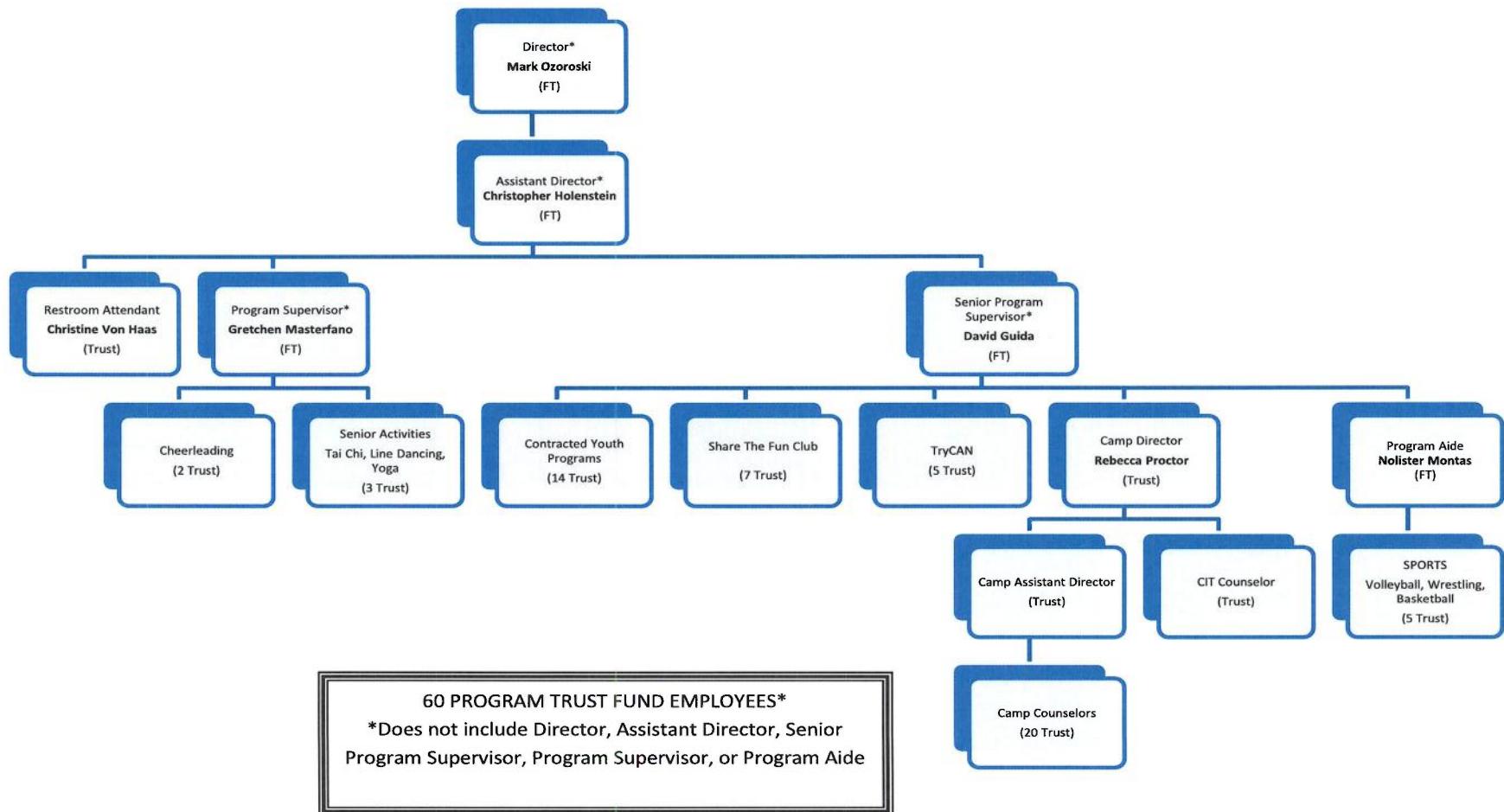


## DEPARTMENT OF COMMUNITY PROGRAMS

FAMILY AQUATIC CENTER

## DEPARTMENT OF COMMUNITY PROGRAMS

### PROGRAM TRUST FUND



# 370-000 DEPARTMENT OF COMMUNITY PROGRAMS (DCP)

## LINE ITEM BUDGET

		2020				2021		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>									
101	Full-Time	\$ 426,289	\$ 466,289	*	\$ 454,795	\$ 11,494	\$ 533,839	\$ 533,839	\$ 107,550 25.23%
102	Part-Time	50,908	50,908		58,167	(7,259)	46,000	46,000	(4,908) -9.64%
104	Over-Time	0	0		0	0	0	0	0.00%
105	After School Fun	15,000	15,000		23,123	(8,123)	21,000	21,000	6,000 60.00%
194	OT July 4th	4,000	4,000		0	4,000	4,000	4,000	0.00%
199	Recreation Trust S&W	0	0		0	0	0	0	0.00%
<b>Total Salary &amp; Wages</b>		<b>\$ 496,197</b>	<b>\$ 536,197</b>		<b>\$ 536,085</b>	<b>\$ 112</b>	<b>\$ 604,839</b>	<b>\$ 604,839</b>	<b>\$ 108,642 21.89%</b>
* \$40,000 transferred in from Reserve for Salary Adjustments in addition \$15,000 + COLA were charged directly to Res. for Salary Adj.									
<b><u>Other Expenses</u></b>									
201	Supplies & Materials	\$ 5,000	\$ 5,000		\$ 3,534	\$ 1,466	\$ 5,000	\$ 5,000	\$ 0 0.00%
301	Printing	4,500	4,500		4,243	257	4,500	4,500	0 0.00%
302	Postage	500	500		275	225	500	500	0 0.00%
309	Senior Services	13,000	13,000		13,000	0	13,000	13,000	0 0.00%
402	Building Maintenance	3,000	3,000		3,000	0	3,000	3,000	0 0.00%
405	Vehicle Maintenance	1,600	1,600		641	959	1,600	1,600	0 0.00%
500	Contract Services	5,000	5,000		4,122	878	5,000	5,000	0 0.00%
501	Senior Bus	18,200	18,200		18,200	0	18,200	18,200	0 0.00%
700	Equipment	2,000	2,000		2,000	0	2,000	2,000	0 0.00%
801	Clothing Purchase/ Cleaning	1,000	1,000		963	37	1,000	1,000	0 0.00%
804	Training & Seminars	7,500	7,500		7,299	201	7,500	7,500	0 0.00%
808	Personal Expenses	2,700	2,700		2,673	27	2,700	2,700	0 0.00%
905	Employee Appreciation	0	0		0	0	0	0	0 0.00%
<b>Total Other Expenses</b>		<b>\$ 64,000</b>	<b>\$ 64,000</b>		<b>\$ 59,950</b>	<b>\$ 4,050</b>	<b>\$ 64,000</b>	<b>\$ 64,000</b>	<b>\$ 0 0.00%</b>
<b>Division Total</b>		<b>\$ 560,197</b>	<b>\$ 600,197</b>		<b>\$ 596,035</b>	<b>\$ 4,161</b>	<b>\$ 668,839</b>	<b>\$ 668,839</b>	<b>\$ 108,642 19.39%</b>

## 370-000 DEPARTMENT OF COMMUNITY PROGRAMS (DCP)

## EMPLOYEE SALARY &amp; WAGES

Status	Title	Base + Longevity	2020			2021			2021 Total
			Base	Grade	Step	Longevity			
Guida, David	Full-Time	Program Supervisor	\$ 77,393	\$ 79,776	12	9-11	\$ 0	\$ 79,776	
Holenstein, Christopher	Full-Time	Assistant Director	110,666	110,666	14	14	0	110,666	
Hughes, Maria	Full-Time	Administrative Assistant	83,549	75,954	9	19	7,595	83,549	
Masterfano, Gretchen	Full-Time	Program Supervisor	71,271	73,277	10	15-17	0	73,277	
Montas, Nolister	Full-Time	Recreation Program Aide	44,436	45,839	5	3-5	0	45,839	
Ozoroski, Mark	Full-Time	Director	134,525	130,307	19	9-12	10,425	140,732	
<i>Salaries &amp; Wages Total</i>		<u>\$ 521,840</u>	<u>\$ 515,819</u>				<u>\$ 18,020</u>	<u>\$ 533,839</u>	

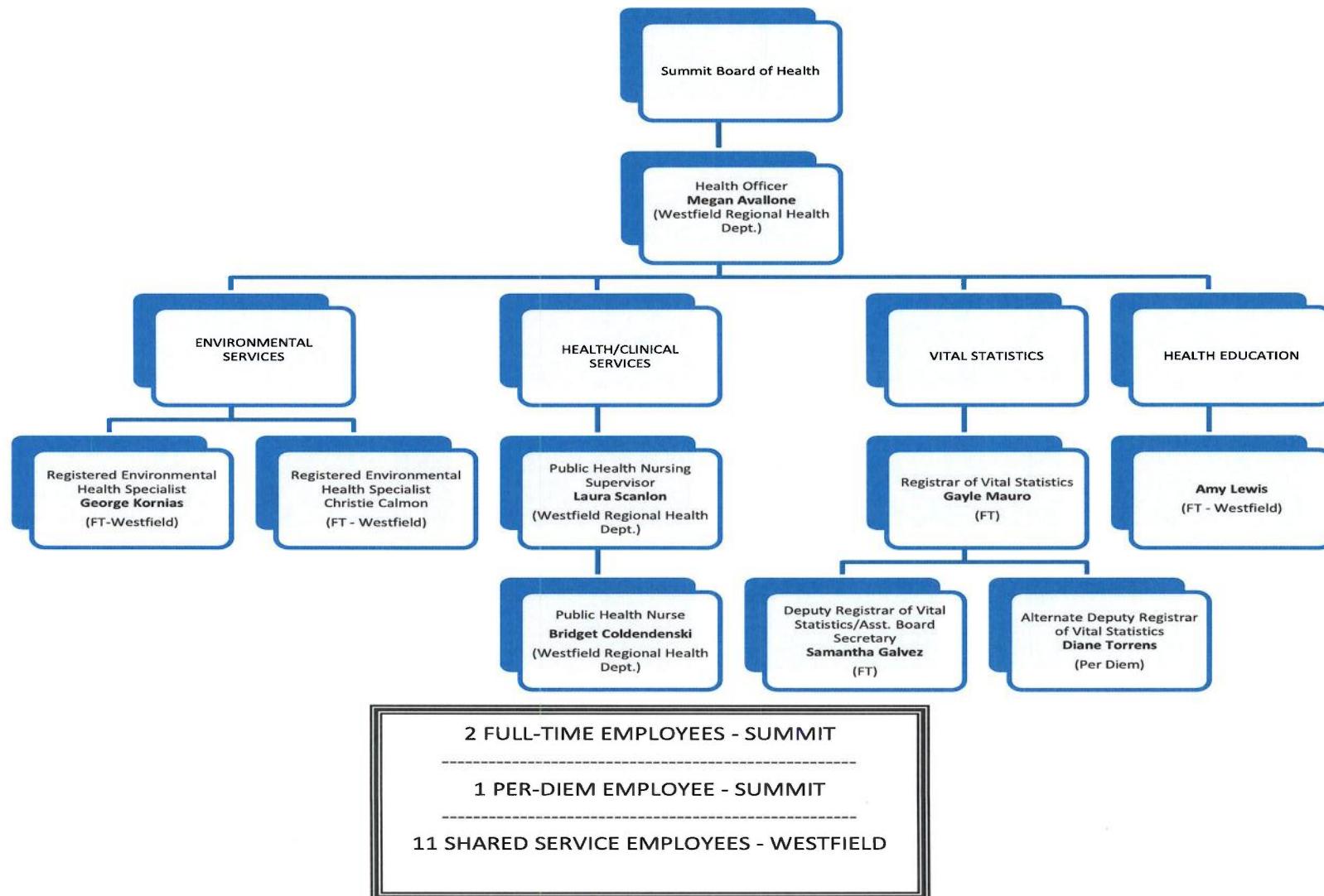
		2020				2021		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>									
101	Full-Time	\$ 84,100	\$ 84,100	\$ 84,392	\$ (292)	\$ 87,405	\$ 87,405	\$ 3,305	3.93%
102	Part-Time	37,000	37,000	26,517	10,483	37,000	37,000	0	0.00%
104	Overtime	10,000	10,000	9,650	350	10,000	10,000	0	0.00%
	<b>Total Salary &amp; Wages</b>	<b>\$ 131,100</b>	<b>\$ 131,100</b>	<b>\$ 120,559</b>	<b>\$ 10,541</b>	<b>\$ 134,405</b>	<b>\$ 134,405</b>	<b>\$ 3,305</b>	<b>2.52%</b>
<b><u>Other Expenses</u></b>									
201	Supplies & Materials	\$ 2,700	\$ 2,700	\$ 2,496	\$ 204	\$ 2,700	\$ 2,700	\$ 0	0.00%
203	Equipment Maintenance Supplies	7,500	7,500	7,217	283	7,500	7,500	0	0.00%
204	Grounds Maintenance Supplies	32,000	32,000	16,638	15,362	32,000	32,000	0	0.00%
302	Postage	300	300	0	300	300	300	0	0.00%
402	Building Maintenance	4,200	4,200	376	3,824	4,200	4,200	0	0.00%
405	Vehicle Maintenance	1,000	1,000	120	880	1,000	1,000	0	0.00%
500	Contract Services	16,100	16,100	8,204	7,896	16,100	16,100	0	0.00%
700	Equipment	1,500	1,500	1,200	300	1,500	1,500	0	0.00%
801	Clothing Purchase/ Cleaning	500	500	500	0	500	500	0	0.00%
804	Registration Fees	200	200	0	200	200	200	0	0.00%
900	Rec Credit Card Fees	4,000	4,000	3,744	257	4,000	4,000	0	0.00%
	<b>Total Other Expenses</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>	<b>\$ 40,495</b>	<b>\$ 29,505</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>	<b>\$ 0</b>	<b>0.00%</b>
	<b>Division Total</b>	<b>\$ 201,100</b>	<b>\$ 201,100</b>	<b>\$ 161,054</b>	<b>\$ 40,046</b>	<b>\$ 204,405</b>	<b>\$ 204,405</b>	<b>\$ 3,305</b>	<b>1.64%</b>

Status	Title	Base + Longevity	2020			2021			2021 Total	
			Base	Grade	Step	Longevity				
Gerity, Thomas	Full-Time	Golf Course Maintenance Worker	\$ 84,088			\$ 85,405	9	19	\$ 2,000	\$ 87,405
			_____	_____	_____	_____	_____	_____	_____	_____
		<i>Salaries &amp; Wages Total</i>	<u>\$ 84,088</u>	<u>\$ 85,405</u>			<u>\$ 2,000</u>		<u>\$ 87,405</u>	

		2020				2021		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>									
101	Full-Time	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
102	Part-Time	134,000	134,000	130,449	3,551	155,000	155,000	21,000	15.67%
104	Overtime	0	0	0	0	1,000	1,000	1,000	100.00%
	<b>Total Salary &amp; Wages</b>	<b>\$ 134,000</b>	<b>\$ 134,000</b>	<b>\$ 130,449</b>	<b>\$ 3,551</b>	<b>\$ 156,000</b>	<b>\$ 156,000</b>	<b>\$ 22,000</b>	<b>16.42%</b>
<b><u>Other Expenses</u></b>									
201	Supplies & Materials	\$ 42,100	\$ 42,100	\$ 41,965	\$ 135	\$ 42,100	\$ 42,100	\$ 0	0.00%
203	Equipment Maintenance Supplies	7,000	7,000	921	6,079	7,000	7,000	0	0.00%
204	Grounds Maintenance Materials	8,100	8,100	4,418	3,682	8,100	8,100	0	0.00%
301	Printing	1,000	1,000	995	5	1,000	1,000	0	0.00%
302	Postage	150	150	0	150	150	150	0	0.00%
400	Maintenance Services	16,000	16,000	5,640	10,360	16,000	16,000	0	0.00%
402	Building Maintenance	10,000	10,000	9,714	286	10,000	10,000	0	0.00%
500	Contract Services	19,500	19,500	19,500	0	19,500	19,500	0	0.00%
700	Equipment	9,500	9,500	8,615	885	9,500	9,500	0	0.00%
801	Clothing Purchase/ Cleaning	6,300	6,300	6,257	43	6,300	6,300	0	0.00%
804	Training & Seminars	1,500	1,500	805	695	1,500	1,500	0	0.00%
900	Rec Credit Card Fees	13,000	13,000	7,875	5,125	13,000	13,000	0	0.00%
	<b>Total Other Expenses</b>	<b>\$ 134,150</b>	<b>\$ 134,150</b>	<b>\$ 106,706</b>	<b>\$ 27,444</b>	<b>\$ 134,150</b>	<b>\$ 134,150</b>	<b>\$ 0</b>	<b>0.00%</b>
	<b>Division Total</b>	<b>\$ 268,150</b>	<b>\$ 268,150</b>	<b>\$ 237,154</b>	<b>\$ 30,996</b>	<b>\$ 290,150</b>	<b>\$ 290,150</b>	<b>\$ 22,000</b>	<b>8.20%</b>

**HEALTH  
DEPARTMENT**

## DEPARTMENT OF HEALTH



		2020				2021		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>									
101	Full-Time	\$ 141,266	\$ 116,266	* \$ 109,873	\$ 6,393	\$ 145,579	\$ 145,579	\$ 4,313	3.05%
102	Part-Time	4,000	4,000	1,111	2,889	4,000	4,000	0	0.00%
109	Inspectors	1,700	1,700	0	1,700	3,200	3,200	1,500	88.24%
	<b>Total Salary &amp; Wages</b>	<b>\$ 146,966</b>	<b>\$ 121,966</b>	<b>\$ 110,984</b>	<b>\$ 10,982</b>	<b>\$ 152,779</b>	<b>\$ 152,779</b>	<b>\$ 5,813</b>	<b>3.96%</b>
* Canceled \$25,000 to fund balance/reimbursed \$31,392.36 from CARES Act									
<b><u>Other Expenses</u></b>									
300	Office Services	\$ 4,820	\$ 4,820	\$ 4,203	\$ 617	\$ 4,820	\$ 4,820	\$ 0	0.00%
302	Postage	350	350	350	0	350	350	0	0.00%
500	Contract Services	1,800	1,800	1,878	(78)	21,800	21,800	20,000	1111.11%
501/502	Westfield Shared Service Agreement	210,484	185,484	** 157,863	27,621	217,851	217,851	7,367	3.50%
506	Management Services	100	100	0	100	100	100	0	0.00%
804	Training & Seminars	0	0	0	0	500	500	500	0.00%
806	Memberships	400	400	75	325	300	300	(100)	-25.00%
809	Conferences & Meetings	1,200	1,200	75	1,125	500	500	(700)	-58.33%
900	Miscellaneous	100	100	0	100	100	100	0	0.00%
	<b>Total Other Expenses</b>	<b>\$ 219,254</b>	<b>\$ 194,254</b>	<b>\$ 164,444</b>	<b>\$ 29,810</b>	<b>\$ 246,321</b>	<b>\$ 246,321</b>	<b>\$ 27,067</b>	<b>12.35%</b>
** Canceled \$25,000 to fund balance/reimbursed \$52,621.00 from CARES Act									
	<b>Division Total</b>	<b>\$ 366,220</b>	<b>\$ 316,220</b>	<b>\$ 275,428</b>	<b>\$ 40,792</b>	<b>\$ 399,100</b>	<b>\$ 399,100</b>	<b>\$ 32,880</b>	<b>8.98%</b>
<b>340-000</b>									
200	<u>Dog Regulation</u>	\$ 40,000	\$ 40,000	\$ 40,000	\$ 0	\$ 40,000	\$ 40,000	\$ 0	0.00%
<b>350-000</b>									
10	<u>Social Services - S.A.G.E.</u>	\$ 36,300	\$ 36,300	\$ 36,300	\$ 0	\$ 36,300	\$ 36,300	\$ 0	0.00%
<b>351-000</b>									
200	<u>Prevention of Drug &amp; Alcohol Abuse</u>	\$ 7,890	\$ 7,890	\$ 7,890	\$ 0	\$ 7,890	\$ 7,890	\$ 0	\$ 0
	<b>Overall Health Total</b>	<b>\$ 450,410</b>	<b>\$ 400,410</b>	<b>\$ 359,618</b>	<b>\$ 40,792</b>	<b>\$ 483,290</b>	<b>\$ 483,290</b>	<b>\$ 32,880</b>	<b>7.30%</b>

Status	Title	2020 Base + Longevity	2021				2021 Total
			Base	Grade	Step	Longevity	
Galvez, Samantha	Full-Time Deputy Registrar	\$ 58,452	\$ 61,109	8	13	\$ 0	\$ 61,109
Mauro, Gayle	Full-Time Registrar of Vital Statistics	82,814	76,791	10	19	7,679	84,470
<i>Salaries &amp; Wages Total</i>		<u>\$ 141,266</u>	<u>\$ 137,900</u>			<u>\$ 7,679</u>	<u>\$ 145,579</u>

**MUNICIPAL  
COURT**

## MUNICIPAL COURT / VIOLATIONS BUREAU

Municipal Court Judge  
**John DeMassi**  
(PT)

1 PART-TIME EMPLOYEE

		2020				2021		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u><b>Salaries and Wages</b></u>									
103	Part-Time	\$ 40,000	\$ 40,000	\$ 40,000	\$ 0	\$ 40,800	\$ 40,800	\$ 800	2.00%
	Total Salary & Wages	\$ 40,000	\$ 40,000	\$ 40,000	\$ 0	\$ 40,800	\$ 40,800	\$ 800	2.00%
<u><b>Other Expenses</b></u>									
201	Supplies & Materials	\$ 9,000	\$ 9,000	\$ 0	\$ 9,000	\$ 10,000	\$ 10,000	\$ 1,000	11.11%
500	Contract Services	1,000	1,000	0	1,000	1,000	1,000	0	0.00%
501	Legal Services	1,900	1,900	0	1,900	1,900	1,900	0	0.00%
502	Shared Court Agreement	348,228	348,228	328,069	20,159	333,000	333,000	(15,228)	-4.37%
509	Miscellaneous Svrs (Interpreters)	4,000	4,000	0	4,000	5,000	5,000	1,000	25.00%
	Total Other Expenses	\$ 364,128	\$ 364,128	\$ 328,069	\$ 36,059	\$ 350,900	\$ 350,900	\$ (13,228)	-3.63%
	Division Total	\$ 404,128	\$ 404,128	\$ 368,069	\$ 36,059	\$ 391,700	\$ 391,700	\$ (12,428)	-3.08%

Status	Title	2020		2021			2021	
		Base + Longevity		Base	Grade	Step	Longevity	Total
DeMassi, John	Part-Time Municipal Court Judge	\$ 40,000		\$ 40,800			\$ 0	\$ 40,800
		<hr/>		<hr/>			<hr/>	<hr/>
	<i>Salaries &amp; Wages Total</i>	\$ 40,000		\$ 40,800			\$ 0	\$ 40,800
		<hr/>		<hr/>			<hr/>	<hr/>

# UTILITIES

		2020				2021		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b>430-000 Electricity</b>									
100	Electricity	\$ 350,000	\$ 350,000	\$ 317,042	\$ 32,958	\$ 350,000	\$ 350,000	\$ 0	0.00%
FAC	Family Aquatic Center	15,000	15,000	0	15,000	15,000	15,000	0	0.00%
GLF	Golf Course	3,000	3,000	0	3,000	3,000	3,000	0	0.00%
	<b>Subtotal</b>	<b>\$ 368,000</b>	<b>\$ 368,000</b>	<b>\$ 317,042</b>	<b>\$ 50,958</b>	<b>\$ 368,000</b>	<b>\$ 368,000</b>	<b>\$ 0</b>	<b>0.00%</b>
<b>435-000 Street Lighting</b>									
	Street Lighting	\$ 160,000	\$ 160,000	\$ 139,374	\$ 20,626	\$ 160,000	\$ 160,000	\$ 0	0.00%
	<b>Subtotal</b>	<b>\$ 160,000</b>	<b>\$ 160,000</b>	<b>\$ 139,374</b>	<b>\$ 20,626</b>	<b>\$ 160,000</b>	<b>\$ 160,000</b>	<b>\$ 0</b>	<b>0.00%</b>
<b>440-00 Telephone</b>									
	Telephone	\$ 194,000	\$ 194,000	\$ 190,698	\$ 3,302	\$ 194,000	\$ 194,000	\$ 0	0.00%
	<b>Subtotal</b>	<b>\$ 194,000</b>	<b>\$ 194,000</b>	<b>\$ 190,698</b>	<b>\$ 3,302</b>	<b>\$ 194,000</b>	<b>\$ 194,000</b>	<b>\$ 0</b>	<b>0.00%</b>
<b>445-000 Water</b>									
100	Water	\$ 55,000	\$ 55,000	\$ 53,405	\$ 1,595	\$ 55,000	\$ 55,000	\$ 0	0.00%
FAC	Family Aquatic Center	20,000	20,000	19,131	869	20,000	20,000	0	0.00%
GLF	Golf Course	2,000	2,000	1,136	864	2,000	2,000	0	0.00%
	<b>Subtotal</b>	<b>\$ 77,000</b>	<b>\$ 77,000</b>	<b>\$ 73,672</b>	<b>\$ 3,328</b>	<b>\$ 77,000</b>	<b>\$ 77,000</b>	<b>\$ 0</b>	<b>0.00%</b>
<b>446-461 Fuel</b>									
446	Natural Gas	\$ 64,000	\$ 64,000	\$ 58,824	\$ 5,176	\$ 64,000	\$ 64,000	\$ 0	0.00%
447	Heating Oil	20,000	20,000	8,178	11,822	15,000	15,000	(5,000)	-25.00%
460	Gasoline	125,000	125,000	71,907	53,093	115,000	115,000	(10,000)	-8.00%
461	Diesel	135,000	135,000	96,635	38,365	130,000	130,000	(5,000)	-3.70%
	<b>Subtotal</b>	<b>\$ 344,000</b>	<b>\$ 344,000</b>	<b>\$ 235,544</b>	<b>\$ 108,456</b>	<b>\$ 324,000</b>	<b>\$ 324,000</b>	<b>\$ (20,000)</b>	<b>-5.81%</b>
	<b>Utilities Total</b>	<b>\$ 1,143,000</b>	<b>\$ 1,143,000</b>	<b>\$ 956,331</b>	<b>\$ 186,669</b>	<b>\$ 1,123,000</b>	<b>\$ 1,123,000</b>	<b>\$ (20,000)</b>	<b>-1.75%</b>

# INSURANCE

	2020				2021		Adopted/Proposed Budget Variance	
	Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b>210-000 General Liability</b>								
General Liability	\$ 517,536	\$ 517,536	\$ 517,536	\$ 0	\$ 509,616	\$ 509,616	\$ (7,920)	-1.53%
<b>Subtotal</b>	<b>\$ 517,536</b>	<b>\$ 517,536</b>	<b>\$ 517,536</b>	<b>\$ 0</b>	<b>\$ 509,616</b>	<b>\$ 509,616</b>	<b>\$ (7,920)</b>	<b>-1.53%</b>
<b>215-000 Workers Compensation</b>								
Workers Compensation	\$ 547,554	\$ 547,554	\$ 547,554	\$ 0	\$ 553,438	\$ 553,438	\$ 5,884	1.07%
<b>Subtotal</b>	<b>\$ 547,554</b>	<b>\$ 547,554</b>	<b>\$ 547,554</b>	<b>\$ 0</b>	<b>\$ 553,438</b>	<b>\$ 553,438</b>	<b>\$ 5,884</b>	<b>1.07%</b>
<b>220-000 Employee Group Health</b>								
Medical and Dental	\$ 2,415,000	\$ 2,415,000	\$ 2,415,000	\$ 0	\$ 2,346,000	\$ 2,346,000	\$ (69,000)	-2.86%
<b>Subtotal</b>	<b>\$ 2,415,000</b>	<b>\$ 2,415,000</b>	<b>\$ 2,415,000</b>	<b>\$ 0</b>	<b>\$ 2,346,000</b>	<b>\$ 2,346,000</b>	<b>\$ (69,000)</b>	<b>-2.86%</b>
<b>225-000 Unemployment</b>								
Unemployment	\$ 50,000	\$ 50,000	\$ 50,000	\$ 0	\$ 25,000	\$ 25,000	\$ (25,000)	-50.00%
<b>Subtotal</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 0</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ (25,000)</b>	<b>-50.00%</b>
<b>230-000 Other Insurances</b>								
Other Insurances	\$ 25,000	\$ 25,000	\$ 25,000	\$ 0	\$ 25,000	\$ 25,000	\$ 0	0.00%
<b>Subtotal</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 0</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 0</b>	<b>0.00%</b>
<b>Insurance Total</b>	<b>\$ 3,555,090</b>	<b>\$ 3,555,090</b>	<b>\$ 3,555,090</b>	<b>\$ 0</b>	<b>\$ 3,459,054</b>	<b>\$ 3,459,054</b>	<b>\$ (96,036)</b>	<b>-2.70%</b>

**PENSIONS /  
SOCIAL SECURITY**

	2020				2021		Adopted/Proposed Budget Variance	
	Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b>471-000 Public Employees Retirement System</b>								
PERS	\$ 1,211,605	\$ 1,211,605	1,213,716	\$ (2,111)	\$ 1,272,739	\$ 1,272,739	\$ 61,134	5.05%
Less : Library Contribution	<u>(173,000)</u>	<u>(173,000)</u>	<u>(173,000)</u>	<u>\$ 0</u>	<u>(165,000)</u>	<u>(165,000)</u>	<u>8,000</u>	<u>-4.62%</u>
<b>Subtotal</b>	<b>\$ 1,038,605</b>	<b>\$ 1,038,605</b>	<b>\$ 1,040,716</b>	<b>\$ (2,111)</b>	<b>\$ 1,107,739</b>	<b>\$ 1,107,739</b>	<b>\$ 69,134</b>	<b>6.66%</b>
<b>475-000 Police Fire Retirement System</b>								
PFRS	\$ 2,612,719	\$ 2,641,444 *	\$ 2,641,441	\$ 3	\$ 2,914,530	\$ 2,914,530	\$ 301,811	11.55%
<b>Subtotal</b>	<b>\$ 2,612,719</b>	<b>\$ 2,641,444</b>	<b>\$ 2,641,441</b>	<b>\$ 3</b>	<b>\$ 2,914,530</b>	<b>\$ 2,914,530</b>	<b>\$ 301,811</b>	<b>11.55%</b>
* \$28,725 transferred from Police OT								
<b>471-000 Defined Contribution Retirement Plan</b>								
DCRP	\$ 17,500	\$ 17,500	\$ 14,540	\$ 2,960	\$ 19,500	\$ 19,500	\$ 2,000	11.43%
<b>Subtotal</b>	<b>\$ 17,500</b>	<b>\$ 17,500</b>	<b>\$ 14,540</b>	<b>\$ 2,960</b>	<b>\$ 19,500</b>	<b>\$ 19,500</b>	<b>\$ 2,000</b>	<b>11.43%</b>
<b>472-000 Social Security/Medicare</b>								
Social Security/Medicare	\$ 900,000	\$ 950,000 **	\$ 663,923	\$ 286,077	\$ 960,000	\$ 960,000	\$ 60,000	6.67%
Less : Library Contribution	<u>(119,044)</u>	<u>(119,044)</u>	<u>0</u>	<u>(119,044)</u>	<u>(120,086)</u>	<u>(120,086)</u>	<u>(1,042)</u>	<u>0.88%</u>
Less : Sewer Contribution	<u>(39,000)</u>	<u>(39,000)</u>	<u>0</u>	<u>(39,000)</u>	<u>(39,000)</u>	<u>(39,000)</u>	<u>0</u>	<u>0.00%</u>
Less : Parking Contribution	<u>(63,000)</u>	<u>(63,000)</u>	<u>0</u>	<u>(63,000)</u>	<u>(63,000)</u>	<u>(63,000)</u>	<u>0</u>	<u>0.00%</u>
Less : UCC Contribution	<u>(65,000)</u>	<u>(65,000)</u>	<u>0</u>	<u>(65,000)</u>	<u>(65,000)</u>	<u>(65,000)</u>	<u>0</u>	<u>0.00%</u>
<b>Subtotal</b>	<b>\$ 613,956</b>	<b>\$ 663,956</b>	<b>\$ 663,923</b>	<b>\$ 33</b>	<b>\$ 672,914</b>	<b>\$ 672,914</b>	<b>\$ 58,958</b>	<b>9.60%</b>
** \$50,000 transferred from Police S&W and Tax Assessor S&W								
<b>Pension/ Social Security Total</b>	<b>\$ 4,282,780</b>	<b>\$ 4,361,505</b>	<b>\$ 4,360,620</b>	<b>\$ 885</b>	<b>\$ 4,714,683</b>	<b>\$ 4,714,683</b>	<b>\$ 431,903</b>	<b>10.08%</b>

**INTERLOCAL  
AGREEMENTS /  
GRANTS**

# INTERLOCAL AGREEMENTS & GRANTS

# LINE ITEM BUDGET

	2020		2021		Adopted/Proposed Budget Variance			
	Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b>25-265-003 INTERLOCAL AGREEMENTS</b>								
<i>Interlocal Agreements</i>								
Joint Meeting - NPSM Emergency Dispatch Center	\$ 1,213,758	\$ 1,213,758	\$ 1,213,758	0	\$ 1,213,758	\$ 1,213,758	\$ 0	0.00%
<b>Interlocal Agreements Total</b>	<b>\$ 1,213,758</b>	<b>\$ 1,213,758</b>	<b>\$ 1,213,758</b>	<b>\$ 0</b>	<b>\$ 1,213,758</b>	<b>\$ 1,213,758</b>	<b>\$ 0</b>	<b>0.00%</b>
<b>41-000-000 STATE AND FEDERAL GRANT APPROPRIATIONS</b>								
<i>Grants</i>								
NJ Recycling Tonnage Grant (2017)	\$ 33,651	\$ 33,651	\$ 0	\$ 33,651	\$ 0	\$ 0	\$ (33,651)	0.00%
NJ Body Armor Replacement Fund	4,445	4,445	3,804	641	3,446	3,446	(99)	-22.47%
NJ Alcohol Ed Rehab Enforcement Grant	0	0	0	0	0	0	0	0.00%
NJ Drive Sober or Get Pulled Over (2019)		2,558	2,558	0	0	0	0	0.00%
NJ Forest Service Green Communities	3,000	3,000	0	3,000	0	0	(3,000)	100.00%
NJ DEP Clean Communities	0	39,752	7,442	32,310	0	0	0	0.00%
NJ ROID Grant	0	0	0	0	18,000	18,000	18,000	100.00%
FEMA-Hazard Mitigation Grant - Generator	0	100,000	0	100,000	0	0	0	0.00%
FM Global Fire Equipment Grant	2,710	2,710	2,669	41	0	0	(2,710)	-100.00%
Investors Foundation for Community Center	0	30,000	30,000	0	0	0	0	0.00%
Junior League Community Grant (2020)	0	8,000	0	8,000	0	0	0	0.00%
Union County Clean Communities	0	0	0	0	0	0	0	0.00%
Greening Union County	0	0	0	0	0	0	0	0.00%
Union County Level the Playing Field	0	0	0	0	0	0	0	0.00%
Union County Kids Recreation Grant	0	0	0	0	0	0	0	0.00%
Union County Infrastructure & Municipal Aid	95,000	95,000	0	95,000	90,000	90,000	(5,000)	-5.26%
Union County CARES Act	0	848,414	848,414	0	0	0	0	100.00%
NJ DOT Safe Streets to Transit (2018)	0	0	0	0	217,391	217,391	217,391	100.00%
NJ DOT Transit Village - Village Green Ped	0	0	0	0	0	0	0	0.00%
NJ ROID Grant	0	0	0	0	0	0	0	0.00%
Sustainable Jersey Small Grants	0	2,000	0	2,000	0	0	0	0.00%
DDEF	0	0	0	0	0	0	0	0.00%
SAPF - DCP Diversity/Inclusion Events	10,000	10,000	0	10,000	0	0	(10,000)	-100.00%
<b>Grants Total</b>	<b>\$ 148,806</b>	<b>\$ 1,179,530</b>	<b>\$ 894,887</b>	<b>\$ 284,643</b>	<b>\$ 328,838</b>	<b>\$ 328,838</b>	<b>\$ 180,032</b>	<b>120.98%</b>

# DEBT SERVICE

	2020				2021		Adopted/Proposed Budget Variance	
	Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
44-901-000 Capital Improvement Fund	\$ 109,475	\$ 109,475	\$ 109,475	\$ 0	\$ 200,000	\$ 200,000	\$ 90,525	82.69%
<b><u>Municipal Debt Service</u></b>								
45-920 Bond Principal	\$ 3,365,000	\$ 3,365,000	\$ 3,365,000	\$ 0	\$ 3,745,000	\$ 3,745,000	\$ 380,000	11.29%
45-925 Bond Anticipation Note Principal	0	0	0	0	0	0	0	0.00%
45-930 Interest on Bonds	1,201,892	1,201,892	1,201,892	0	1,126,271	1,126,271	(75,621)	-6.29%
45-935 Interest on Bond Anticipation Notes	95,560	95,560	95,560	0	220,525	220,525	124,965	130.77%
Downtown Business Improvement Loan	0	0	0	0	0	0	0	0.00%
<b><i>Municipal Debt Service Total</i></b>	<b>\$ 4,662,452</b>	<b>\$ 4,662,452</b>	<b>\$ 4,662,452</b>	<b>\$ 0</b>	<b>\$ 5,091,795</b>	<b>\$ 5,091,796</b>	<b>\$ 429,344</b>	<b>9.21%</b>
<b><u>School Debt Service</u></b>								
48-920 Bond Principal	\$ 4,460,000	\$ 4,460,000	\$ 4,460,000	\$ 0	\$ 3,205,000	\$ 3,205,000	\$ (1,255,000)	-28.14%
48-925 Bond Anticipation Note Principal	0	0	0	0	0	0	0	0.00%
48-930 Interest on Bonds	685,003	685,003	685,003	0	558,276	558,276	(126,727)	-18.50%
48-935 Interest on Bond Anticipation Notes	0	0	0	0	0	0	0	0.01%
<b><i>School Debt Service Total</i></b>	<b>\$ 5,145,003</b>	<b>\$ 5,145,003</b>	<b>\$ 5,145,003</b>	<b>\$ 0</b>	<b>\$ 3,763,276</b>	<b>\$ 3,763,276</b>	<b>\$ (1,381,727)</b>	<b>-26.86%</b>

**DEFERRED CHARGES**  
**&**  
**RESERVES**

## DEFERRED CHARGES & RESERVES

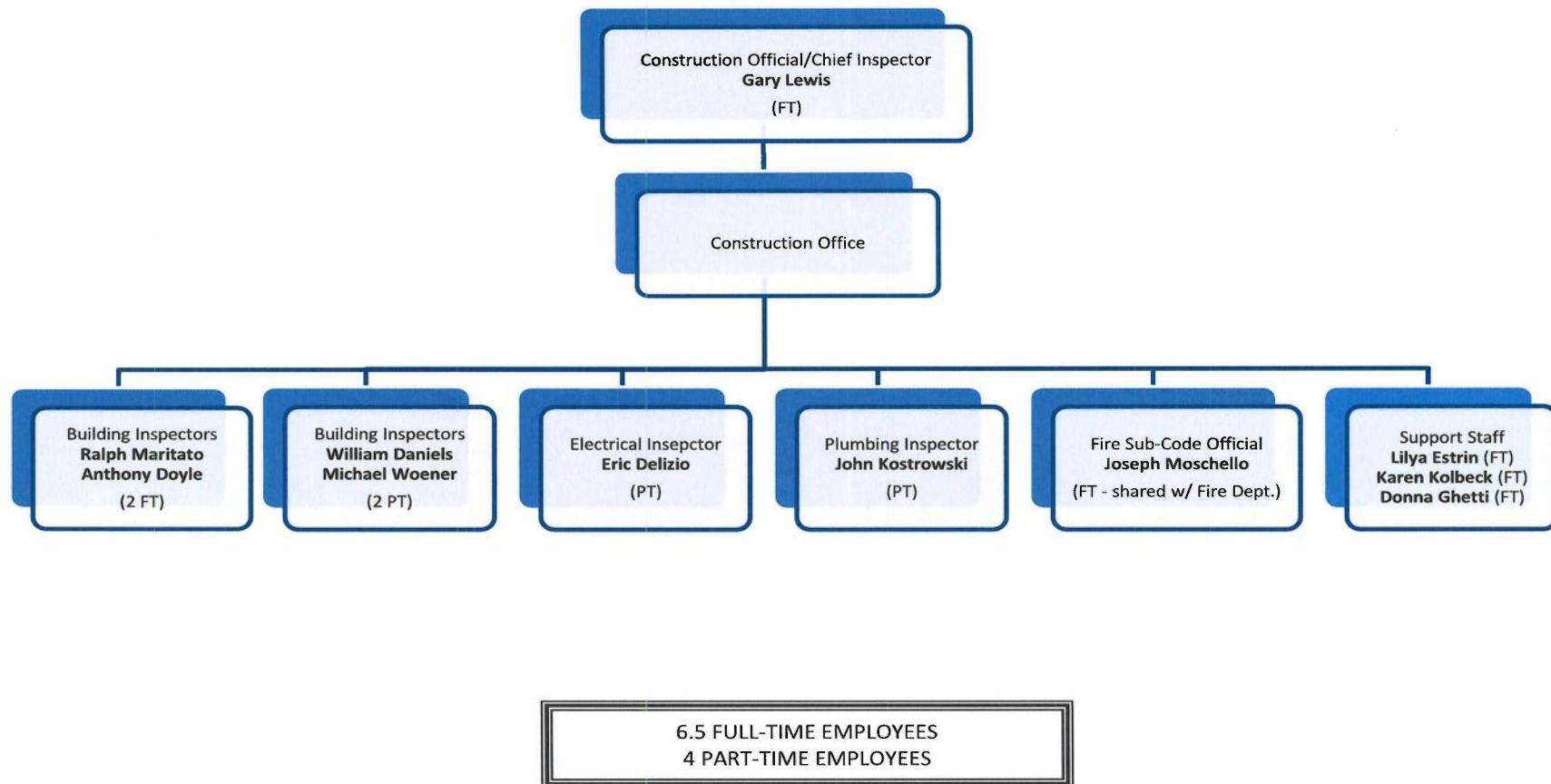
## LINE ITEM BUDGET

		2020				2021		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Deferred Charges</u></b>									
876-000	Deficit in Dedicated Assessment Budget	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
877-000	Deferred Charges (Capital Expenses Unfunded)	\$ 50,000	\$ 50,000	\$ 50,000	\$ 0	\$ 50,000	\$ 50,000	\$ 0	0.00%
<b><u>Reserves</u></b>									
899-001	Reserve for Tax Appeals	\$ 25,000	\$ 25,000	\$ 25,000	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
899-002	Reserve for Salary Adjustments	\$ 110,000	\$ 110,000 *	\$ 100,895	\$ 9,105	\$ 190,000	\$ 190,000	\$ 80,000	72.73%
899-003	Reserve for Municipal Debt Service	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
899-000	Reserve for Uncollected Taxes	\$ 5,294,145	\$ 5,294,145	\$ 5,294,145	\$ 0	\$ 5,060,100	\$ 5,060,100	\$ (234,045)	-4.42%

\* \$85,310 transferred to various salary line items

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

## DEPARTMENT OF COMMUNITY SERVICES

UNIFORM CONSTRUCTION CODE (U.C.C.)

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

## LINE ITEM BUDGET

### REVENUES

	2020				2021		Adopted, Budget \$
	ANTICIPATED		ACTUAL as of 12/31/2020		Amount Over/(Under)	ANTICIPATED	
	ANTICIPATED	ANTICIPATED	ACTUAL as of 12/31/2020	Amount Over/(Under)	ANTICIPATED	ANTICIPATED	
U.C.C. Fees	\$ 780,900	\$ 780,900	\$ 777,258	\$ (3,642)	\$ 777,258	\$ (3,642)	
Interest on Investments	14,000	14,000	2,420	(11,580)	2,420	(11,580)	
Fund Balance	301,087	301,087	301,087	0	285,351	(15,736)	
<b>Total U.C.C. Revenues</b>	<b>\$ 1,095,987</b>	<b>\$ 1,095,987</b>	<b>\$ 1,080,765</b>	<b>\$ (15,222)</b>	<b>\$ 1,065,029</b>	<b>\$ (30,958)</b>	

### APPROPRIATIONS

	2020				2021		Adopted, Budget \$
	Adopted Budget		Final Budget		Paid or Charged as of 12/31/2020	Amount (Over) / Under	
	Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Proposed Budget	Proposed Budget	
<i>Salaries and Wages</i>							
101 Full-Time	\$ 532,780	\$ 532,780	\$ 615,836	\$ (83,056)	\$ 545,638	\$ 12,858	
102 Part-Time	309,407	309,407	236,628	72,779	288,691	(20,716)	
104 Overtime	27,300	27,300	10,719	16,581	27,300	0	
<b>Total Salary &amp; Wages</b>	<b>\$ 869,487</b>	<b>\$ 869,487</b>	<b>\$ 863,183</b>	<b>\$ 6,304</b>	<b>\$ 861,629</b>	<b>\$ (7,858)</b>	

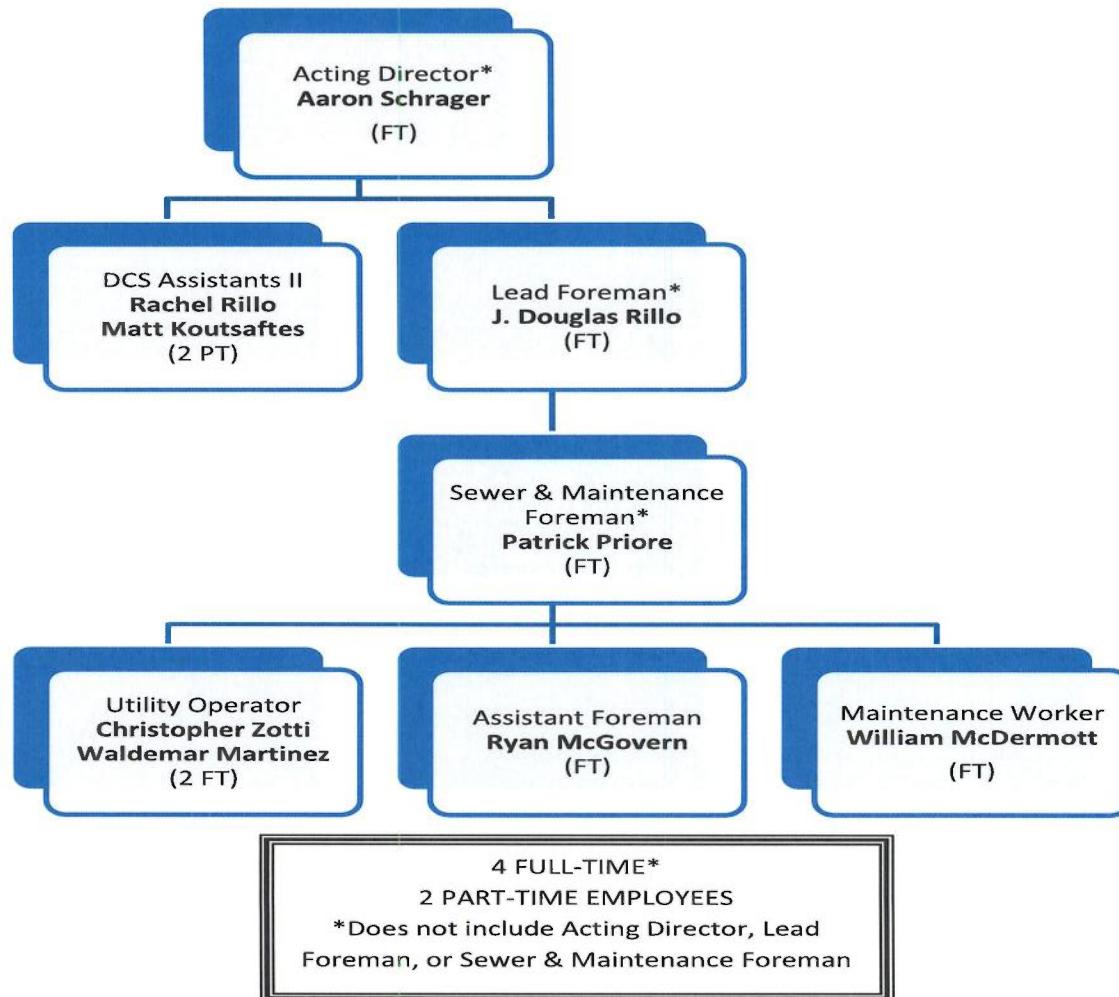
### *Other Expenses*

201 Supplies & Materials	\$ 5,600	\$ 5,600	\$ 2,294	\$ 3,306	\$ 5,600	\$ 0	
301 Printing	9,000	9,000	3,748	5,252	5,000	(4,000)	
405 Vehicle Maintenance	5,000	5,000	210	4,790	2,000	(3,000)	
500 Contract Services	20,500	20,500	6,354	14,147	12,000	(8,500)	
607 Telephone	3,300	3,300	3,312	(11)	4,000	700	
700 Equipment	12,200	12,200	231	11,969	8,400	(3,800)	
703 Automobiles	0	0	0	0	0	0	
801 Clothing Purchases	3,500	3,500	3,489	11	3,500	0	
804 Training & Seminars	2,000	2,000	0	2,000	2,000	0	
806 Memberships	700	700	421	279	700	0	
807 Personal Expenses (Non-Payroll)	500	500	0	500	500	0	
808 Personal Expenses (Payroll)	8,700	8,700	6,900	1,800	8,700	0	
809 Conference & Meetings	6,000	6,000	398	5,602	6,000	0	
900 Share of Social Security & Medicare	65,000	65,000	65,000	0	65,000	0	
901 Share of Pension & Health/Dental Costs	70,000	70,000	70,000	0	70,000	0	
50-899 Reserve for Salary Adjustments	14,500	14,500	0	14,500	10,000	(4,500)	
55-271 Refunds of Payments	0	0	0	0	0	0	
<b>Total Other Expenses</b>	<b>\$ 226,500</b>	<b>\$ 226,500</b>	<b>\$ 162,357</b>	<b>\$ 64,148</b>	<b>\$ 203,400</b>	<b>\$ (23,100)</b>	

Status	Title	Base + Longevity	2020		2021			2021 Total
			Base	Grade	Step	Longevity		
Doyle, Anthony	Full-Time	Building Inspector	\$ 94,299	\$ 96,185	12	19	\$ 0	\$ 96,185
Estrin, Lilya	Full-Time	Secretary III	64,770	66,065	6	19	0	66,065
Ghetti, Donna	Full-Time	Secretary III	64,770	66,065	6	19	0	66,065
Kolbeck, Karen	Full-Time	Secretary II	60,413	62,621	5	19	0	62,621
Lewis, Gary	Full-Time	Construction Official/Chief Inspector	138,406	128,340	16	19	12,834	141,174
Maritato, Ralph	Full-Time	Building Inspector	94,299	96,185	12	19	0	96,185
DiLauri, Matthew (25%)	Full-Time	Office Manager	15,823	17,343	11	7-9	0	17,343
Daniels, William	Part-Time	Building Inspector	49,667	51,027	12	19	0	51,027
Delizio, Eric	Part-Time	Electrical Inspector	70,163	71,566	12	18	0	71,566
Kostrowski, John	Part-Time	Plumbing Inspector	75,470	76,979	12	19	0	76,979
Moschello, Joseph	Half-Time	Fire Sub-code Official	68,606	68,606			0	68,606
Olinger, William	Part-Time	Building Inspector	20,109	20,513	12	19	0	20,513
<i>Salary cost share removed</i>	Part-Time	Secretary II	25,392	0	5	3-4	0	0
<i>Salaries &amp; Wages Total</i>		\$ 842,187	\$ 821,495			\$ 12,834	\$ 834,330	

# **SEWER UTILITY**

## DEPARTMENT OF COMMUNITY SERVICES - DIVISION OF PUBLIC WORKS

SEWER UTILITY

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

## REVENUES & LINE ITEM BUDGET

REVENUES	2020				2021		Adopted/Proposed Budget Variance	
	Anticipated Budget	Final Adopted	Actual as of 12/31/2020	Amount Over/(Under)	Anticipated		\$	%
Fund Balance Anticipated (Surplus)	\$ 266,000	\$ 266,000	\$ 266,000	\$ 0	\$ 520,280		\$ 254,280	95.59%
Domestic User Charges	3,099,838	3,099,838	3,259,426	159,588	3,187,457		87,619	2.83%
Industrial User Charges (includes New Providence)	1,017,000	1,017,000	1,065,048	48,048	1,050,000		33,000	3.24%
Interest on Sewer	6,000	6,000	21,753	15,753	6,000		0	0.0%
<b>Total Sewer Utility Revenues</b>	<b>\$ 4,388,838</b>	<b>\$ 4,388,838</b>	<b>\$ 4,612,226</b>	<b>\$ 223,388</b>	<b>\$ 4,763,737</b>		<b>\$ 374,899</b>	<b>8.54%</b>
APPROPRIATIONS								
SEWER ADMINISTRATION	2020				2021		Adopted/Proposed Budget Variance	
	Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>								
101 Full-Time	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
109 Share of Various Salaries - Current Fund	125,000	125,000	125,000	0	130,000	130,000	5,000	4.00%
<b>Total Salary &amp; Wages</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 0</b>	<b>\$ 130,000</b>	<b>\$ 130,000</b>	<b>\$ 5,000</b>	<b>4.00%</b>
<u>Other Expenses</u>								
55-205 Overpayments	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
201 Supplies & Materials	500	500	176	324	500	500	0	0.00%
210 Advertising, Printing & Postage	4,000	4,000	0	4,000	2,000	2,000	(2,000)	-50.00%
401 TC Edmunds System	2,400	2,400	2,390	10	2,400	2,400	0	0.00%
402 TC WIPP	1,200	1,200	620	580	1,200	1,200	0	0.00%
403 TC Sewer Bills	700	700	1,374	(674)	1,500	1,500	800	114.29%
404 TC Envelopes	100	100	100	0	200	200	100	100.00%
504 Audit Services	15,000	15,000	10,000	5,000	12,500	12,500	(2,500)	-16.67%
804 Training & Seminars	1,000	1,000	0	1,000	1,000	1,000	0	0.00%
<b>Total Other Expenses</b>	<b>\$ 24,900</b>	<b>\$ 24,900</b>	<b>\$ 14,660</b>	<b>\$ 10,240</b>	<b>\$ 21,300</b>	<b>\$ 21,300</b>	<b>\$ (3,600)</b>	<b>-14.46%</b>
<b>Sewer Utility Administration Subtotal</b>	<b>\$ 149,900</b>	<b>\$ 149,900</b>	<b>\$ 139,660</b>	<b>\$ 10,240</b>	<b>\$ 151,300</b>	<b>\$ 151,300</b>	<b>\$ 1,400</b>	<b>0.93%</b>

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

## LINE ITEM BUDGET

APPROPRIATIONS		2020				2021		Adopted/Proposed Budget Variance	
SEWER OPERATIONS		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u><b>Salaries and Wages</b></u>									
101	Full-Time	\$ 279,000	\$ 279,000	\$ 274,609	\$ 4,391	\$ 299,527	\$ 299,527	\$ 20,527	7.36%
102	Part Time	54,000	54,000	36,154	17,846	64,314	64,314	10,314	19.10%
103	Seasonal	10,000	10,000	0	10,000	7,500	7,500	(2,500)	-25.00%
104	Overtime	10,000	10,000	12,444	(2,444)	12,500	12,500	2,500	25.00%
Total Salary & Wages		\$ 353,000	\$ 353,000	\$ 323,207	\$ 29,793	\$ 383,841	\$ 383,841	\$ 30,841	8.74%
<u><b>Other Expenses</b></u>									
201	Supplies	\$ 2,000	\$ 2,000	\$ 2,954	\$ (954)	\$ 2,000	\$ 2,000	\$ 0	0.00%
205	Tools	2,000	2,000	1,988	12	2,000	2,000	0	0.00%
212	Materials	5,000	5,000	12,611	(7,611)	5,000	5,000	0	0.00%
402	Building Maintenance	5,000	5,000	3,146	1,854	10,000	10,000	5,000	100.00%
403	Equipment Maintenance	10,000	10,000	5,972	4,028	10,000	10,000	0	0.00%
405	Truck Maintenance	10,000	10,000	5,046	4,954	10,000	10,000	0	0.00%
460	Fuel	11,000	11,000	0	11,000	11,000	11,000	0	0.00%
490	Collection System Maintenance	0	0	0	0	0	0	0	0.00%
491	Odor Control	50,000	50,000	2,694	47,306	70,000	70,000	20,000	40.00%
492	Pumps Maintenance	20,000	20,000	16,214	3,786	20,000	20,000	0	0.00%
493	Sanitary Sewer	5,000	5,000	1,000	4,000	5,000	5,000	0	0.00%
494	TV Sewer Inspection	5,000	5,000	0	5,000	5,000	5,000	0	0.00%
495	Force Main Repairs	4,000	4,000	0	4,000	4,000	4,000	0	0.00%
496	Grease Disposal	5,000	5,000	2,050	2,950	5,000	5,000	0	0.00%
500	Contract Services	50,000	50,000	60,968	(10,968)	55,000	55,000	5,000	10.00%
509	Mobile Devices	2,200	2,200	2,309	(109)	2,200	2,200	0	0.00%
513	Sewer Service	185,000	185,000	221,189	(36,189)	195,000	195,000	10,000	5.41%
601	Pumps Electricity	70,000	70,000	49,884	20,116	80,000	80,000	10,000	14.29%
605	Water	1,000	1,000	147	853	1,000	1,000	0	0.00%
801	Clothing Purchase/Clean	2,080	2,080	0	2,080	2,080	2,080	0	0.00%
804	Training & Seminars	1,500	1,500	0	1,500	1,500	1,500	0	0.00%
Total Other Expenses		\$ 445,780	\$ 445,780	\$ 388,173	\$ 57,608	\$ 495,780	\$ 495,780	\$ 50,000	11.22%
<u><b>Sewer Utility Operations Subtotal</b></u>									
		\$ 948,680	\$ 948,680	\$ 851,039	\$ 97,641	\$ 1,030,921	\$ 1,030,921	\$ 82,241	8.67%

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

## LINE ITEM BUDGET

APPROPRIATIONS	2020					2021		Adopted/Proposed Budget Variance		
	SEWER OPERATIONS		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u><b>Joint Meeting Charges</b></u>										
Joint Meeting Maintenance		\$ 2,076,864	\$ 2,076,864		\$ 2,076,864	\$ 0	\$ 2,103,008	\$ 2,103,008	\$ 26,144	1.26%
Joint Meeting Maintenance (Additional)		0	0		0	0	0	0	0	0.00%
<b>Total Joint Meeting</b>		<b>\$ 2,076,864</b>	<b>\$ 2,076,864</b>		<b>\$ 2,076,864</b>	<b>\$ 0</b>	<b>\$ 2,103,008</b>	<b>\$ 2,103,008</b>	<b>\$ 26,144</b>	<b>1.26%</b>
<u><b>Health &amp; Dental Insurances</b></u>										
		\$ 50,000	\$ 50,000		\$ 50,000	\$ 0	\$ 50,000	\$ 50,000	\$ 0	0.00%
<u><b>Capital Improvement Fund</b></u>										
		\$ 35,500	\$ 35,500		\$ 35,500	\$ 0	\$ 74,780	\$ 74,780	\$ 39,280	110.65%
<u><b>Deferred Charges</b></u>										
		\$ 56,560	\$ 56,560		\$ 56,560	\$ 0	\$ 56,560	\$ 56,560	\$ 0	0.00%
<u><b>Debt Service</b></u>										
Bond Principal		\$ 510,000	\$ 510,000		\$ 510,000	\$ 0	\$ 520,000	\$ 520,000	\$ 10,000	1.96%
Bond Anticipation Notes Principal		0	0		0	0	0	0	0	0.00%
Interest on Bonds		133,779	133,779		133,779	0	121,880	121,880	(11,899)	-8.89%
Interest on Bond Anticipation Notes		8,455	8,455		0	8,455	27,588	27,588	19,133	226.29%
Reserve for Debt Service		0	0		0	0	0	0	0	0.00%
<b>Total Debt Service</b>		<b>\$ 652,234</b>	<b>\$ 652,234</b>		<b>\$ 643,779</b>	<b>\$ 8,455</b>	<b>\$ 669,468</b>	<b>\$ 669,468</b>	<b>\$ 17,234</b>	<b>2.64%</b>
<u><b>Statutory Expenditures</b></u>										
Social Security & Medicare		\$ 39,000	\$ 39,000		\$ 39,000	\$ 0	\$ 39,000	\$ 39,000	\$ 0	0.00%
Contribution to PERS		40,000	40,000		40,000	0	40,000	40,000	0	0.00%
<b>Total Statutory Expenditures</b>		<b>\$ 79,000</b>	<b>\$ 79,000</b>		<b>\$ 79,000</b>	<b>\$ 0</b>	<b>\$ 79,000</b>	<b>\$ 79,000</b>	<b>\$ 0</b>	<b>0.00%</b>
<u><b>Contribution to Current Fund</b></u>										
		\$ 490,000	\$ 490,000		\$ 490,000	\$ 0	\$ 700,000	\$ 700,000	\$ 210,000	42.86%
<b>Overall Sewer Utility Totals</b>		<b>\$ 4,388,838</b>	<b>\$ 4,388,838</b>		<b>\$ 4,282,742</b>	<b>\$ 106,096</b>	<b>\$ 4,763,737</b>	<b>\$ 4,763,737</b>	<b>\$ 374,899</b>	<b>8.54%</b>

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

## EMPLOYEE SALARY &amp; WAGES

Status	Title	Base + Longevity	2020			2021			2021	
			Base	Grade	Step	Longevity			Total	
Martinez, Waldemar	Full-Time	Operator	\$ 65,556	\$ 68,349	8	9-11	\$ 500	\$ 68,849		
McDermott, William	Full-Time	Maintenance Worker	48,194	50,634	5	3-5	0	50,634		
McGovern, Ryan	Full-Time	Assistant Forman	85,405	85,405	9	14	1,500	86,905		
Zotti, Christopher	Full-Time	Utility Operator	78,527	80,139	8	14	2,000	82,139		
Koutsafes, Matthew	Part-Time	DCS Assistant II	0	29,775	5	1	0	29,775		
Rillo, Rachel	Part-Time	DCS Assistant II	0	34,539	5	1	0	34,539		
Resignation	Part-Time	DCS Assistant II	34,006	0			0	0		
Reserve for Salary Adjustments			6,000	11,000			0	11,000		
<i>Salaries &amp; Wages Total</i>		<u>\$ 317,688</u>	<u>\$ 359,841</u>			<u>\$ 4,000</u>	<u>\$ 363,841</u>			

# **PARKING SERVICES**

# **UTILITY**

# Parking Services Agency

Rita M. McNany, Parking Services Director



## WHAT WE DO

The Parking Services Agency was established in 2000 as a separate utility to oversee municipal parking operations.

Parking Services manages all metered locations in downtown Summit and recently assumed the enforcement of time-limited zones citywide.

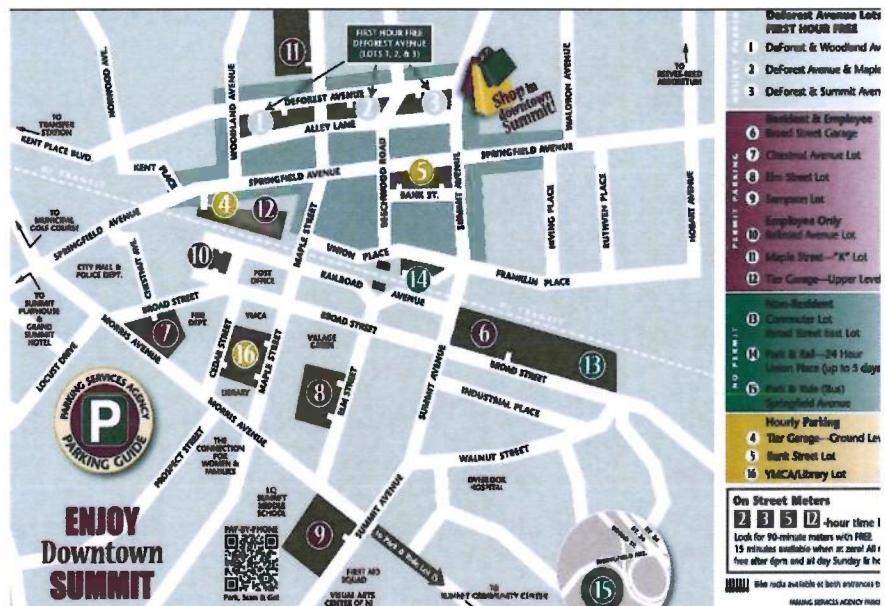
Parking Services collects all parking revenues, excluding parking tickets, to fully cover its operating expenses and parking debt service while maintaining a sufficient surplus for future snow removal and capital improvements.

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

Parking Services facilitates special events and construction project parking in the downtown. It also promotes alternate modes of transportation to improve 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 on individual or group parking needs. Parking Services continually strives to simplify the parking experience with the use of trending technologies, and to promote alternate modes of transportation.



## 2020 – THE PANDEMIC

While COVID-19 affected the world, its effects also reached every community in New Jersey. The virus temporarily closed businesses and schools, and suspended transportation. Life as we knew it became dramatically different. While protecting the community, Parking Services continued its services to the public. City staff continued to assist downtown businesses and members of the public throughout the pandemic.

Summit is a regional transportation hub and was hard hit by the pandemic. Many businesses in the greater New York area have employees working from home and, therefore, commuter parking revenues are down. This has had a direct effect on the Parking Services operations.

# OUR SERVICES & GOALS

## SERVICE 1 Customer convenience and satisfaction

Goal 1a The redesigned online permit systems allows customers to purchase permits, make a prepayment and sign up for recurring billing mostly without having to visit City Hall.

During the pandemic, city offices closed to the public and began remote operations. City staff worked throughout the pandemic using on-line software that was essential in providing permits for customers.

## SERVICE 2 Curbside Pickup Spaces Only

Goal 2a State of New Jersey Executive Orders from Governor Murphy closed restaurants for indoor dining, allowing curbside pickup only.

The city needed a way to assist with convenient parking for takeout orders. Parking Services designated over 50 "Curbside Pickup" parking spaces within the downtown. These parking spaces allowed for 15-minutes of free parking for quick easy pickup of goods and services.

Currently, inside dining is open for only 35% of the establishment's seating capacity. Curbside pickup spaces continue to offer an integral option for downtown businesses.



## SERVICE 3 Expanding Food Establishment Outdoors

Goal 3a In 2016, the city installed its first parklet which essentially allows inside dining to be expanded to outside, using parking spaces.

The pandemic presented a unique challenge for businesses and restaurants. The Governor's office instituted an executive order allowing for additional parklets. Summit officials worked tirelessly with local establishments to offer curbside dining with the use of city streets, parking lots and street parking spaces.

A portion of the Bank Street Lot was transformed into an outside café. The city authorized parklets to assist local businesses and restaurants.



**Goal 3b** The city obtained permission from the Department of Transportation to close Maple Street for outdoor dining for multiple restaurants in 2020 and into 2021. It encompassed an excellent collaboration between the City of Summit, Summit Downtown Inc., local restaurants, and the federal, state and local government.



#### **SERVICE 4 Moving Summit's Farmers Market to Lot 1 to accommodate social distancing.**

**Goal 4a** Summit Downtown Inc. realized early in the pandemic, the downtown needed to continue to provide Summit's legendary farmers market –the challenge was how to do so while keeping the community safe and following social distancing guidelines.

The farmers market has a new home in Lot 1 on Deforest Avenue, moving from Lot 2. This allowed for farmer and purveyor tents to be adequately spaced apart while allowing for safe pedestrian flow throughout the market. The market season was a huge success continuing the tradition of Sundays at the farmers market for residents to enjoy.



## SERVICE 5 Form an interim parking and/or relocation plan during Redevelopment Project

Goal 5a The Broad Street West Redevelopment Project has begun, including the building of a new Fire Headquarters on the current Broad Street East Municipal parking lot next to the Broad Street Garage. Parking will be displaced temporarily and permanently after the new Fire Headquarters is complete. Parking Services is working with the Redevelopment Committee to establish supplemental parking during this important city project.

## SERVICE 6 Improvements at the Broad Street Garage

Goal 6a It was deemed necessary to make needed repairs to the Broad Street Garage before work on redevelopment begins, and parking is disrupted during construction of the new Fire Headquarters next to the Broad Street Garage. With a substantial decrease in commuter parking during the pandemic, 2020 was the optimum time to make the necessary repairs with the least amount of disruption to parking in the garage.

### Agency Transactions by Quantity

DESCRIPTION	2013	2014	2015	2016	2017	2018	2019	2020	%
Permit Sales	2,421	2,350	2,407	2,974	5,474	8,856	8,630	6,831	-26.34%
Bag Meters	968	1,599	2,876	1,786	789	1,346	964	882	-9.30%
Dumpster Permits	58	55	98	311	61	252	239	72	-231.94%
Daily Visitor Passes - Counter	12,274	9,172	9,278	12,357	16,868	16,390	20,357	4,166	-388.65%
Corporate Codes	0	0	0	4,697	228	181	145	53	-173.58%
Smart Cards	3,393	1,679	477	139	77	21	0	2	100.00%
<b>Total Sales-Permits, Dumpster, &amp; Daily Passes</b>	<b>19,114</b>	<b>14,855</b>	<b>15,136</b>	<b>22,264</b>	<b>23497</b>	<b>27,046</b>	<b>30,335</b>	<b>12,006</b>	<b>-152.67%</b>
Prepays 160.25 (Month, Quarter & Annual) – Counter	2,166	2,361	2,397	2,822	1,598	785	711	41	-1634.15%
Prepays (Month, Quarter & Annual) – On-Line	4,238	2,440	1,849	545	2,270	4,263	4,695	1,804	-160.25%
<b>Total Prepays (New recurring billing 2017)</b>	<b>6,404</b>	<b>4,801</b>	<b>4,246</b>	<b>3,367</b>	<b>3,868</b>	<b>5,048</b>	<b>5,406</b>	<b>1,845</b>	<b>-193.01%</b>
Parkmobile Off Street	79,639	141,740	173,496	152,509	207,783	229,014	266,203	94,453	-181.84%
Parkmobile On Street	31,492	53,308	86,908	107,172	119,750	151,446	232,516	113,482	-104.89%
<b>Total Field - Parkmobile</b>	<b>111,131</b>	<b>195,048</b>	<b>260,404</b>	<b>259,681</b>	<b>327,533</b>	<b>380,460</b>	<b>498,719</b>	<b>207,935</b>	<b>-139.84%</b>
Credit Card – Off Street	118,097	107,723	124,470	125,972	196,262	191,022	183,220	67,906	-169.78%
Credit Card – On Street**					14,923	76,249	139,413	59,399	-134.71%
<b>Total Field - Credit Card Transactions</b>	<b>118,097</b>	<b>107,723</b>	<b>124,470</b>	<b>125,972</b>	<b>211,185</b>	<b>267,271</b>	<b>322,633</b>	<b>127,305</b>	<b>-153.43%</b>
Cash * - Off Street	N/A	N/A	162,757	137,757	129,099	105,577	74,377	22,553	-229.79%
Cash * - On Street					24,852	111,805	157,863	51,593	-205.98%
Cash – DeForest Only	78,575	60,893	52,878	48,668	41,704	35,774	35,292	12,401	-184.59%
<b>Total Field - Cash Transaction</b>	<b>114,677</b>	<b>60,893</b>	<b>215,635</b>	<b>184,425</b>	<b>195,655</b>	<b>253,156</b>	<b>267,532</b>	<b>86,550</b>	<b>-209.11%</b>
Total Field Transactions – off street	276,311	310,356	513,601	464,906	574,848	561,387	559,092	310,795	-79.89%
Total Field Transactions – on Street	31,492	53,308	86,908	107,172	159,525	339,500	529,792	224,474	-136.01%
<b>Total Field Transactions</b>	<b>307,803</b>	<b>362,219</b>	<b>600,509</b>	<b>572,078</b>	<b>734,473</b>	<b>900,887</b>	<b>1,088,884</b>	<b>535,269</b>	<b>-103.43%</b>
<b>Total Operations Transactions</b>						<b>932,981</b>	<b>1,124,625</b>	<b>770,910</b>	<b>-45.88%</b>

## 2021 Tactical Implementation

### SERVICE GOAL #1

#### **Continue to offer parking services and cover expenses with decreasing revenues resulting from the continuing health pandemic**

The Parking Services Agency is a self-funded municipal government utility and solely reliant upon parking revenues and permit fees. Revenues for 2020 were down 68% from 2019. Despite the drastic decrease in operating funds, Parking Services was able to continue to provide all services without interruption.

Throughout the continuing pandemic, the City of Summit supported downtown businesses by establishing curbside pickup spaces and new parklets for outdoor dining. In addition parking fees were waived from March 15 through July 15.

With approval from the State of New Jersey and the city governing body, the Parking Services utility was authorized to seek short-term financing to cover the \$1.1 million deficit it experienced in 2020. Repayment will start in year 2022 with an installment payment of \$170,000 per annum for five years. The loan combined with federal aid will allow Parking Services to remain self-liquidated and funded in 2021 without raising parking fees. As the COVID-19 vaccine becomes widely available and life begins to return to normal, Parking Services will work with businesses and organizations in the downtown to promote events that will encourage visitors to safely enjoy the many restaurants, services and stores in Summit.

### SERVICE GOAL #2

#### **Development of an alternative parking plan during the Broad Street Redevelopment Project**

In early 2021, preparations began for an interim parking and relocation plan for parking spots that will be unavailable for commuters in the Broad Street east lot during construction of the new fire headquarters and the Broad Street west redevelopment project. As the health pandemic continues, the number of people commuting in and out of Summit on a daily basis has dropped significantly. Decreased demand for parking will provide some relief during the construction projects. Nevertheless, parking alternatives will be needed, including the possible use of private parking locations, shuttle services, county-wide transportation assistance and continued expansion of the ridesharing program.

**SERVICE  
GOAL #3**

**Expand contactless payment options by promoting use of ParkMobile for parking transactions**

At the onset of the COVID-19 pandemic, contactless payment options became more desirable for people wanting to park in downtown Summit. While the city has offered a contactless payment option through ParkMobile since 2013, use of ParkMobile payments (currently 32% of all payments) continues to grow.

ParkMobile has announced new features to allow people to pay for parking by scanning a code or text without creating an account. Several new features for contactless payments will be implemented in Summit in 2021, including:

- The new **ParkMobile app** will allow for parking payment from a smartphone without downloading the app.
- **QR Code and text to park** will allow quick access to parking payment by scanning a QR Code or by texting "PARK" to 77223.
- **Guest Checkout** in the ParkMobile app will allow people to pay for parking without creating an account.
- **Pay for parking in the Google Pay app** without creating a ParkMobile account.

**SERVICE  
GOAL #4**

**Explore using gateless parking payment options for the Deforest parking lots**

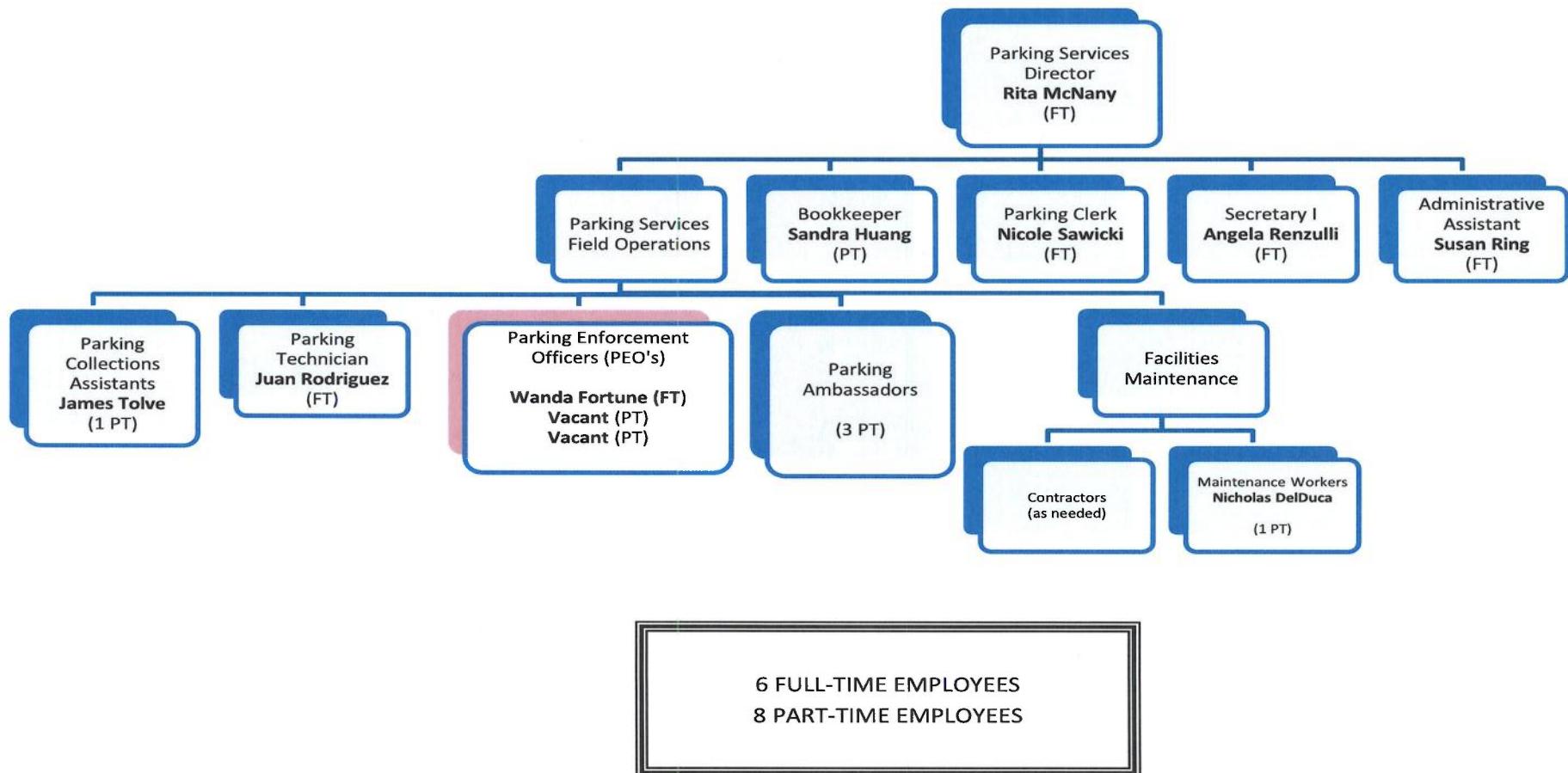
The current gated equipment in the Deforest lots has exceeded its lifespan and will need to be replaced. At a staggering cost estimated over \$500,000 and with the economic downturn, the city is exploring other payment options.

Parking Services will evaluate utilizing T-2 Digital Payment kiosks that are located throughout the downtown combined with the city's contactless payment platform ParkMobile. This option might offer a less expensive way to change the system. Another option would be to utilize a system like EZ Pass where drivers can pull in, park, and go with their credit being charged after the completed parking session.

The Summit Parking Advisory Committee and the Summit Technology Advisory Committee are working together to find the best parking solution for the Deforest lots and the best economical price.

## PARKING SERVICES AGENCY

2021



REVENUES	2020				2021		Adopted/Proposed Budget Variance	
	Amended		ACTUAL as of 12/31/2020	Amount Over/(Under)	Anticipated		\$	%
	Anticipated	Adopted						
<b>Lots &amp; Garages - Cash, CC &amp; Parkmobile</b>								
Garage - Broad Street	\$ 221,600	\$ 221,600	\$ 88,725	\$ (132,875)	\$ 88,725	\$ 88,725	\$ (132,875)	-59.96%
Valet 100 Non-Resident Cars-Broad ST. Garage 4 mos.	77,560	77,560	0	0	0	0	(77,560)	100.00%
Garage - Tier Upper Level	144,040	144,040	87,799	(56,241)	110,558	110,558	(33,482)	-23.24%
Garage - Tier Ground Level	66,480	66,480	33,137	(33,343)	34,512	34,512	(31,968)	-48.09%
Parking Lots (excludes DeForest Lots)	188,360	188,360	88,633	(99,727)	78,682	78,682	(109,678)	-58.23%
DeForest Lots	310,240	310,240	159,334	(150,906)	232,496	232,496	(77,744)	-25.06%
Bank Street Lot	44,320	44,320	20,401	(23,919)	28,636	28,636	(15,684)	-35.39%
Library Lot	55,400	55,400	17,115	(38,285)	7,719	7,719	(47,681)	-35.39%
<b>Total Lots &amp; Garages</b>	<b>\$ 1,108,000</b>	<b>\$ 1,108,000</b>	<b>\$ 495,144</b>	<b>\$ (535,296)</b>	<b>\$ 580,242</b>	<b>\$ 580,242</b>	<b>\$ (526,672)</b>	<b>-47.53%</b>
<b>On-Street Meters</b>								
Cash Only	\$ 43,255	\$ 43,255	\$ 78,523	\$ 35,268	\$ 80,000	80,000	\$ 36,745	84.95%
Kiosks	216,276	216,276	73,775	(142,501)	70,544	70,544	(145,732)	-67.38%
Parkmobile	173,020	173,020	113,938	(59,082)	150,545	150,545	(22,475)	-12.99%
<b>Total On-Street Meters</b>	<b>\$ 432,551</b>	<b>\$ 432,551</b>	<b>\$ 266,236</b>	<b>\$ (166,315)</b>	<b>\$ 301,089</b>	<b>\$ 301,089</b>	<b>\$ (131,462)</b>	<b>-30.39%</b>
<b>Smart Card Sales</b>								
Initial Sales - Counter	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
Recharge Sales - Counter	0	0	0	0	0	0	0	0.00%
<b>Total Smart Card Sales</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>0.00%</b>
<b>Bar-Code Permit Sales</b>								
Resident	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
Resident Renewal	25,629	25,629	46,525	20,896	25,000	25,000	(629)	-2.45%
Resident - Seniors	4,420	4,420	6,640	2,220	4,400	4,400	(20)	-0.45%
Employee Renewal	6,760	6,760	7,695	935	6,700	6,700	(60)	-0.89%
Employee - Seniors	260	260	350	90	260	260	0	0.00%
<b>Total Bar-Code Permit Sales</b>	<b>\$ 37,069</b>	<b>\$ 37,069</b>	<b>\$ 61,210</b>	<b>\$ 24,141</b>	<b>\$ 36,360</b>	<b>\$ 36,360</b>	<b>\$ (709)</b>	<b>-1.91%</b>

# PARKING SERVICES UTILITY

## REVENUES

REVENUES	2020					2021		Adopted/Proposed Budget Variance		
	Amended		ACTUAL as of 12/31/2020	Amount		Anticipated			\$	%
	Anticipated	Adopted		Over/(Under)						
<b>Pre-Paid Parking</b>										
Resident - Monthly and Daily	\$ 58,620	\$ 58,620	\$ 30,094	\$ (28,526)		\$ 3,840	\$ (54,780)	-93.45%		
Resident - Quarterly	35,172	35,172	17,261	(17,911)		6,384	(28,788)	-81.85%		
Resident - Annual	52,758	52,758	38,572	(14,186)		7,776	(44,982)	-85.26%		
Resident - Overnight	0	0	26,171	26,171		36,748	36,748	100.00%		
Resident - Pre-paid Prior Year for Current Year	0	0	0	0		0	0	0.00%		
Resident - Pre-paid Current Year for Next Year	0	0	0	0		0	0	0.00%		
<i>Less: Pre-paid Current Year for Next Year</i>	0	0	0	0		0	0	0.00%		
<b>Resident Pre-Paid Sub-Total</b>	<b>\$ 146,550</b>	<b>\$ 146,550</b>	<b>\$ 112,098</b>	<b>\$ (34,452)</b>		<b>\$ 54,748</b>	<b>\$ (91,802)</b>	<b>-62.64%</b>		
Corporate Codes - Employer Paid Parking	\$ 9,181	\$ 9,181	\$ 4,500	\$ (4,681)		\$ 9,000	\$ (181)	-1.97%		
Employee - Monthly and Daily	128,532	128,532	73,292	(55,240)		2,652	(125,880)	-97.94%		
Employee - Quarterly	104,050	104,050	43,225	(60,825)		27,360	(76,690)	-73.70%		
Employee - Annual	64,266	64,266	45,066	(19,200)		28,512	(35,754)	-55.63%		
Employee - Pre-paid Prior Year for Current Year	0	0	0	0		0	0	0.00%		
Employee - Pre-paid Current Year for Next Year	0	0	0	0		0	0	0.00%		
<i>Less: Pre-paid Current Year for Next Year</i>	0	0	0	0		0	0	0.00%		
<b>Employee Pre-Paid Sub-Total</b>	<b>\$ 306,029</b>	<b>\$ 306,029</b>	<b>\$ 166,083</b>	<b>\$ (139,946)</b>		<b>\$ 67,524</b>	<b>\$ (238,505)</b>	<b>-77.94%</b>		
<b>Refunds</b>										
<b>Total Pre-Paid Parking</b>	<b>\$ 452,579</b>	<b>\$ 452,579</b>	<b>\$ 266,976</b>	<b>\$ (174,398)</b>		<b>\$ 117,122</b>	<b>\$ (335,457)</b>	<b>-74.12%</b>		
<b>Daily Visitor Passes</b>										
Bulk (Pack of 10 - \$50.00)	\$ 7,150	\$ 7,150	\$ 7,300	\$ 150		\$ 7,000	\$ (150)	-2.10%		
Single (One Time - Atlantic Health)	26,341	26,341	12,120	(14,221)		0	(26,341)	-100.00%		
Single (1 for \$6.00)	264	264	0	(264)		0	(264)	-100.00%		
<b>Total Daily Visitor Passes</b>	<b>\$ 33,755</b>	<b>\$ 33,755</b>	<b>\$ 19,420</b>	<b>\$ (14,335)</b>		<b>\$ 7,000</b>	<b>\$ (26,755)</b>	<b>-79.26%</b>		
<b>Non-Resident Lot</b>										
Broad Street East Lot	\$ 315,383	\$ 315,383	\$ 90,638	\$ (224,745)		\$ 13,680	\$ (301,703)	-95.66%		
<b>Total Non-Resident Parking</b>	<b>\$ 315,383</b>	<b>\$ 315,383</b>	<b>\$ 90,638</b>	<b>\$ (224,745)</b>		<b>\$ 13,680</b>	<b>\$ (301,703)</b>	<b>-95.66%</b>		
<b>Overnight Parking</b>										
Quarterly	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0	\$ 0	901.00%		
Pre-paid Prior Year for Current Year	0	0	0	0		0	0	0.00%		
Pre-paid Current Year for Next Year	0	0	0	0		0	0	0.00%		
<i>Less: Pre-paid Current Year for Next Year</i>	0	0	0	0		0	0	0.00%		
<b>Total Overnight Parking</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>		<b>\$ 0</b>	<b>\$ 0</b>	<b>0.37%</b>		

# PARKING SERVICES UTILITY

## REVENUES

REVENUES	2020				2021		Adopted/Proposed Budget Variance	
	Amended		ACTUAL as of 12/31/2020	Amount Over/(Under)	Anticipated		\$	%
	Anticipated	Adopted						
<b>Other Revenues</b>								
Dumpster Permit/Bagged Meters	\$ 15,190	\$ 15,190	\$ 17,600	\$ 2,410	\$ 15,502	\$ 312	2.05%	
Bid Specs	0	0	450	450	0	0	0.00%	
Bagged Meters - Developer Agreement	10,100	10,100	20,000	9,900	0	0	0.00%	
Misc-ChargePoint, etc.	0	0	256	256	250	0	0.00%	
Leased Spaces	30,289	30,289	43,700	13,411	57,600	27,311	90.17%	
<b>Total Other Revenues</b>	<b>\$ 55,579</b>	<b>\$ 55,579</b>	<b>\$ 82,006</b>	<b>\$ 26,427</b>	<b>\$ 73,352</b>	<b>\$ 27,623</b>	<b>49.70%</b>	
<b>Park &amp; Ride (DOT Rt. 24 Lot)</b>								
Cash Receipts	\$ 56	\$ 56	\$ 42	\$ (14)	\$ 0	\$ (56)	-100.00%	
Credit Card Usage and Daily CC	980	980	714	(266)	0	(980)	-100.00%	
Parkmobile	9,009	9,009	7,656	(1,353)	0	(9,009)	-100.00%	
Permit Monthly, Quarterly or Annually	5,880	5,880	6,612	732	0	(5,880)	-100.00%	
Pre-paid Prior Year for Current Year	56	56	0	(56)	0	(56)	-100.00%	
Pre-paid Current Year for Next Year	0	0	0	0	0	0	0.00%	
<i>Less: Pre-paid Current Year for Next Year</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0.00%</i>	
<b>Total NJDOT Park &amp; Ride</b>	<b>\$ 15,981</b>	<b>\$ 15,981</b>	<b>\$ 15,024</b>	<b>\$ (957)</b>	<b>\$ 0</b>	<b>\$ (15,981)</b>	<b>-100.00%</b>	
<b>Park &amp; Rail (NJ Transit Lot)</b>								
Cash Receipts	\$ 924	\$ 924	\$ 1,200	\$ 276	\$ 1,000	\$ 76	8.23%	
Smart Card Usage	0	0	28,140	28,140	0	(0)	100.00%	
Parkmobile	26,980	26,980	14,540	(12,440)	5,615	(21,365)	-79.19%	
Credit Card Usage & CC Daily	15,642	15,642	43,880	28,238	59,535	43,893	280.61%	
<b>Total NJT Park &amp; Rail</b>	<b>\$ 43,546</b>	<b>\$ 43,546</b>	<b>\$ 87,760</b>	<b>\$ 44,214</b>	<b>\$ 66,150</b>	<b>\$ 22,604</b>	<b>51.91%</b>	
<b>Parking Services Revenues Subtotal</b>	<b>\$ 2,494,443</b>	<b>\$ 2,494,443</b>	<b>\$ 1,384,414</b>	<b>\$ (1,021,264)</b>	<b>\$ 1,249,743</b>	<b>\$ (1,244,700)</b>	<b>-49.90%</b>	

## PARKING SERVICES UTILITY

## REVENUES

REVENUES	2020				2021		Adopted/Proposed Budget Variance	
	Amended		ACTUAL as of 12/31/2020	Amount Over/(Under)	Anticipated		\$	%
	Anticipated	Adopted						
<b>Other Anticipated Revenues</b>								
Anticipated from Capital Surplus for Capital Outlay	\$ 15,000	\$ 15,000	\$ 15,000	\$ 0	\$ 0	\$ 0	\$ (15,000)	100.00%
Anticipated from Operating Surplus	923,498	923,498	923,498	0	928,859	928,859	5,361	0.58%
Miscellaneous Revenue	0	0	0	0	0	0	0	0.00%
Budget Appropriation Vehicles and Other Improvements	0	0	0	0	0	0	0	0.00%
Snow Reserve	0	0	0	0	40,000	40,000	40,000	100.00%
<b>Total Miscellaneous Revenues</b>	<b>\$ 938,498</b>	<b>\$ 938,498</b>	<b>\$ 938,498</b>	<b>\$ 0</b>	<b>\$ 968,859</b>	<b>\$ 968,859</b>	<b>\$ (9,639)</b>	<b>-1.03%</b>
<b>TOTAL PARKING SERVICE UTILITY REVENUES</b>	<b>\$ 3,432,941</b>	<b>\$ 3,432,941</b>	<b>\$ 2,322,912</b>	<b>\$ (1,021,264)</b>	<b>\$ 2,218,602</b>	<b>\$ 2,218,602</b>	<b>\$ (1,214,339)</b>	<b>-35.37%</b>

		2020				2021		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b>55-501-000 Salaries and Wages</b>									
101	Full-Time	\$ 400,924	\$ 400,924	\$ 389,784	\$ 11,140	\$ 434,208	\$ 434,208	\$ 33,284	8.30%
102	Part-Time	225,000	225,000	184,983	40,017	140,131	140,131	(84,869)	-37.72%
103	Overtime	5,000	5,000	2,339	2,661	5,000	5,000	0	0.00%
132	Parking Ambassadors/Temps	80,000	80,000	59,256	20,744	54,288	54,288	(25,712)	-32.14%
	Temporary Office Support Staff	0	0	0	0	10,000	10,000	10,000	100.00%
	<b>Total Salary &amp; Wages</b>	<b>\$ 710,924</b>	<b>\$ 710,924</b>	<b>\$ 636,363</b>	<b>\$ 74,561</b>	<b>\$ 643,627</b>	<b>\$ 643,627</b>	<b>\$ (77,297)</b>	<b>-10.87%</b>
<b>55-502-001 Other Expenses</b>									
201	Supplies & Materials	\$ 27,500	\$ 27,500	\$ 24,100	\$ 3,400	\$ 18,500	\$ 18,500	\$ (9,000)	-32.73%
204	Deforest Lots	69,000	69,000	63,894	5,106	64,000	64,000	(5,000)	-7.25%
205-215	Credit Card Charges	248,338	248,338	147,535	100,803	161,000	161,000	(87,338)	-35.17%
310	Electronic Costs	386,780	386,780	285,006	101,774	243,600	243,600	(143,180)	-37.02%
402	Building Maintenance	35,798	35,798	19,705	16,093	20,000	20,000	(15,798)	-44.13%
403	Equipment Maintenance	101,000	101,000	100,593	407	99,000	99,000	(2,000)	-1.98%
405	Vehicle Maintenance	6,000	6,000	3,245	2,755	4,500	4,500	(1,500)	-25.00%
417	Snow Removal	75,000	75,000	35,000	40,000	40,000	40,000	(35,000)	-46.67%
501	Legal Services	1,000	1,000	0	1,000	1,000	1,000	0	0.00%
504	Audit services	7,000	7,000	7,000	0	7,000	7,000	0	0.00%
505	Non-Resident Valet	67,478	67,478	48,743	18,736	0	0	(67,478)	-100.00%
507	NJT Park & Rail Lots - Rents	35,000	35,000	34,500	500	45,000	45,000	10,000	28.57%
509	Parking Share of Other Services	250,000	250,000	250,000	0	50,000	50,000	0	0.00%
510	Parking Share of Pensions	60,000	60,000	60,000	0	60,000	60,000	0	0.00%
700	Equipment	8,000	8,000	1,752	6,248	5,500	5,500	(2,500)	-31.25%
801	Clothing (Uniforms)	6,000	6,000	200	5,800	3,000	3,000	(3,000)	-50.00%
804	Training & Seminars	3,000	3,000	2,289	711	3,000	3,000	0	0.00%
806	Memberships	1,500	1,500	1,290	210	1,500	1,500	0	0.00%
900	Miscellaneous Accounts	0	0	0	0	0	0	0	0.00%
942	Parking Lot Maintenance	5,000	5,000	1,427	3,573	3,500	3,500	(1,500)	-30.00%
943	Maintenance - NJ Transit & NJDOT Lots	0	0	0	0	0	0	0	0.00%
946	Reserved for Salary Adjustments	8,000	8,000	0	8,000	15,315	15,315	7,315	91.44%
	<b>Total Other Expenses</b>	<b>\$ 1,401,394</b>	<b>\$ 1,401,394</b>	<b>\$ 1,086,277</b>	<b>\$ 315,117</b>	<b>\$ 845,415</b>	<b>\$ 845,415</b>	<b>\$ (355,979)</b>	<b>-25.40%</b>
	<b>Parking Appropriations Subtotal</b>	<b>\$ 2,112,318</b>	<b>\$ 2,112,318</b>	<b>\$ 1,722,640</b>	<b>\$ 389,678</b>	<b>\$ 1,489,042</b>	<b>\$ 1,489,042</b>	<b>\$ (433,276)</b>	<b>-20.51%</b>

	2020		2021		Adopted/Proposed Budget Variance		
	Adopted Budget	Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$ %
<b><u>Capital Improvement Fund</u></b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0 0.00%
<b><u>Aquisition of Vehicles and Other Capital Outlay</u></b>	\$ 15,000	\$ 15,000	\$ 12,600	\$ 2,400	\$ 0	\$ 0	\$ (15,000) -100.00%
<b><u>Deferred Charges</u></b>	\$ 10,000	\$ 10,000	\$ 10,000	\$ 0	\$ 7,600	\$ 7,600	\$ (2,400) -24.00%
<b><u>Insurance</u></b>	\$ 135,000	\$ 135,000	\$ 135,000	\$ 0	\$ 135,000	\$ 135,000	\$ 0 0.00%
<b><u>Debt Service</u></b>							
Bond Principal	\$ 360,000	\$ 360,000	\$ 360,000	\$ 0	\$ 365,000	\$ 365,000	\$ 5,000 1.39%
Bond Anticipation Notes Principal	0	0	0	0	0	0	0 0.00%
Interest on Bonds	124,123	124,123	124,123	0	117,060	117,060	(7,062) -5.69%
Interest on Bond Anticipation Notes	0	0	0	0	2,400	2,400	2,400 0.00%
Debt Service Broad Street Garage	0	0	0	0	0	0	0 0.00%
Reserve for Debt Service	0	0	0	0	0	0	0 0.00%
<b>Total Other Expenses</b>	<b>\$ 484,123</b>	<b>\$ 484,123</b>	<b>\$ 484,123</b>	<b>\$ 0</b>	<b>\$ 484,460</b>	<b>\$ 484,460</b>	<b>\$ 337 0.07%</b>
<b><u>Statutory Expenditures</u></b>							
Social Security & Medicare	\$ 63,000	\$ 63,000	\$ 63,000	\$ 0	\$ 63,000	\$ 63,000	\$ 0 0.00%
	<b>\$ 63,000</b>	<b>\$ 63,000</b>	<b>\$ 63,000</b>	<b>\$ 0</b>	<b>\$ 63,000</b>	<b>\$ 63,000</b>	<b>\$ 0 0.00%</b>
<b><u>Utilities</u></b>							
Electricity	\$ 45,000	\$ 45,000	\$ 25,936	\$ 19,064	\$ 30,000	\$ 30,000	(15,000) -33.33%
Mobile Phones & Data Lines	10,000	10,000	7,932	2,068	6,000	6,000	(4,000) -40.00%
Telephone (Garages)	2,000	2,000	0	2,000	1,000	1,000	(1,000) -50.00%
Water	500	500	500	0	500	500	0 0.00%
<b>Total Other Expenses</b>	<b>\$ 57,500</b>	<b>\$ 57,500</b>	<b>\$ 34,368</b>	<b>\$ 23,132</b>	<b>\$ 37,500</b>	<b>\$ 37,500</b>	<b>\$ (20,000) -34.78%</b>
<b><u>Sales Tax</u></b>							
NJ Sales Tax for NJ Transit Lot	\$ 6,000	\$ 6,000	\$ 15,946	\$ 0	\$ 2,000	\$ 2,000	\$ (4,000) -66.667%
<b>Total Other Expenses</b>	<b>\$ 6,000</b>	<b>\$ 6,000</b>	<b>\$ 15,946</b>	<b>\$ 0</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ (4,000) -66.67%</b>
<b><u>Contribution to Current Fund</u></b>	<b>\$ 550,000</b>	<b>\$ 550,000</b>	<b>\$ 550,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ (550,000) -100.00%</b>
<b>Overall Parking Utility Totals</b>	<b>\$ 3,432,941</b>	<b>\$ 3,432,941</b>	<b>\$ 3,027,676</b>	<b>\$ 415,210</b>	<b>\$ 2,218,602</b>	<b>\$ 2,218,602</b>	<b>\$ (1,024,338) -29.84%</b>

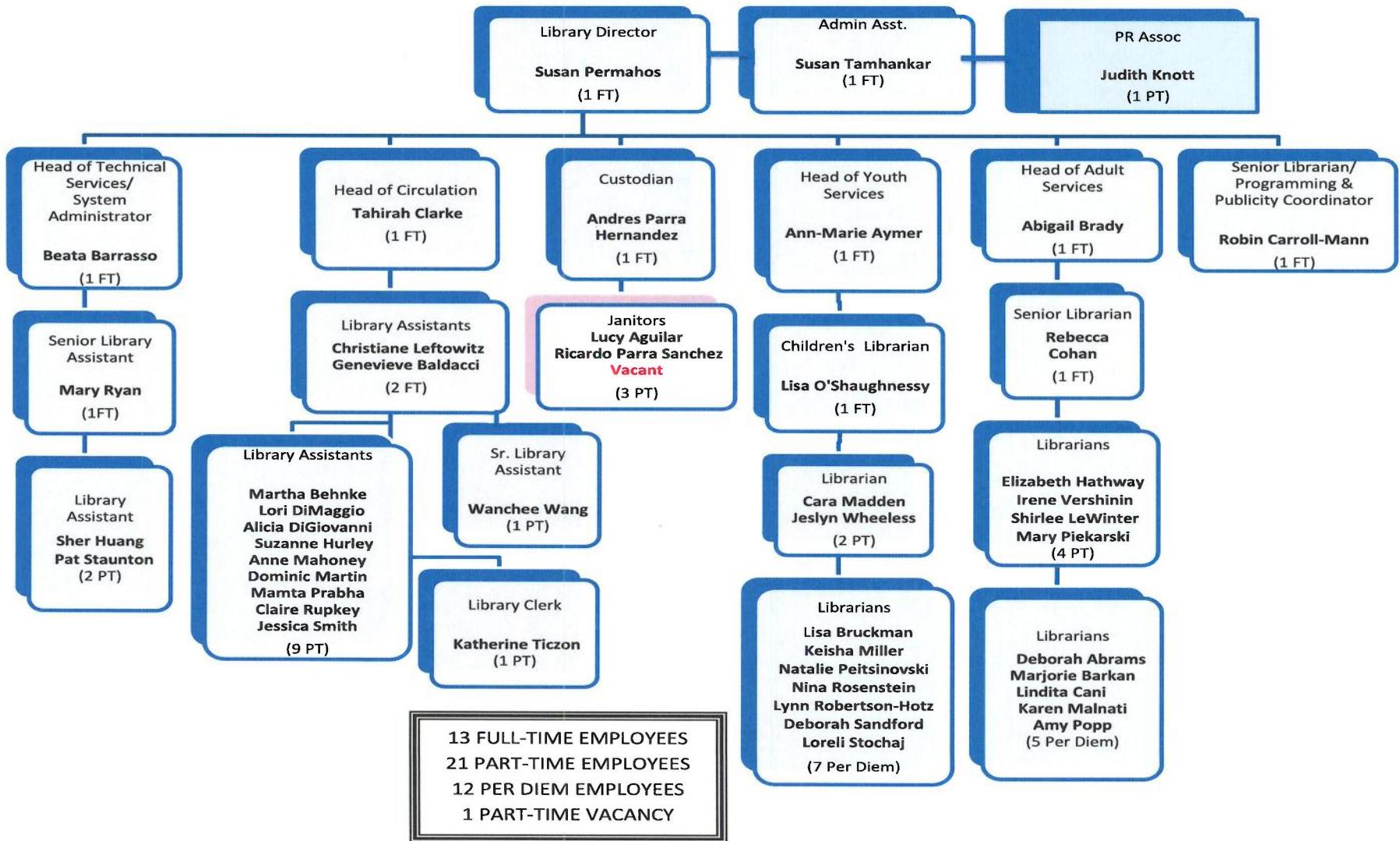
## PARKING SERVICES UTILITY

## EMPLOYEE SALARY & WAGES

	Status	Title	2020		2021			2021	
			Base + Longevity		Base	Grade	Step	Longevity	Total
Fortune, Wanda	Full-Time	Parking Enforcement Officer	\$ 61,621		\$ 61,621	5	19	\$ 0	\$ 61,621
McNany, Rita	Full-Time	Parking Services Manager	113,181		108,946	17	8	8,716	117,662
Renzulli, Angela	Full-Time	Secretary I	32,760		38,270	4	1-3	0	38,270
Ring, Susan	Full-Time	Administrative Assistant	70,140		71,543	8	19	0	71,543
Rodriguez, Juan	Full-Time	Parking Technician	77,154		71,543	8	19	7,154	78,697
Sawicki, Nicole	Full-Time	Parking Services Clerk	65,113		66,415	7	18	0	66,415
Huang, Sandra	Part-Time	Bookkeeper	28,006		30,007	4	14	0	30,007
DelDuca, Nicholas	PT-Hrly	Maintenance Worker	23,005		34,940			0	34,940
Tolve, James	PT-Hrly	Parking Collections Assistant	20,587		20,896			0	20,896
Resignation	PT-Hrly	Maintenance Worker	23,191		0			0	0
Vacancy	Part-Time	Parking Enforcement Officer	0		0			0	0
Vacancy	Part-Time	Parking Enforcement Officer	27,687		27,144			0	27,144
Vacancy	Part-Time	Parking Enforcement Officer	28,240		27,144			0	27,144
Vacancy	Temporary	Ambassador	18,096		18,096			0	18,096
Vacancy	Temporary	Ambassador	18,096		18,096			0	18,096
Piana, Mary Rose	Temporary	Ambassador	18,096		18,096			0	18,096
Permit Renewals-Temp Supp Staff	Temporary	Office Support Staff	0		10,000			0	10,000
<b>Salaries &amp; Wages Total</b>			<b>\$ 624,973</b>		<b>\$ 622,757</b>			<b>\$ 15,870</b>	<b>\$ 638,627</b>

# LIBRARY

## SUMMIT FREE PUBLIC LIBRARY



		2020			2021		Adopted/Proposed Budget Variance	
		Final Budget	Paid or Charged as of 12/31/2020	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<b><u>Salaries and Wages</u></b>								
101	Full-Time	\$ 1,143,610	\$ 1,143,610	\$ 0	\$ 1,080,376	\$ 1,080,376	\$ (63,234)	-5.53%
102	Part-Time	330,217	330,217	0	398,824	398,824	68,607	20.78%
104	Per Diem	32,137	32,137	0	30,000	30,000	(2,137)	100.00%
105	Sundays	40,162	40,162	0	45,400	45,400	5,238	100.00%
106	Sick Leave	10,000	10,000	0	15,150	15,150	5,150	100.00%
	<b>Total Salary &amp; Wages</b>	<b>\$ 1,556,126</b>	<b>\$ 1,556,126</b>	<b>\$ 0</b>	<b>\$ 1,569,750</b>	<b>\$ 1,569,750</b>	<b>\$ 13,624</b>	<b>0.88%</b>
<b><u>Other Expenses</u></b>								
217	Books	\$ 110,695	\$ 91,732	\$ 18,963	\$ 115,249	\$ 115,249	\$ 4,554	4.11%
218	Periodicals	14,500	13,143	1,357	14,500	14,500	0	0.00%
219	Audio Visual	50,310	48,022	2,288	55,000	55,000	4,690	9.32%
220	Other Materials	300	0	300	500	500	200	66.67%
221	Machine Readable	54,560	54,314	246	72,000	72,000	17,440	31.96%
222	Other Operating Expenses	32,810	22,165	10,645	35,000	35,000	2,190	6.67%
223	Library of Things	0	30	(30)	1,500	1,500	1,500	100.00%
225	Delivery	1,200	382	818	1,000	1,000	(200)	-16.67%
227	Programming	6,902	6,788	114	0	0	(6,902)	-100.00%
415	Plant Operation & Maintenance	86,000	82,067	3,933	88,000	88,000	2,000	2.33%
517	Computer Costs	49,000	42,632	6,368	38,000	38,000	(11,000)	-22.45%
812	Fringe Benefits - SS/Medicare	119,044	108,169	10,875	120,086	120,086	1,042	0.88%
813	Fringe Benefits - Pension	173,399	173,000	399	165,000	165,000	(8,399)	-4.84%
814	Fringe Benefits - Health/Dental	170,000	0	170,000	160,000	160,000	(10,000)	-5.88%
815	Building Insurance	42,000	0	42,000	42,000	42,000	0	0.00%
816	DCRP/Group Life/Disability	4,400	0	4,400	7,000	7,000	2,600	59.09%
817	Library Other Municipal Expenses	3,500	0	3,500	3,500	3,500	0	0.00%
818	Accident Insurance	3,000	0	3,000	3,000	3,000	0	0.00%
899	Miscellaneous	2,000	1,998	2	1,000	1,000	(1,000)	-50.00%
	<b>Total Other Expenses</b>	<b>\$ 923,620</b>	<b>\$ 644,443</b>	<b>\$ 279,177</b>	<b>\$ 922,335</b>	<b>\$ 922,335</b>	<b>\$ (1,285)</b>	<b>-0.14%</b>
	<b>Library Total Appropriations</b>	<b>\$ 2,479,746</b>	<b>\$ 2,200,569</b>	<b>\$ 279,177</b>	<b>\$ 2,492,085</b>	<b>\$ 2,492,085</b>	<b>\$ 12,339</b>	<b>0.50%</b>

Status	Title	2020		2021	
		Base + Longevity		Base + Longevity	
Aymer, Ann Marie	Full-Time	Head of Youth Services	\$ 103,242	\$ 104,791	
Baldacci, Genevieve	Full-Time	Circulation Assistant	0	48,459	*
Brady, Abigail	Full-Time	Head of Adult Services	103,242	104,791	
Carroll-Mann, Robin	Full-Time	Sr. Librarian / Programming Publicity Coordinator	89,115	90,337	**
Clarke, Tahirah	Full-Time	Library Assistant	61,925	63,926	
Cohan, Rebecca	Full-Time	Senior Librarian	81,491	82,713	
Vacant	Full-Time	Young Adult Librarian	58,472	0	
Lefkowitz, Christine Reignier	Full-Time	Library Assistant	56,842	57,695	
O'Shaughnessy, Lisa	Full-Time	Librarian	0	64,219	
Paczek-Barrasso, Beata	Full-Time	Head of Technical Services / System Administrator	96,659	100,598	
Parra-Hernandez, Andres	Full-Time	Janitor	60,191	63,791	
Permahos, Susan	Full-Time	Library Director	148,226	151,955	
Ryan, Mary	Full-Time	Senior Library Assistant	73,031	74,127	
Tamhankar, Susan	Full-Time	Administrative Assistant	71,896	72,974	
Retirement	Full-Time	Library Assistant	56,842	0	
Retirement	Full-Time	Head of Circulation	82,435	0	
<i>Salaries &amp; Wages Total</i>		\$ 1,143,609		\$ 1,080,376	

\*G. Baldacci PT to FT 7/1/20

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

# CAPITAL



# 2021 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 2021 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 \$6.77 million. However, after careful re-assessment of all capital requests, the recommended 2021 capital budget plan, which includes city, sewer utility and parking services utility projects, amounts to \$5.49 million.

## CAPITAL PROJECT ASSESSMENT

The proposed 2021 capital improvement plan includes projects that were evaluated using various 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)

## 2021 CAPITAL PROJECTS SUMMARY

Functional Area	Total Capital Request	Brief Description
<b>Public Safety</b>		
<i>Fire Department</i>	\$ 265,000	<ul style="list-style-type: none"> <li>▪ Firefighter turnout gear replacement.</li> <li>▪ Incident command vehicle replacement.</li> <li>▪ Small and rescue equipment replacement.</li> <li>▪ Fire hose replacement.</li> <li>▪ Tablets for frontline vehicles.</li> </ul>
<i>Police Department</i>	\$ 157,000	<ul style="list-style-type: none"> <li>• Police network server replacement.</li> <li>• Vehicle replacement.</li> <li>• Variable message board.</li> </ul>
<i>MVEC Joint Dispatch</i>	\$ 200,000	<ul style="list-style-type: none"> <li>• Call taking/dispatch workstations &amp; computer equipment.</li> </ul>
<b>Administration/ Clerk/Finance</b>	\$ 0	
<b>Community Programs</b>	\$ 585,000	<ul style="list-style-type: none"> <li>▪ Community Center grading.</li> <li>▪ Paddle tennis courts repairs.</li> <li>▪ Citywide playground master plan and equipment upgrades.</li> <li>▪ Park furnishings.</li> <li>▪ Showmobile replacement.</li> </ul>

Functional Area	Total Capital Request	Brief Description
Community Services	\$ 2,776,000	<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 Kubota sidewalk snow tractor with plow and blower; replace compost/topsoil/sweepings screener; replace paint trailer and paint machine; and replace manlifts for City Hall and DCP.</li> <li><u>Buildings</u>: City Hall electrical and HVAC upgrades; Chatham Road, Transfer Station and City Hall building maintenance projects; DPW 41 Chatham Road facility renovation; Transfer Station compactor and siding/shell replacement and remediation; and Transfer Station packer and compactor upgrades.</li> </ul>
Technology	\$ 15,000	<ul style="list-style-type: none"> <li>DPW 2-way radio update and conversion.</li> </ul>
Parking Services Agency	\$ 0	
Sewer Utility	\$ 710,000	<ul style="list-style-type: none"> <li><u>Infrastructure</u>: GIS mapping/updates; 41 Chatham Road sewer jet garage extension; and 2-way radio update and conversion.</li> <li><u>Equipment</u>: 5CY dump with plow replacement.</li> <li><u>Pump Stations</u>: Work projects at Constantine, Glen Avenue and River Road pump stations.</li> <li><u>JMEC Capital Contribution</u>: Three-year capital plan contribution.</li> </ul>

2021 Capital Budget	Approved	Requested	Future Years						2021-2026 Total
	2020	2021	2022	2023	2024	2025	2026	Prospective Projects	
<u>PROJECT SUMMARY</u>									

**Fire Department**Equipment

Special Operations/ Rescue Replacement  
 SCBA Breathing Air Packs Replacement  
 Firefighter Turnout Gear  
 Rescue One Replacement  
 Engine 4 Replacement  
 Special Services Vehicle Replacement  
 Incident Command Vehicle Replacement  
 Small Equipment Replacement Program  
 Fire Hose Replacement  
 Rescue Equipment Replacement  
 Fire Prevention Vehicle Replacement  
 Tablets for Frontline Vehicles

\$ 0	\$ 0	\$ 0	\$ 650,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 650,000
				50,000					50,000
16,500	30,000	18,000	15,000	18,000	18,000	18,000	18,000		117,000
					700,000				700,000
		800,000							800,000
			80,000						80,000
				80,000					80,000
					15,000		15,000		15,000
									94,000
									40,000
									60,000
									55,000
<b>Fire Equipment Subtotal</b>	<b>\$ 139,500</b>	<b>\$ 265,000</b>	<b>\$ 892,000</b>	<b>\$ 753,000</b>	<b>\$ 83,000</b>	<b>\$ 718,000</b>	<b>\$ 33,000</b>	<b>\$ 0</b>	<b>\$ 2,744,000</b>

Fire Headquarters

New Fire Headquarters  
**Fire Headquarters Subtotal**

\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

**FIRE DEPARTMENT TOTAL**

<b>\$ 139,500</b>	<b>\$ 265,000</b>	<b>\$ 892,000</b>	<b>\$ 753,000</b>	<b>\$ 83,000</b>	<b>\$ 718,000</b>	<b>\$ 33,000</b>	<b>\$ 0</b>	<b>\$ 2,744,000</b>
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**Police Department**

Fixed License Plate Reader system  
 Police Network Server Replacement  
 Vehicle Replacement  
 Variable Message Board

**POLICE DEPARTMENT TOTAL**

\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
		30,000							30,000
		110,000	110,000	110,000	110,000	110,000	110,000		660,000
		17,000							17,000
<b>\$ 0</b>	<b>\$ 157,000</b>	<b>\$ 110,000</b>	<b>\$ 0</b>	<b>\$ 707,000</b>					

**MVEC Dispatch Center**

Call Taking/Dispatch Workstations & Computer Equipment  
**MVEC DISPATCH CENTER TOTAL**

\$ 0	\$ 200,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 200,000
\$ 0	\$ 200,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 200,000

2021 Capital Budget	Approved	Requested	Future Years						Prospective Projects	2021-2026 Total
	2020	2021	2022	2023	2024	2025	2026			
<u>PROJECT SUMMARY</u>										
<b>Library</b>										
Computer Hardware	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>Library Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Administration/Clerk/Finance</b>										
Reduction of Storage/Shelving/Lighting incl. Basement Repairs	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Citywide Property Revaluation									1,000,000	0
<b>ADMINISTRATION/CLERK/FINANCE TOTAL</b>	<b>\$ 0</b>	<b>\$ 0</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>\$ 0</b>
<b>Department of Community Programs</b>										
<b>Facility Repair/Maintenance</b>										
Municipal Golf Course ADA/Parking Lot	\$ 0	\$ 0	\$ 50,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 50,000
Community Center Grading		125,000								125,000
Community Center New Playground/Basketball Court				700,000						700,000
Paddle Tennis Courts Repairs		75,000								75,000
Security Cameras										0
Upper Tatlock Lights			276,250							276,250
Upper Tatlock Playground					500,000					500,000
Anderson Field House Improvements										0
Family Aquatic Center Improvements		250,000		500,000		320,000				820,000
Citywide Playground Master Plan & Equipment Upgrades			200,000							200,000
Tatlock Park Improvements		270,000							2,019,350	0
Tatlock Park Lighting Study		50,000								0
Tatlock Basketball Court		50,000								0
Investor Bank Stadium Upgrades			490,000	253,000						743,000
Memorial Playground Equipment				500,000						500,000
Memorial Basketball		75,000								0
<b>Subtotal Community Programs Facility Repair/Maintenance</b>	<b>\$ 695,000</b>	<b>\$ 400,000</b>	<b>\$ 1,316,250</b>	<b>\$ 1,453,000</b>	<b>\$ 820,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 2,019,350</b>	<b>\$ 3,989,250</b>	
<b>Community Programs Vehicles &amp; Equipment</b>										
Park Furnishing	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 0	\$ 60,000
Showmobile Replacement		175,000								175,000
<b>Subtotal Community Programs Vehicles &amp; Equipment</b>	<b>\$ 10,000</b>	<b>\$ 185,000</b>	<b>\$ 10,000</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>\$ 235,000</b>
<b>DEPARTMENT OF COMMUNITY PROGRAMS TOTAL</b>	<b>\$ 705,000</b>	<b>\$ 585,000</b>	<b>\$ 1,326,250</b>	<b>\$ 1,463,000</b>	<b>\$ 830,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 2,019,350</b>	<b>\$ 4,224,250</b>	

2021 Capital Budget	Approved	Requested	Future Years						Prospective Projects	2021-2026 Total
	2020	2021	2022	2023	2024	2025	2026			
PROJECT SUMMARY										

Department of Community ServicesInfrastructure

Annual Road Program	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Arden, Brantwood & Woodfern				\$ 475,000						\$ 475,000
Beacon Road	200,000									0
Beckman Terrace (Paved Portion)								125,000		125,000
Blair, Cromwell, Dorsett & Nassau								300,000		300,000
Brainerd, Canoe Brook Place & Fay								350,000		350,000
Briant Parkway, Edison Drive & Mead Court			500,000							500,000
Canoe Brook Parkway & Beverly Road							550,000			550,000
Canterbury Lane, Ramsey Drive					400,000					400,000
Cedric Road & Templar Way						425,000				425,000
College Roads (Yale, Princeton)			200,000							200,000
Colonial Road					300,000					300,000
Colt Road					425,000					425,000
Cul-de-sac Paving Project		475,000								475,000
Curbing Program			200,000		200,000					400,000
Denman Place					100,000					100,000
Division Avenue			200,000			200,000				200,000
Drainage Improvement Projects	150,000	75,000	150,000		150,000		150,000			525,000
Edgar Street	250,000									0
Elm Place	75,000									0
Friar Tuck Circle							175,000			175,000
Greenbriar Avenue							275,000			275,000
Hobart Ave Sect 2 (Springfield to Rte 124)					250,000					250,000
Hobart Road							100,000			100,000
Locust Drive	150,000									0
Lorrain Place, Lorrain Road & Sherman Avenue							650,000			650,000
Manor Hill Road	100,000									0
Michigan Avenue				250,000						250,000
Micropaving Program	150,000	150,000	150,000	150,000	150,000	150,000	150,000			900,000
Municipal Golf Course Dam/Spillway Maintenance	175,000									0
Municipal Golf Course Drainage Study	50,000									0
Oak Knoll Road								75,000		75,000
Oak Ridge Avenue (Mountain to Elm)			200,000							200,000
Open Space Management		35,000		35,000						70,000
Ox Bow Lane & Wildwood Lane			450,000							450,000
Park Avenue (+North, South & John)		400,000								400,000
Pearl Street						150,000				150,000
Pedestrian Safety Improvement Project		100,000		150,000						250,000
Prospect Street				750,000						750,000
Public Works Paving Program (2019 Henry, Risk & Park Pl)	125,000	100,000	150,000	150,000	150,000	150,000	150,000			850,000

# 2021 CAPITAL BUDGET

# 2021-2026 CAPITAL PLAN

2021 Capital Budget	Approved	Requested	Future Years						Prospective Projects	2021-2026 Total
	2020	2021	2022	2023	2024	2025	2026			

## Department of Community Services

### Infrastructure (continued)

Regulatory & Warning Sign Replacement  
 Ridgedale Road  
 Rowan Road  
 Russell Place  
 Safe Streets to Transit  
 Sidewalk Infrastructure Project  
 Storm Water Requirements  
 Sweetbriar Road  
 Traffic Calming Measures  
 Traffic Signal Upgrade Program  
 Transit Village/Michigan Avenue  
 Tulip Street (Mountain to Ashland)  
 Unimproved Road Upgrades (Larned, Stanley)  
 Wade Drive & Karen Way  
 Walnut Street  
 West End Avenue  
 Woodlawn Avenue

### Subtotal DCS Infrastructure

\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 90,000
				300,000					300,000
			225,000						225,000
							200,000		200,000
			200,000						200,000
	150,000								0
	5,000	5,000	5,000	5,000	5,000	5,000	5,000		30,000
					200,000				200,000
	50,000	50,000	50,000	50,000		50,000	50,000		250,000
	200,000		50,000		50,000				100,000
		250,000							250,000
	325,000	325,000							650,000
	100,000								0
							550,000		550,000
	400,000						150,000		150,000
	200,000						350,000		350,000
	<b>\$ 2,545,000</b>	<b>\$ 1,980,000</b>	<b>\$ 2,870,000</b>	<b>\$ 2,530,000</b>	<b>\$ 2,545,000</b>	<b>\$ 2,620,000</b>	<b>\$ 2,545,000</b>	<b>\$ 0</b>	<b>\$ 15,090,000</b>

### Vehicle/Equipment

Jeep Wrangler4WD w/Plow #102 Replacement  
 Tandem Axle Dump Truck w/Plow #13 Replacement  
 SA Dump Truck 5-7CY w/Plow #12 #14 #15 #42 Replacement  
 F550 Traffic Truck w/Bucket #45 Replacement  
 F450 4WD Mason Dump w/Plow #47 Replacement  
 F250 4WD Pickup w/Plow #99 #105 Replacement  
 F350 4WD Pickup w/Plow #90 Replacement  
 F450 4WD Rack Body Truck w/Plow #56 Replacement  
 2008 Trash Transfer Trailers #79 Replacement  
 Rear Packer Garbage Truck 20CY #63 Replacement  
 Rear Packer Garbage Truck 25CY #64 Replacement  
 Golf Course Mtn Equip #168 #171 #177 #178 #179 Replacement  
 Street Sweeper #519 Replacement  
 185 CFM Trailered Air Compressor #50 Replacement  
 Salt Spreaders 5-6CY #29 #30 #32 #34 Replacement  
 Sprayer Turf 175 Gallon w/ Foam #110 Replacement  
 Asphalt Paving Machine #25 Replacement  
 Asphalt Rollers #21 Replacement  
 Air Compressor #50 Replacement  
 Snow Loader #166 Replacement  
 72" Mower #152 #154 #155 Replacement  
 Yard Jockey Tractor TS #73 Replacement

\$ 0	\$ 0	\$ 0	\$ 50,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 50,000
			200,000						200,000
175,000		175,000		180,000			175,000		530,000
							140,000		140,000
			90,000						90,000
		50,000				50,000			100,000
	50,000								52,000
		65,000							65,000
			100,000	100,000	100,000				300,000
		205,000					210,000		415,000
		28,000	285,000			290,000			603,000
				70,000					70,000
50,000						275,000			275,000
				38,000					38,000
			80,000						80,000
				44,000					44,000
		130,000					180,000		180,000
	25,000								130,000
							140,000		25,000
							35,000		140,000
			110,000						35,000
									110,000

2021 Capital Budget	Approved	Requested	Future Years						2021-2026 Total
	PROJECT SUMMARY	2020	2021	2022	2023	2024	2025	2026	

**Department of Community Services****Vehicle/Equipment (continued)**

Hot Tar Crack Filler, Trailer Mount Replacement  
 Brush Chipper #165 Replacement  
 Tree Stump Grinder #147 Replacement  
 Turf Tractor 4WD & Implements #148 #151 #158 #160 Replacement  
 Kubota Sidewalk Snow Tractor w/Plow & Blower Replacement  
 Upgrade Fuel Dispensing System City Garage Replacement  
 Compost/Topsoil/Sweepings Screener Replacement  
 Paint Trailer #55 Replacement  
 Paint Machine (Maintenance) #51 Replacement  
 Manlifts for City Hall and DCP  
**Subtotal DCS Vehicles and Equipment**

\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 105,000	\$ 0	\$ 105,000
				75,000					75,000
							70,000		70,000
			70,000			80,000			150,000
		30,000							30,000
						25,000			25,000
50,000	125,000	0	0	0	0	0	0	0	125,000
	3,000								3,000
	18,000								18,000
	45,000								45,000
<b>\$ 325,000</b>	<b>\$ 246,000</b>	<b>\$ 723,000</b>	<b>\$ 790,000</b>	<b>\$ 789,000</b>	<b>\$ 925,000</b>	<b>\$ 845,000</b>	<b>\$ 0</b>	<b>\$ 4,318,000</b>	

**DCS Buildings**

City Hall Building Maintenance  
 City Hall Electrical Upgrades  
 City Hall HVAC (Internal Upgrades)  
 City Hall Elevator Upgrade/Jack Replacement  
 DPW 41 Chatham Road Building Maintenance  
 DPW 41 Chatham Road Facility Renovation  
 DPW 41 Chatham Road Salt Dome Replacement  
 DPW 41 Chatham Road - Garage Door Replacement  
 Brine Machine Upgrades  
 Transfer Station Building Maintenance  
 Transfer Station Compactor  
 Transfer Station Packer Upgrade  
 Transfer Station Remediation/Redevelopment LSRP  
 Transfer Station Siding/Shell Replacement  
 Village Green Improvements  
**Subtotal DCS Buildings**

\$ 75,000	\$ 0	\$ 75,000	\$ 0	\$ 75,000	\$ 0	\$ 75,000	\$ 0	\$ 75,000	\$ 0	\$ 225,000
	25,000									25,000
	30,000	25,000				25,000				105,000
60,000				35,000				15,000		50,000
30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000			180,000
25,000		100,000							1,500,000	100,000
	75,000									75,000
40,000	40,000	40,000	40,000	40,000						160,000
25,000										0
30,000	50,000	30,000	30,000	30,000	30,000	30,000	30,000			200,000
80,000	25,000									25,000
25,000	25,000	25,000	150,000						1,500,000	200,000
	100,000	100,000		250,000			1,750,000	1,750,000		2,200,000
125,000	225,000									225,000
								750,000		
<b>\$ 475,000</b>	<b>\$ 550,000</b>	<b>\$ 500,000</b>	<b>\$ 250,000</b>	<b>\$ 485,000</b>	<b>\$ 60,000</b>	<b>\$ 1,925,000</b>	<b>\$ 5,500,000</b>	<b>\$ 5,500,000</b>	<b>\$ 3,770,000</b>	

**DEPARTMENT OF COMMUNITY SERVICES TOTAL**

<b>\$ 3,345,000</b>	<b>\$ 2,776,000</b>	<b>\$ 4,093,000</b>	<b>\$ 3,570,000</b>	<b>\$ 3,819,000</b>	<b>\$ 3,605,000</b>	<b>\$ 5,315,000</b>	<b>\$ 5,500,000</b>	<b>\$ 23,178,000</b>
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**Technology**

DCS Software  
 DCS GIS  
 DPW 2-Way Radio Update and Conversion  
**Subtotal Technology**

\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
				50,000					50,000
	15,000								15,000

**TOTAL CITY PROJECTS**

<b>\$ 4,189,500</b>	<b>\$ 3,998,000</b>	<b>\$ 6,421,250</b>	<b>\$ 5,946,000</b>	<b>\$ 4,842,000</b>	<b>\$ 4,443,000</b>	<b>\$ 5,468,000</b>	<b>\$ 8,519,350</b>	<b>\$ 31,118,250</b>
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2021 Capital Budget	Approved	Requested	Future Years						2021-2026 Total
	2020	2021	2022	2023	2024	2025	2026	Prospective Projects	
PROJECT SUMMARY									

UTILITY PROJECTSParking Services Utility

Parking Deforest Shelters/Canopies  
 Broad Street Garage Rehab Project  
 Vehicle Replacement  
 Tier Garage Rehab Project  
 Parking Lot Maintenance  
**Parking Services Utility Totals**

\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
380,000									0
									0
				500,000					500,000
50,000	0	50,000	50,000	50,000	50,000	50,000	150,000		350,000
<b>\$ 430,000</b>	<b>\$ 0</b>	<b>\$ 50,000</b>	<b>\$ 550,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 150,000</b>	<b>\$ 0</b>	<b>\$ 850,000</b>	

Sewer UtilityGeneral - Infrastructure

TV Inspection & Line Cleaning Project  
 Sewer Lining  
 Spot Repairs  
 GIS mapping & updates  
 Trunkline Maintenance & Repairs  
 Force Main Valve Upgrades  
 Infiltration & Inflow Projects  
 DPW 41 Chatham Road Sewer Jet Garage Extension  
 2-Way Radio Update and Conversion  
**Subtotal General Routine Infrastructure**

\$ 175,000	\$ 0	\$ 200,000	\$ 0	\$ 225,000	\$ 0	\$ 225,000	\$ 0	\$ 650,000
		75,000				75,000		150,000
50,000		50,000		50,000		50,000		150,000
	7,500		10,000					17,500
			50,000					50,000
25,000				25,000				25,000
25,000			25,000					25,000
	225,000							225,000
	15,000							15,000
<b>\$ 275,000</b>	<b>\$ 247,500</b>	<b>\$ 325,000</b>	<b>\$ 10,000</b>	<b>\$ 350,000</b>	<b>\$ 25,000</b>	<b>\$ 350,000</b>	<b>\$ 0</b>	<b>\$ 1,307,500</b>

Sewer UtilityCapital Projects

Broad Street Trunk line  
 West End Avenue  
 Division Avenue & Blackburn Road  
 Priority Spot Repairs & Investigation  
 Out year Projects  
**Subtotal Sewer Capital Projects**

\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 25,000	\$ 0	\$ 0	\$ 0	\$ 25,000
		50,000						500,000	50,000
			250,000					500,000	250,000
50,000		100,000		100,000		\$ 100,000			300,000
			100,000		350,000				450,000
<b>\$ 50,000</b>	<b>\$ 0</b>	<b>\$ 150,000</b>	<b>\$ 350,000</b>	<b>\$ 125,000</b>	<b>\$ 350,000</b>	<b>\$ 100,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,075,000</b>	

Equipment

#41 F350 4WD Oicjuo w/plow #41  
 #43 5CY Dump w/Plow  
 #47 F450 4WD Mason Dump w/Plow  
 #49 Backhoe Replacement  
 #210 4x4 Utility Vehicle  
 #310 4x4 Utility Vehicle  
**Subtotal Sewer Infrastructure**

\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
	195,000								195,000
				90,000					90,000
150,000									0
35,000					40,000				0
<b>\$ 185,000</b>	<b>\$ 195,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 90,000</b>	<b>\$ 40,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 325,000</b>

# 2021 CAPITAL BUDGET

# 2021-2026 CAPITAL PLAN

2021 Capital Budget	Approved	Requested	Future Years						2021-2026 Total
	2020	2021	2022	2023	2024	2025	2026	Prospective Projects	
PROJECT SUMMARY									

## UTILITY PROJECTS (continued)

### Pump Stations

Chatham Road

Constantine

Glen Avenue

River Road

Grinder Replacement Program

Subtotal Sewer Pump Stations

\$ 0	\$ 0	\$ 25,000	\$ 0	\$ 25,000	\$ 0	\$ 150,000	\$ 0	200,000
200,000	50,000		25,000		25,000			100,000
	15,000			20,000		25,000		60,000
	15,000			20,000		25,000		60,000
		50,000		50,000				100,000
<b>\$ 200,000</b>	<b>\$ 80,000</b>	<b>\$ 75,000</b>	<b>\$ 25,000</b>	<b>\$ 115,000</b>	<b>\$ 25,000</b>	<b>\$ 200,000</b>	<b>\$ 0</b>	<b>\$ 520,000</b>

### JMEUC - Capital Contribution

Capital Plan

Flood Mitigation Plan

Subtotal JMEUC Capital Contribution

\$ 0	\$ 973,073	\$ 0	\$ 0	\$ 891,984	\$ 0	\$ 0	\$ 0	1,865,057
\$ 0								0
<b>\$ 0</b>	<b>\$ 973,073</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 891,984</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1,865,057</b>

### SEWER UTILITY TOTALS

<b>\$ 710,000</b>	<b>\$ 1,495,573</b>	<b>\$ 550,000</b>	<b>\$ 385,000</b>	<b>\$ 1,571,984</b>	<b>\$ 440,000</b>	<b>\$ 650,000</b>	<b>\$ 1,000,000</b>	<b>\$ 5,092,557</b>
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### TOTAL CITY & UTILITY PROJECTS

<b>\$ 5,329,500</b>	<b>\$ 5,493,573</b>	<b>\$ 7,021,250</b>	<b>\$ 6,881,000</b>	<b>\$ 6,463,984</b>	<b>\$ 4,933,000</b>	<b>\$ 6,268,000</b>	<b>\$ 9,519,350</b>	<b>\$ 37,060,807</b>
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