

2019 Municipal Budget

City of Summit



New Jersey

Mayor

Nora G. Radest (2019)

Common Council

President

B. David Naidu (2021)

President *Pro Tempore*

Matthew J. Gould (2020)

First Ward

Michael McTernan (2019)

Second Ward

Stephen E. Bowman (2019)

Gregory Vartan (2021)

Marjorie Fox (2020)

Council Member-At-Large

Beth Little (2019)

City of Summit



New Jersey

City Officials

City Administrator

Michael F. Rogers

Fire Chief

Eric Evers

Police Chief

Robert K. Weck

City Treasurer/CFO

Margaret V. Gerba

City Clerk

Rosemary Licatese

Director of Community Programs

Mark Ozoroski

Director of Community Services

Paul Cascais

Parking Services Manager

Rita M. McNany

Chief Communications Officer

Amy Cairns

MUNICIPAL GOALS



2019 Municipal Goals & Objectives

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

The City of Summit is working to develop, adapt, and improve the capacity, delivery and quality of city services. In 2019, our municipality will continue to transform the provision of essential city services and fuel municipal innovation to effectively manage changing constituent needs.

Goal 1: Demonstrate fiscal responsibility and sound financial management

Strategic Objectives

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

Key Actions

- Create and present the 2019 city operating budget with a municipal tax rate change at or under 1.0%.
- Maintain the city's 'AAA' credit rating, and secure short-term and long-term financing through general serial bonds and bond anticipation notes.
- Oversee formal financial management policy execution to maintain strong long-term fiscal health.
- Utilize new Prime Point software modules, such as auto feeds, time and attendance and basic human resources functions, as well as integrate with Edmunds Financial System.
- Initiate procurement card program and ACH vendor payments for select vendors.
- Continue shared service agreement with New Providence and Berkeley Heights for municipal courts in New Providence location.
- Investigate the feasibility of outsourcing golf course grounds keeping and management.
- Work with city Joint Insurance Fund representative to make city processes more efficient and effective.



2019 Municipal Goals & Objectives

- Successfully negotiate a collective bargaining contract with PBA Local 55 that maintains total net cost at or below 2.0%.
- Compile a processing and procedures manual for the finance department, and continue update of the city's purchasing manual.
- Activate "positive pay" and remote capture for all checks issued by the city.
- Identify new revenue sources and partners for collaboration.
- Establish additional citywide purchasing contracts for goods and services.

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

Strategic Objectives

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

Key Actions

- Enhance features and functionality of Spatial Data Logic (SDL) platform technology for processing of licenses, construction and zoning permits and tracking.
- Further apply license plate technology to facilitate consistent parking payment systems citywide, Transfer Station access, as well as strategic monitoring and high-volume data gathering by police.
- Implement new records management technology platform (GovPilot) to improve efficiency of OPRA request tracking and document management.
- Continue implementation of a body-worn camera system for all patrol officers to better serve community and increase transparency into police interactions.
- Upgrade and maintain the city's Geographic Information System (GIS) and identify ways technology can be utilized to enhance service across departments.
- Relay and provide information electronically for agenda packets, application forms, and internal and external correspondence.
- Seek recommendations for improvements in meeting room technology and equipment in Council Chamber and the Whitman Community Room.



2019 Municipal Goals & Objectives

- Provide employee training to maximize technology investment; train and test employees to ensure a high-level of security.
- Assess technology profile and risk maturity.
- Expand ability to process and promote online payments and use of the Parkmobile™ app.

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

Strategic Objectives

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

Key Actions

- Move forward with architectural design of new firehouse facility, draft construction specifications plan and prepare legal documents for public bid process to be finalized by end of 2019.
- Complete various infrastructure improvements related to sewers, drainage and roads that are approved capital budget projects.
- Execute the fleet maintenance and replacement program for all city and Board of Education vehicles.
- Working together, police and engineering will identify areas where traffic and pedestrian access improvements are needed.
- Implement "Coffee with a Cop" and identify additional outreach opportunities for the Summit Police Department to engage with and serve citizens with an emphasis on those with mental and physical challenges.
- Schedule and complete maintenance on city garages, lots and other city assets.
- Proceed with additional renovation and replacement projects for parking (Tier and Broad Street garages) and community services assets.
- Initiate Americans with Disabilities compliance plan for all facilities and increase the number of participating TryCan communities.
- Obtain needed equipment across departments, including:



2019 Municipal Goals & Objectives

- Turnout gear, apparatus warning lights with LED and emergency lighting, training library, radios and pagers and new breathing air cylinders for the fire department.
- Body cameras, weapon replacement and license plate recognition software for the police department.
- City Hall HVAC chiller and other maintenance projects.
- Complete approved capital budget projects, including the new community center along with various infrastructure improvements related to sewers, drainage and roads.
- Begin and finish construction of a permanent Summit Free Market building at the Transfer Station.
- Schedule and complete maintenance on city garages, lots and other assets on a timely basis.

Goal 4: Increase emphasis on smart planning and redevelopment

Strategic Objectives

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

Key Actions

- Adopt a Broad Street west redevelopment plan, designate redeveloper(s) and commence negotiation of redeveloper agreements(s).
- Acquire real estate property (7 Cedar Street) within the Broad Street west redevelopment area for strategic development purposes.
- Solicit corporate donations and sponsorships for programs and projects across departments, and research firms to develop corporate advertising on a commission basis (DCP specifically).



2019 Municipal Goals & Objectives

- Identify opportunities for department training for mutual aid and shared services with municipal and community partners for police, fire and DCS.
- Work closely with representatives from city Planning and Zoning boards, and developers to advance Master Plan objectives.
- Encourage shared use parking where possible.
- Implement the city's affordable housing plan to create new low and moderate income housing opportunities as part of future development and redevelopment efforts.
- Continue to develop fire department partnership agreements with Overlook Medical Center and Celgene Corporation.
- Develop flexible resident/non-resident commuter parking dislocation plan in anticipation of new firehouse facility project commencing in 2020.
- Conduct citywide analysis of current/future athletic fields.
- Continue fundraising efforts for Summit Free Market building project.
- Increase revenue for Summit Family Aquatic Center and Summit Municipal Golf Course through corporate memberships and partnership with local organizations to develop and support programs.

Goal 5: Build community connectedness and expand communications effort

Strategic Objectives

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

Key Actions

- Update city website to reflect current best practices in design and information delivery.
- Working with the city communications office, create and reinforce key departmental brand messaging that is reinforced through a coordinated marketing effort.



2019 Municipal Goals & Objectives

- For example, highlight recent adoptions of technology and service improvements by parking services that will allow residents and visitors to "enjoy Summit." Brand marketing efforts will be initiated for all departments.
- Review and enhance citywide communications protocol guidelines through the communications office for use in distributing public information and handling media inquiries.
- Develop, refine and promote work being done by Mayor and Common Council, and other community volunteers.
- Augment website and social media strategy to best reach all segments of the Summit community.
- Pursue mentoring, partnership, fundraising and grant opportunities for TryCAN, the Senior Connections bus and senior programs.
- Expand Community Programs internal and external outreach to employees and allied organizations through special events and targeted content development.

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

Strategic Objectives

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

Key Actions

- Enhance and refine existing Primepoint human resources program to better develop human resources functionality citywide.
- Create avenues for collaboration among manager-level and supervisory employees through monthly meetings.
- Field quarterly surveys to gather employee input on key department initiatives and generate new ideas.
- Provide support for the effective management of active and archived records.
- Promote and support an enhanced community policing and traffic safety unit within the Police Department.
- Share information being publicly distributed to keep internal staff informed.



2019 Municipal Goals & Objectives

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

Goal 7: Offer innovative solutions to ongoing municipal challenges

Strategic Objectives

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

Key Actions

- Unify and consolidate all branding, communications and publicity efforts to the city Communications Office.
- Continue outreach of Police Department traffic and patrol units dedicated to improve circulation, pedestrian and bicycle safety in all areas throughout town.
- Expand the existing ridesharing initiative by promoting available options for residents that commute from the Summit train station or work in the downtown.
- Promote use of ParkMobile and availability of free parking in Broad Street and upper levels of Tier garages on weekends, as well as free parking in the downtown on Sundays.
- On a monthly or quarterly basis, schedule outreach to agency partners.
- 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.
- Investigate further opportunities for shared services across all departments.



2019 Municipal Goals & Objectives

Goal 8: Retain and reinstitute improved customer service and accessibility

Strategic Objectives

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

Key Actions

- Develop and implement succession plan for various department head and key personnel retirements.
- Increase staff development and focus on customer service improvements.
- Hold monthly meetings with front-line personnel to discuss strategies for better service and problem solving, including specific examples of best practices.
- Enhance strong community relationships across departments through outreach efforts and sharing of information.
- Respond to police emergencies and calls for service quickly and efficiently.
- Approve City Clerk's Office staffing request.

BUDGET REPORT

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2019 Municipal Budget

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

FROM: Michael F. Rogers
City Administrator

DATE: March 19, 2019

As mandated by New Jersey Local Budget Law, and in accordance with the City of Summit Code, I am submitting Summit's 2019 Municipal Budget (Municipal Budget) to the Common Council for consideration, authorization and adoption.

The Common Council Finance Committee carefully examined the 2019 annual operating budget and capital improvement project requests submitted by city department heads and division managers. After extensive review and discussion, the Finance Committee and key city staff formulated an annual financial plan that sufficiently balances operational needs with prudent stewardship of public monies. To this end, the proposed Municipal Budget reflects the city's commitment of preserving its sound financial position and quality of life through efficient allocation and management of limited resources while being mindful of its long-range fiscal capacity and strategic debt management practices. Further, the Municipal Budget reinforces the city's high level of service delivery goals and provides significant funding for capital improvements to rebuild, repair and improve the city's infrastructure and facilities to meet community needs.

Thus, I respectfully present the 2019 Municipal Budget as a policy document that establishes a strong operational plan to provide essential public services and responsibly meet other financial obligations. Budget preparation was particularly challenging this year given various appropriation increases outweighed declining revenue sources. While competing interests and scarce resources always present challenges in balancing the city's annual budget, unfortunately, an increase in property tax revenues will be necessary to provide a more structurally sound financial plan. Therefore, the 2019 municipal tax rate is \$0.008 higher than last year's rate.

BUDGET REPORT

The 2019 financial totals, which include the City's proposed Sewer Utility and Parking Services Agency operating and capital budgets, balance revenues and appropriations of \$77.53 million compared with the 2018 financial total of \$65.83 million. This is a 17.76% total financial plan increase. Moreover, the 2019 municipal tax levy amount that provides revenues to support the city budget is estimated to increase by 1.27%. However, due to an increase in the city's tax base, the actual net tax levy increase will be 1.00%.

Summary points of 2019 revenue projections are as follows:

- The municipal tax levy is \$335,700 more than last year.
- General fund balance anticipated (surplus) revenue will be \$6.9 million, the same amount used in the prior year budget.
- Total local revenues will increase this year by nearly \$129,444.
- State aid revenue amounts (energy receipts taxes and school debt service funds) mirror receipts from the State of New Jersey in 2018 except for a small reduction in school debt service state aid.
- Enterprise fund and contribution revenue sources are down modestly by \$59,183 due to a decrease in the parking utility share of debt service line item as a result of an existing bond payoff.

Key appropriation highlights include:

- Total salary and wages will increase by \$133,732 in the General Fund (\$17.61 million total), which includes FMBA (firefighters) 2.0% and Teamsters (public works employees) 1.5% contract salary adjustments for its members. An additional \$190,000 is included in the reserve for salary adjustment line item account to fund a 2.0% increase for non-union employees and provide for estimated monies at which time the PBA (patrol officers) collective bargaining unit contract is negotiated this year.
- Combined other expense appropriation line items for all municipal departments show an increase of \$190,589, or 1.83%. Approximately \$95,135 of the increase is attributed to the city's shared services agreement with the Town of Westfield, and \$74,345 for the city's shared court agreement with the Borough of New Providence.
- Pension obligations (PERS and PFRS) will increase this year by \$249,270, or 7.0%.
- Healthcare insurance premiums will slightly increase by \$8,370, or 0.20%. Current city employees will contribute approximately \$1.30 million toward health insurance premium costs, about the same as last year.
- Municipal debt service payments in the general fund budget will decrease by \$563,370, or 12.3%. In the sewer utility budget, debt service payments are up \$40,020 from last year. Debt service obligations for the parking services agency are considerably down from 2018 by \$349,868.
- General liability and workers compensation costs combine for a total net increase of \$31,013 from what was budgeted last year.

BUDGET REPORT

The proposed 2019 Capital Improvement Plan (CIP) estimates \$17.27 million to be budgeted for various capital project needs, including those in the sewer and parking services utilities. Approximately \$11.8 million is budgeted for a new city firehouse building and \$1.9 million of this total amount is for investment in infrastructure such as roads, sidewalks and streetscapes throughout the city. The CIP also includes a Parking Services Agency request for \$100,000 to be used for parking lot maintenance and parking space capacity signage equipment at Springfield Avenue Tier and Broad Street garages. Lastly, every few years, pursuant to a Joint Meeting of Essex & Union Counties Agreement (JMEUC), the city is obligated to fund its share of capital improvement costs related to the entire sewer operations infrastructure. Over \$1.17 million was budgeted last year. However, in 2019, the Sewer Utility capital budget plan will be \$421,500, which is about \$1.49 million lower than 2018. Despite challenges to meet increasing service delivery demands and community needs, the municipal budget will direct its constrained resources to achieve strategic operational priorities and investments in streets, sidewalks, buildings and park facilities while maintaining a strong fiscal position.

The budget report provides a brief overview of the city's profile and economic condition, with an assessment of where revenues come from and how money is spent. Additional details are included about city debt and pension obligations, insurance and tax base insight. Further, a more detailed and complete picture of each municipal service area, respective departmental goals, objectives and staff are contained within the municipal budget document. The comprehensive budget document was compiled with the assistance of the Chief Financial Officer, department heads, division managers and other key administrative staff. It is the goal of city administration for this financial and managerial document to provide transparency and guidance for the Mayor, Common Council and Summit citizens to understand how past budget policies and decisions impacted the financial health of its municipality, and how the 2019 budget provides for a sufficient level of financial resources to meet spending obligations and service responsibilities this year.

BUDGET REPORT

CITY PROFILE & ECONOMIC CONDITION

SUMMIT DEMOGRAPHICS

Population (July 2017)	22,323
Population % change from 2010	4.0%
Land area (sq. miles)	6.0
Housing Units (April 1, 2010)	8,190
Owner-occupied housing unit rate, 2013-17	71.1%
Median value of owner-occupied housing units, 2013-17	\$849,200
Median gross rent, 2013-17	\$1,743
Persons per household, 2013-17	2.87
High school graduate or higher, percent of persons age 25 years+, 2013-2017	95.0%
Bachelor's degree or higher, percent of persons age 25 years+, 2013-2017	69.8%
In civilian labor force, total, percent of population age 16 years+, 2013-2017	65.7%
Median household income (in 2017 dollars), 2013-2017	\$132,443
Per capita income in past 12 months (in 2017 dollars), 2013-2017	\$81,370

Source: US Census Bureau <https://www.census.gov/quickfacts/table/PST045218>
2013-2017 American Community Survey five year estimates

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

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

With an estimated 22,000 residents, Summit ranks 118 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 median household income. In 2017, according to the U.S. Census Bureau, the median household income in Summit was \$132,443, compared with the rest of Union County at \$73,376 and the State of New Jersey at \$77,475.

BUDGET REPORT

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

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

Overlook Medical Center is a recognized leader in neuroscience care and home to some of the top doctors in New Jersey. On its Summit campus in 2018, the 504 licensed-bed hospital employed 3,723 people, and offered 1,842 physicians and providers, and 96 medical residents. In 2018, Overlook Medical Center had 95,528 emergency visits, 264,308 outpatient visits and 22,466 patient admissions. There were 2,692 births this past year.

Summit is the global headquarters for biopharmaceutical giant Celgene, a corporation committed to improving the lives of patients worldwide. Celgene Corporation hosts approximately 2,281 employees on its two Summit campuses along with 500 associated contracted employees. By year-end 2019, Celgene will have created approximately 500 new jobs related to CAR-T manufacturing and processing.

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

BUDGET REPORT

NET ASSETS

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

GENERAL FUND					
	2014	2015	2016	2017	2018
Assets	\$ 15,252,183	\$ 15,651,316	\$ 14,131,760	\$ 39,282,110	\$ 16,706,944
Liabilities	4,559,610	6,077,932	4,191,224	29,156,026	6,155,049
Reserves	621,292	825,609	1,856,966	722,261	890,991
Net Assets	\$ 10,071,281	\$ 8,747,775	\$ 8,083,570	\$ 9,403,823	\$ 9,660,904

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					
	2014	2015	2016	2017	2018
Assets	\$ 1,268,982	\$ 1,235,112	\$ 1,262,110	\$ 1,171,102	\$ 1,415,531
Liabilities	257,837	220,629	179,561	248,363	198,493
Reserves	84,297	60,731	88,875	48,288	49,093
Net Assets	\$ 926,848	\$ 953,752	\$ 993,674	\$ 874,451	\$ 1,167,945

PARKING SERVICES UTILITY FUND					
	2014	2015	2016	2017	2018
Assets	\$ 2,314,149	\$ 2,533,655	\$ 2,687,299	\$ 2,640,938	\$ 2,924,199
Liabilities	757,778	1,163,009	1,371,296	1,080,560	1,142,214
Reserves	0	0	0	0	0
Net Assets	\$ 1,556,371	\$ 1,370,646	\$ 1,316,003	\$ 1,560,378	\$ 1,781,985

CAPITAL ASSETS

According to CBIZ Valuation and its property valuation report dated February 13, 2019, as of December 31, 2018, the city's investment in capital assets is more than \$105.41 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 2018 will be analyzed and reported on later this year. Below is an account summary of city assets valued and owned at year end 2018.

City of Summit Capital Assets - Summary Report				
Asset	# of Assets	Original Cost	Accumulated Depreciation	Book Value
Land Parcels	55	\$ 52,289,000	\$ 0	\$ 52,289,000
Outdoor Improvements	142	5,009,564	4,374,703	634,860
Buildings	60	28,824,083	14,422,652	14,401,431
Infrastructure	3	68,933	3,066	65,866
Machinery & Equipment	686	8,194,949	5,754,070	2,440,879
Licensed Vehicles	136	11,024,306	7,167,355	3,856,952
TOTALS	1,082	\$105,410,835	\$31,721,846	\$73,688,988

The total number of city assets increased by 58, increasing the capital asset value by over \$3.37 million from 2017. Asset categories Machinery and Equipment and Outdoor Improvements grew over the last year by \$460,210 and \$84,183, respectively. The cost value of Licensed Vehicles increased the most of any asset class by approximately \$2.78 million. Yearly change in accumulated depreciation was nearly \$1.94 million. From 2017, book value decrease was slightly over \$334,000.

BUDGET REPORT

2018 OPERATING RESULTS

Budget Funds Statement of Operations (Unaudited)	General Fund	Sewer Utility	Parking Services Utility
Revenues & Other Income Realized:			
Fund balance/operating surplus	\$ 6,900,000	\$ 463,000	\$ 450,000
Miscellaneous revenues anticipated	11,289,011		
Receipts from delinquent taxes	512,467		
Receipts from current taxes	141,740,232		
User charges		3,826,445	3,350,483
Miscellaneous	242,574	224,417	104,993
Other*	1,150,321	97,310	325,998
SUBTOTAL	\$ 161,834,606	\$ 4,611,172	\$ 4,231,474
Expenditures:			
Operating	\$ 36,695,563	\$ 2,893,106	\$ 2,417,522
Capital improvements	210,000	37,000	
Debt service	4,656,474	503,394	727,827
Deferred charges & statutory expenditures	4,442,165	216,500	54,518
Surplus (to General Fund)		200,000	360,000
Local school district purposes	5,388,037		
Refund prior year revenue	8,523		
Interfunds advanced	7,438		
County tax	39,429,246		
Local school district tax levy	63,579,792		
Special district taxes	262,600		
SUBTOTAL	\$ 154,679,838	\$ 3,850,000	\$ 3,559,867
Statutory excess to surplus	\$ 7,154,768	\$ 761,172	\$ 671,607
Fund balance January 1, 2018	9,406,135	869,773	1,560,378
SUBTOTAL	\$ 16,560,904	\$ 1,630,945	\$ 2,231,985
Utilized as anticipated revenue	(6,900,000)	(463,000)	(450,000)
Fund Balance	\$ 9,660,904	\$ 1,167,945	\$ 1,781,985
December 31, 2018			
* Sewer - Joint Meeting Surplus; Parking - unexpended balance of appropriation reserves;			
General - Unexpended balance of appropriation reserves, accounts payable cancelled, miscellaneous receivables returned, grant reserves cancelled, interfunds returned.			

2019 FINANCIAL BUDGET OVERVIEW

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

The financial summary totals for 2019 approximates \$77.53 million and includes appropriations for the General Fund operations, sewer and parking services utility funds and its respective annual capital budgets. Compared with 2018, the total 2019 financial budget represents a \$11.7 million, or 17.76% increase. The proposed 2019 municipal budget will rise by roughly \$610,883, or 1.19%. The total combined capital budgets for all three funds will require \$17.27 million to fund various infrastructure, facility and equipment needs. The 2019 total capital budget request is 144.92% higher than the approved 2018 capital budget plan. It is important to note that the substantial increase in the total capital budget this year is due to the estimated \$11.8 million new firehouse capital project.

	Financial Summary Totals		<i>Variance</i>
	<i>2019</i>	<i>2018 (Adopted & Amended)</i>	
<u>General Fund</u>			
Municipal Budget	\$ 51,984,799	\$ 51,373,916	1.19%
Capital Budget	<u>16,755,500</u>	<u>5,039,200</u>	<u>232.50%</u>
Subtotal	<u>\$ 68,740,299</u>	<u>\$ 56,413,116</u>	<u>21.85%</u>
<u>Sewer Utility Fund</u>			
Operations Budget	\$ 4,313,287	\$ 3,850,000	12.03%
Capital Budget	<u>421,500</u>	<u>1,915,000</u>	<u>(77.99%)</u>
Subtotal	<u>\$ 4,734,787</u>	<u>\$ 5,765,000</u>	<u>(17.87%)</u>
<u>Parking Services Utility Fund</u>			
Operations Budget	\$ 3,954,555	\$ 3,559,867	11.09%
Capital Budget	<u>100,000</u>	<u>100,000</u>	<u>0.00%</u>
Subtotal	<u>\$ 4,054,555</u>	<u>\$ 3,659,867</u>	<u>10.78%</u>
Total Financial Budgets	\$ 77,529,641	\$ 65,837,983	17.76%

GENERAL FUND (OPERATING BUDGET) – PROPERTY TAX IMPACT

- **Municipal Tax Rate:** The estimated 2019 municipal tax rate is \$0.852, a \$0.008 increase above the 2018 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

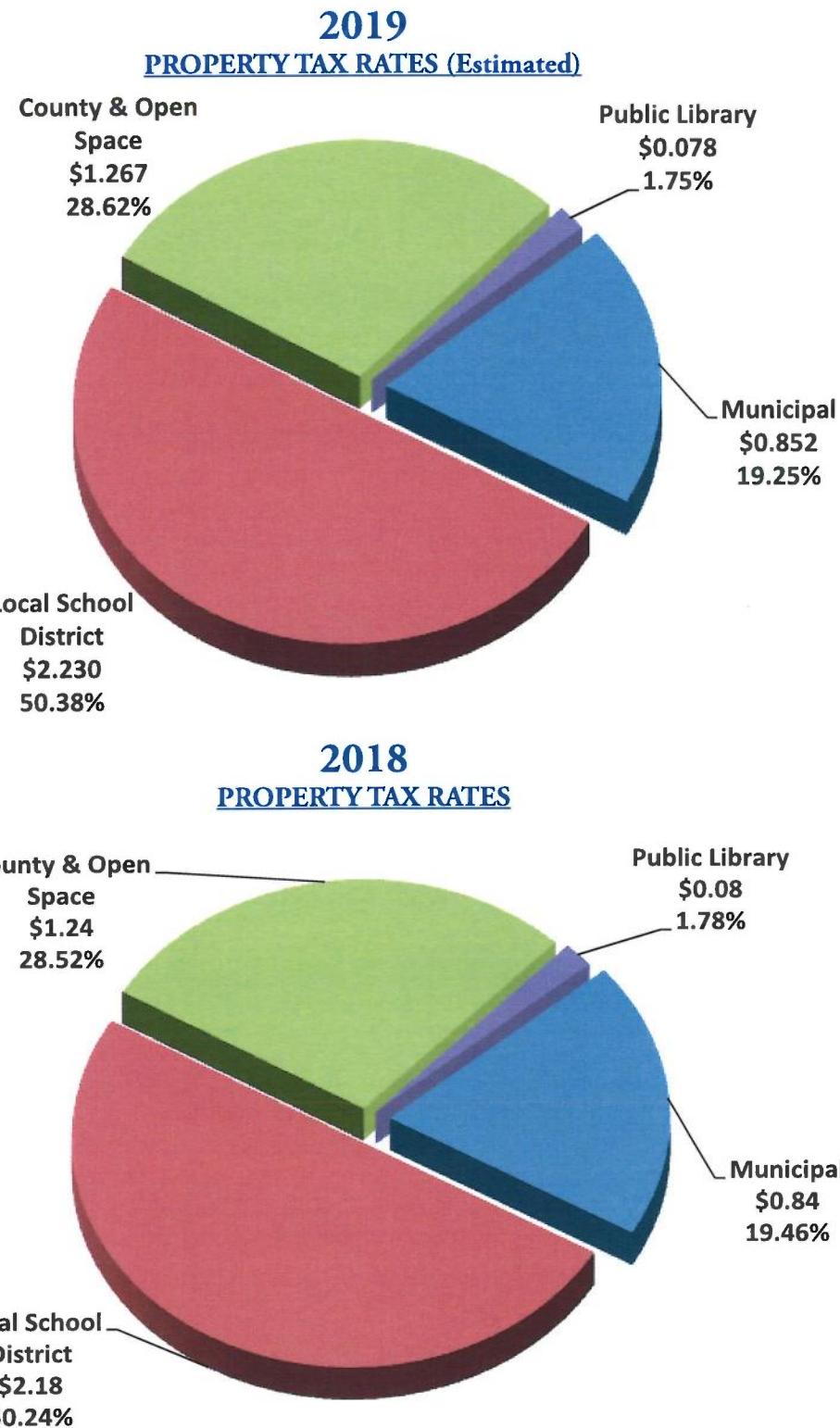
How the estimated Municipal Tax Rate for Summit property owners was calculated:

$$\begin{aligned} \text{2019 Summit Tax Rate} &= \$151,811,687 - \$17,912,684 / 0.9620 \\ &= \$139,186,254 - \$112,393,747 \\ &= \$26,792,506 / \$3,143,119,824 \\ &= \underline{\$0.852 \text{ per } \$100 \text{ of Assessed Valuation}} \end{aligned}$$

Municipal Tax Rate Comparison		
	2019	2018
Municipal budget appropriations	\$ 39,417,939	\$ 38,912,187
<i>Less: (General Revenues)</i>		
Fund balance (surplus)	6,900,000	6,900,000
Local revenues	3,673,344	3,543,900
State aid	3,423,000	3,513,257
Grants	144,315	193,812
Enterprise funds/contributions	3,142,025	3,201,208
Prior year tax receipts	<u>630,000</u>	<u>490,000</u>
<i>General Revenues total</i>	<u>(\$ 17,912,684)</u>	<u>(\$ 17,842,177)</u>
Sub-total	\$ 21,505,255	\$ 21,070,010
Add: Reserve for Uncollected Taxes	<u>5,287,251</u>	<u>5,386,796</u>
Amount to be raised by taxes	\$ 26,792,506	\$ 26,456,806
<i>Divided by</i> net assessed valuation	\$3,143,119,824	\$3,133,257,826
Municipal Tax Rate (per \$100 of AV)	\$0.852	\$0.844

BUDGET REPORT

The following pie charts depict each property tax rate and its respective percentage of the total tax rate amount compared with other applicable public entity tax rates estimated for 2019 and levied in 2018.



BUDGET REPORT

In 2019, one cent (\$0.01) of the municipal tax rate is equal to \$314,311, which is based on the city's net assessed valuation amount of \$3,143,119,824. In the previous year, one cent was equal to \$313,325. Fortunately, the city's tax base increase of \$9.86 million in 2018 accounts for about \$428,000 in total tax revenue gain (municipal tax revenue gain of \$83,235). As a result of this tax base growth, the \$83,235 of new municipal tax revenues reduces the city's tax levy need of \$644,039 in additional funds to balance the budget. Overall, the impact to the municipal tax rate is 0.32%, or two tenths of one cent (\$0.002).

- **Total Property Tax Rates:** The chart below delineates each component of the total property tax rate amount for the last five years (plus estimated 2019).

2014- 2019 PROPERTY TAX RATES					
	2019*	2018	2017	2016	2015
Municipal	\$0.852	\$0.844	\$0.844	\$0.836	\$0.829
Local School District	2.230	2.179	2.167	2.141	2.114
County & Open Space	1.267	1.237	1.275	1.247	1.199
Public Library	0.078	0.077	0.079	0.077	0.075
TOTAL	\$ 4.427	\$4.337	\$4.365	\$4.301	\$4.217

***2019 Estimated Tax Rates**

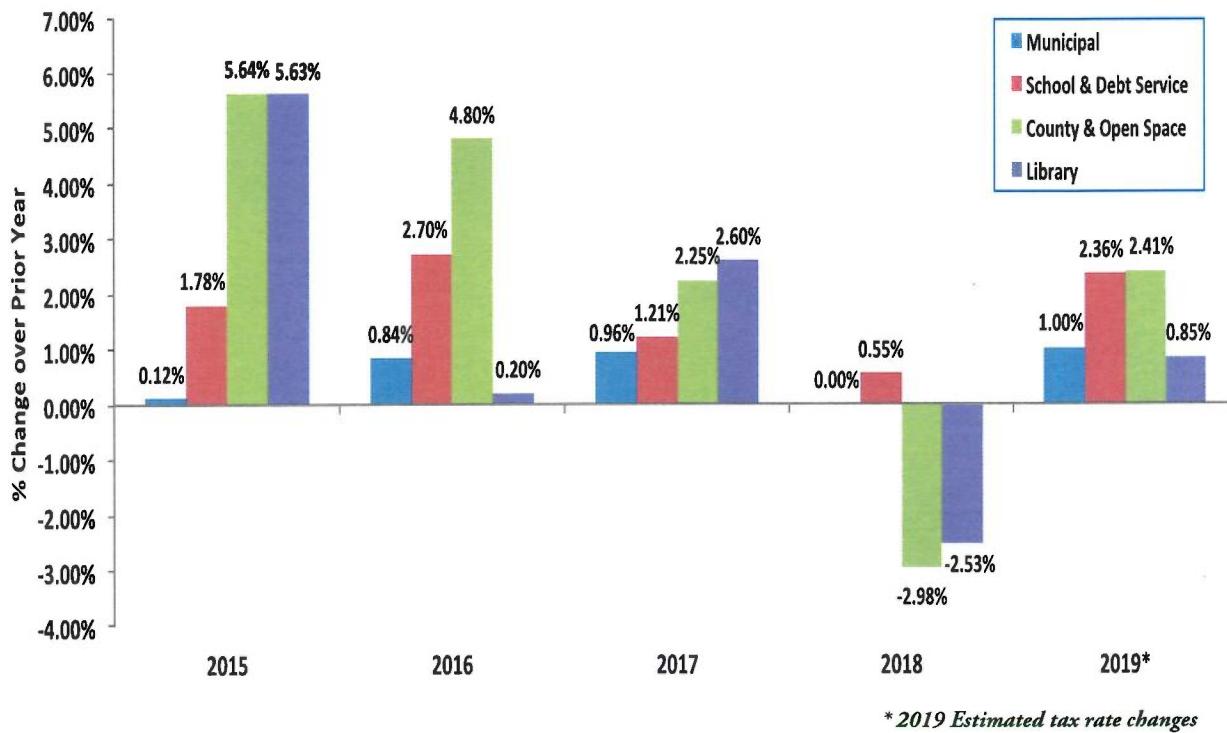
Since 2014, on average, the municipal tax rate has increased slightly by 0.44%. The public library rate has incrementally grown by 1.15%. As evidenced in the chart above, the local school district and county tax rates have risen, on average, by 1.36% and 2.39%, respectively. Overall, during the 2014-2019* time period, Summit property owners have experienced an average total property tax rate increase of 1.51% per year. Moreover, the percentage change from 2014 to 2019 for all four tax rates are the following:

- Municipal: 2.90% increase;
- Local school district: 7.37% increase;
- County and open space: 11.63% increase; and
- Public library: 9.86% increase.

BUDGET REPORT

The following graph illustrates the percentage change in the tax rate year-to-year since 2015.

FIVE YEAR PROPERTY TAX RATE CHANGES



For Summit's average assessed residence of \$417,500, 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 2019. Given 2019 estimates, Summit property owners will likely see their total tax bills increase 2.29% above last year.

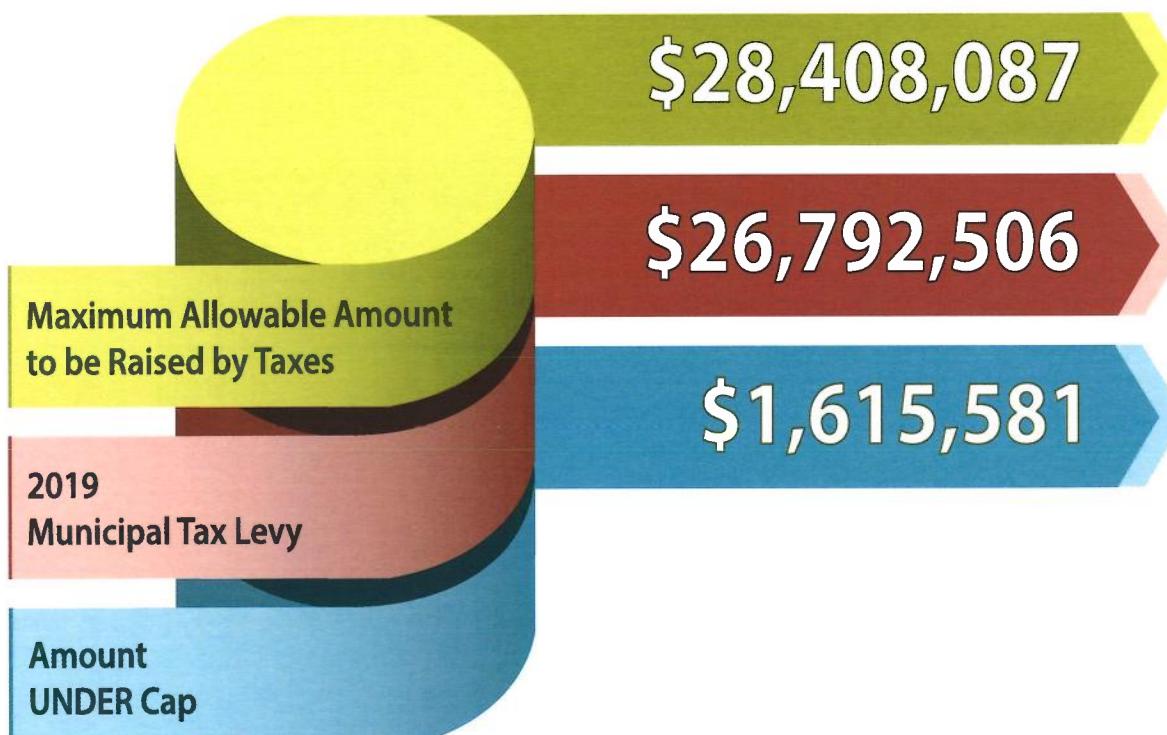
<i>Total Property Tax Bill Comparison</i> <i>Average Residential Assessed Valuation (\$417,500)</i>		
City of Summit Taxes	2019*	2018
Local School District Taxes	9,310.25	9,097.33
Union County & Open Space Taxes	5,289.73	5,164.48
Public Library Taxes	<u>325.65</u>	<u>321.48</u>
TOTAL TAX BILL AMOUNT	\$ 18,482.73	18,069.01
<i>2019 Estimated Total Property Tax Effect</i>	<i>\$413.73 for year* or, 2.29% Increase</i>	
	<i>* 2019 Estimated</i>	

Another way to think about the tax impact is that for every \$100,000 of assessed valuation, a property owner should anticipate an estimated \$90.00 increase in their total tax bill. The breakdown of this \$90.00 total tax increase per \$100,000 assessed valuation is as follows:

• <u>Municipal Taxes:</u>	\$ 8.00	Increase
• <u>Local School District Taxes:</u>	\$ 51.00	Increase
• <u>County & Open Space Taxes:</u>	\$ 30.00	Increase
• <u>Public Library Taxes:</u>	\$ 1.00	Increase

TOTAL PROPERTY TAXES: \$ 90.00 annual increase per \$100,000 AV

- **\$ 1,615,581 UNDER property tax levy cap:** The 2019 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 \$28.40 million. However, the 2019 municipal budget requires \$26.79 million in property tax revenues this year to balance total appropriations proposed. In 2019, the city budget is \$1.61 million under the tax levy cap. The 2019 tax levy cap amount is permitted under state law to "bank" for three budget years (2020-22). Given the 2019 municipal budget is under cap again this year, no prior year levy cap bank amounts are required. For the 2020 budget, over \$4.0 million of prior year amounts under the levy cap will be banked and available, if necessary.

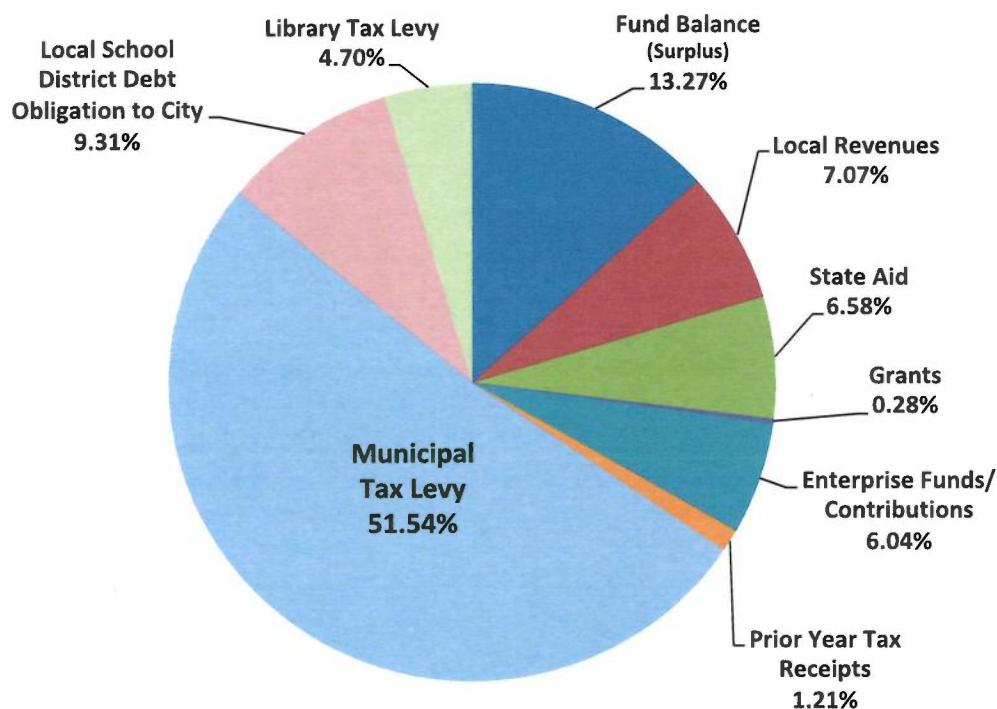
BUDGET REPORT

REVENUES

2019 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.

**2019 ANTICIPATED REVENUES (%)
“WHERE BUDGET DOLLARS COME FROM”**



Expenses paid from the General Fund are supported primarily from municipal taxes. As the 2019 Anticipated Revenues graph illustrates, the most significant budget revenue source is derived from taxes levied on real property assessed valuations. Municipal tax revenue accounts for 51.5% of total revenues this year, an increase of 0.4% (2018: 51.5%). In 2019, total projected non-tax revenues are \$17.92 million, which are lower by approximately \$706,262 from 2018 realized revenues. State aid revenues are anticipated to be lower due to a reduction of the school debt service amount of \$90,000 from 2018 anticipated aid numbers. Municipal energy receipts tax revenues are expected to be essentially the same as 2018 amounts. Local revenue sources are projected to be modestly higher than 2018 anticipated due to various incremental increases amounting to over \$129,444. Anticipated enterprise funds and contributions are expected to be approximately \$59,183 lower than anticipated last year. Overall, in 2019, city administration conservatively expects most revenue sources to remain stable and meet projections.

The Common Council Finance Committee and its municipal budget team recommend using \$6.9 million of General Fund balance (surplus) as a revenue source to stabilize the municipal budget. The General Fund

BUDGET REPORT

balance amount anticipated in the 2019 municipal budget is the same as what was required last year. By credit rating agency standards, the city's use of fund balance as a budget revenue source, which is approximately 13.3% of total operating appropriations this year, is considered low and qualifies as a 'very strong' financial indicator. The following comparative schedule of fund balances show all three (3) fund balances for years 2011 to 2018 and the amounts utilized in succeeding years.

Comparative Schedule of Fund Balances						
	General Fund		Sewer Utility Fund		Parking Services Utility Fund	
	Balance Ending December 31st	Utilized in Succeeding Year	Balance Ending December 31st	Utilized in Succeeding Year	Balance Ending December 31st	Utilized in Succeeding Year
2018*	\$9,660,903	\$6,900,000	\$1,167,944	\$280,000	\$1,781,985	\$612,705
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
2011	7,852,969	6,250,000	1,277,500	150,000	582,326	114,794

* 2018 Unaudited Fund Balance amounts

Some unassigned funds in the General Fund balance will be used to offset discretionary appropriation reserve line items such as \$140,000 in the reserve for tax appeals 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 2019 municipal budget (see general revenue section, page 4-1 for more details).

General Fund Revenues			
	2019 Anticipated	2018 Anticipated	Dollar Change from 2018
Fund balance	\$ 6,900,000	\$ 6,900,000	\$ 0
Local revenues	3,673,344	3,543,900	129,444
State aid	3,423,000	3,513,257	(90,257)
Interlocal agreements	0	0	0
Grants	144,315	193,812	(49,497)
Enterprise funds/contributions	3,142,025	3,201,208	(59,183)
Prior year tax receipts	630,000	490,000	140,000
Municipal tax levy	26,792,506	26,456,806	335,700
School district debt obligation	4,838,824	4,664,313	174,511
Library tax levy	2,440,785	2,410,620	30,165
TOTAL REVENUES	\$ 51,984,799	\$ 51,373,916	\$ 610,883

BUDGET REPORT

Property taxes are the main source of financing for Summit's city services and public library as well as for the local school district and Union county government and open space. Even though the city bills and collects all property taxes levied during the calendar year, it retains only 19 cents of every tax dollar collected. The chart below outlines what the city billed and collected during 2018.

2018 PROPERTY TAX BILLING & COLLECTION	
TAX BILLING	
Municipal	\$ 26,456,806
Local School District	68,244,105
County	37,672,817
County Open Space	1,096,984
Public Library	<u>2,410,620</u>
Total Levy	\$ 135,881,332
Excess Collections	\$ 8,060
Special Improvement District	263,668
Added & Omitted	1,069,756
Reduction Due to Tax Appeals	<u>(228,452)</u>
Total Taxes Billed	\$ 136,994,364
TAX COLLECTION	
Collected in 2018	\$ 111,607,987
Prepaid in 2017	24,322,153
Senior & Veteran Deductions	69,500
Homestead Benefit Credit	<u>366,231</u>
Total Taxes Collected	\$ 136,365,871
Percentage of Taxes Collected	99.54%

BUDGET REPORT

The table below shows total property tax levy amounts for years 2015 to 2019 along with the percentage change from 2015 to 2019. Since 2015, the city has stabilized its municipal tax needs, averaging a 0.81% increase per year.

PROPERTY TAX LEVIES

	2019*	2018	2017	2016	2015	% Change from 2015
Municipal	\$ 26,792,506	\$ 26,456,806	\$ 26,214,106	\$ 25,991,437	\$ 25,754,936	4.03%
Local School District	70,102,247	68,244,105	67,348,570	66,610,925	65,668,713	7.13%
County	38,723,185	37,672,817	38,548,845	37,756,816	36,222,615	6.90%
County Open Space	1,127,530	1,096,984	1,104,641	1,082,611	1,044,760	7.92%
Library	2,440,785	2,410,620	2,450,334	2,394,420	2,328,031	4.84%
TOTAL	\$139,186,253	\$135,881,332	\$135,666,496	\$133,836,309	\$131,019,055	6.42%

* 2019 Estimated Tax Levies

LOCAL & ENTERPRISE/CONTRIBUTION REVENUES

Most local revenue sources remain consistent this year except for interest on investments (up \$90,000) and utility income from cell towers (up \$40,000). During the five year period of 2013 to 2017, total local revenues realized minimally fluctuated between \$2.56 and \$2.60 million until last year when it jumped to \$3.89 directly attributed to two new revenue sources - AHS/Overlook community support services (\$795,400) and utility income from cell towers (\$86,610). Taking a conservative approach, the 2019 municipal budget provides for estimated local revenue amounts lower than realized last year in various line items (approximately \$224,000 lower).

In the enterprise/contribution revenue section, the municipal budget continues to benefit from healthy sewer and parking services utility operations as its respective contributions provide for \$1.29 million in revenue support. Both utility contribution amounts are collectively up by \$730,000 from last year. Various reserve amounts are being used as revenue sources to offset municipal debt service payments, which includes donations for the new city Community Center.

PRIOR YEAR TAXES

In 2018, the city exceeded its anticipated tax collection rate (96.1%) by 3.4% (99.5%). For the last five years, on average, the city's collection rate has been 99.57%. Thus, the city's collection rate in 2018 was satisfactory and consistent with prior years.

BUDGET REPORT

Tax Collection				
Year	Total Tax Levy	Billed (includes SID and Added/Omitted Taxes)	Total Taxes Collected	% of Tax Levy Collected
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 0.72%, up 0.09% from last year. Additionally, the average quarterly delinquency amount was \$531,091, up approximately \$94,222 from 2017. At the end of December 2018, delinquent taxes owed to the city were \$634,133. Given such, the city is budgeting \$630,000 as an anticipated revenue this year. As of February 28, 2019, outstanding property taxes billed in prior years but still uncollected are \$449,401. Furthermore, the first quarter 2019 taxes billed (\$33.96 million) but uncollected are \$869,506, or 2.56% 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 2019, the municipal budget is \$1.61 million under the 2.0% property tax levy cap (see levy cap calculation summary below).

Prior year amount to be raised by taxation for municipal purposes	\$ 26,456,806
<i>Less: Prior year deferred charges to future taxation</i>	(\$ 75,000)
Plus: 2% cap increase	\$ 527,636
Plus: Exclusions	\$ 1,323,950
Plus: New ratable adjustment to levy	\$ 269,696
Maximum allowable amount to be raised by taxation	<u>\$ 28,408,087</u>
2019 amount to be raised by taxation for municipal purposes	<u>\$ 26,792,506</u>
2019 municipal levy amount UNDER 2.0% cap	<u>\$ 1,615,581</u>

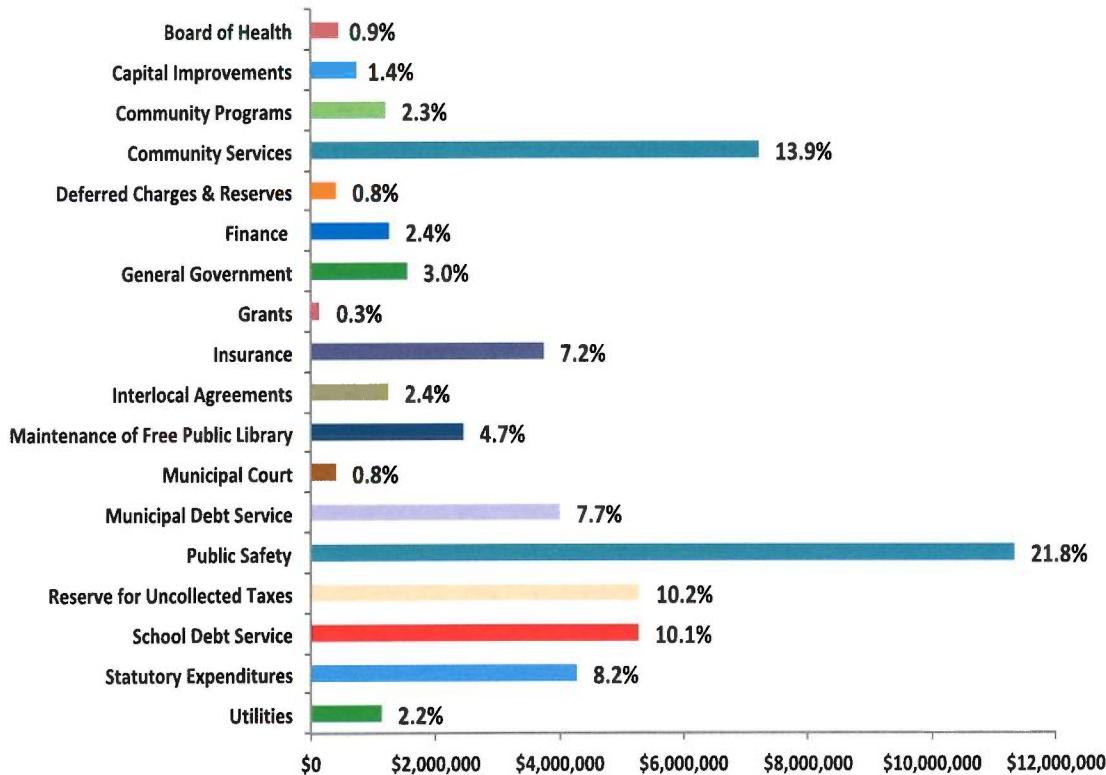
APPROPRIATIONS

2019 GENERAL APPROPRIATIONS SYNOPSIS

The 2019 municipal budget projects total appropriations (excluding reserve for uncollected taxes) to be \$46.69 million, approximately \$710,428 more than 2018 adopted budget appropriations. Total appropriations needed to fund municipal services are projected to increase by \$396,015, a 1.23% increase compared with 2018 municipal operation costs (\$32.07 million). Major cost drivers within General Fund municipal operations include salaries and wages (\$17.61 million), debt service (\$4.00 million) and pension obligations (\$3.82 million). Other appropriations, such as healthcare insurance premiums, interlocal agreements and deferred charges/reserves total \$4.23 million and account for 8.15% of total appropriations. Municipal operation appropriations are above 2018 appropriated amounts mainly due to a rise in pension costs (\$249,270 increase) and additional interlocal agreement funding for the Joint Dispatch Center (\$250,409 increase). Discretionary costs, such as salaries and wages and municipal operation other expenses account for 33.90% and 20.36%, respectively, of total appropriations. The reserve for uncollected taxes line item represents 10.2% of total appropriations, down slightly by 0.3% from last year.

The total percentage breakdown of 2019 municipal budget appropriations is shown below. A substantial part of each property tax dollar goes to pay public safety (21.8%) and total municipal and school debt service (17.8%).

2019 PROPOSED APPROPRIATIONS (%) “HOW BUDGET REVENUES ARE ALLOCATED”



BUDGET REPORT

2019 Total Appropriations Breakdown - \$ 51,984,799			
Board of Health	\$ 443,045	Interlocal Agreements	\$ 1,232,049
Capital Improvements	735,275	Maintenance of Free Public Library	2,440,785
Community Programs	1,191,610	Municipal Court	399,300
Community Services	7,200,546	Municipal Debt Service	4,002,104
Deferred Charges & Reserves	405,000	Public Safety	11,323,101
Finance	1,247,615	Reserve for Uncollected Taxes	5,287,251
General Government	1,536,286	School Debt Service	5,265,023
Grants	144,315	Statutory Expenditures	4,270,720
Insurance	3,739,774	Utilities	1,121,000

MUNICIPAL SERVICE COSTS

As it pertains to total appropriations proposed in the city's 2019 municipal budget, municipal service costs comprise 73.9%, up 0.40% 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 2019 Average Residential Home Assessment (\$417,500)						
	2019	% of Total	2018	% of Total	2017	% of Total
Municipal Service Cost Total	\$ 38,442,425		\$ 37,763,375		\$ 36,367,104	
Municipal Taxes	\$ 3,591		\$ 3,486		\$ 3,460	
Public Safety	\$ 1,058	29.5%	\$ 1,023	29.4%	\$ 1,038	30.0%
Community Services	673	18.7%	663	19.0%	672	19.4%
Statutory Expenditures	399	11.1%	388	11.1%	383	11.1%
Insurance	349	9.7%	349	10.0%	369	10.7%
Municipal Debt Service	374	10.4%	415	11.9%	346	10.0%

BUDGET REPORT

Municipal Service Cost Breakdown 2019 Average Residential Home Assessment (\$417,500)						
General Government	143	4.0%	138	3.9%	144	4.2%
Utilities	105	2.9%	105	3.0%	111	3.2%
Finance	117	3.2%	117	3.3%	112	3.2%
Community Programs	111	3.1%	107	3.1%	106	3.1%
Interlocal Agreements	115	3.2%	91	2.6%	85	2.5%
Board of Health	41	1.2%	41	1.2%	36	1.0%
Capital Improvements	69	1.9%	19	0.6%	29	0.8%
Municipal Court	37	1.1%	30	0.9%	31	0.9%
		100.0%		100.0%		100.0%

The following tables compare the top five largest projected 2019 municipal budget appropriation line items with 2018; the percentage change from 2015 in these same categories; and the five largest appropriation increases and decreases this year.

5 LARGEST APPROPRIATION LINE ITEMS				
	2019	% of Total Appropriations	2018	% of Total Appropriations
Salary & Wages (General Fund)	\$ 17,619,072	33.90%	\$ 17,731,570	34.21%
Debt Service				
* Municipal	\$ 4,002,104	7.70%	\$ 4,565,474	8.81%
* School	<u>5,265,129</u>	<u>10.13%</u>	<u>5,388,037</u>	<u>10.39%</u>
	\$ 9,267,233	17.83%	\$ 9,953,511	19.20%
Pension Obligations				
* PERS	\$ 1,117,378	2.15%	\$ 1,041,459	2.01%
* PFRS	<u>2,541,918</u>	<u>4.89%</u>	<u>2,342,567</u>	<u>4.52%</u>
	\$ 3,659,296	7.04%	\$ 3,384,026	6.53%
Health Insurance	\$ 2,600,000	5.00%	\$ 2,650,000	5.11%
General Liability/ Workers Compensation	\$ 1,064,774	2.05%	\$ 1,033,760	1.99%
Total Appropriations	\$ 51,984,799		\$ 51,373,916	

BUDGET REPORT

5 LARGEST APPROPRIATION LINE ITEMS			
	2015	2019	% Change from 2015
Salary & Wages (General Fund)	\$ 17,080,396	\$ 17,619,072	3.2%
Debt Service			
* Municipal	\$ 3,067,194	\$ 4,002,104	30.5%
* School	<u>5,350,794</u>	<u>5,265,129</u>	(1.6%)
	\$ 8,417,988	\$ 9,267,233	10.1%
Pension Obligations			
* PERS	\$ 934,372	\$ 1,117,378	19.6%
* PFRS	<u>2,018,053</u>	<u>2,541,918</u>	26.0%
	\$ 2,952,425	\$ 3,659,296	23.9%
Health Insurance	\$ 2,654,100	\$ 2,600,000	(2.0%)
General Liability Insurance/ Workers Compensation	\$ 1,122,900	\$ 1,064,774	(5.2%)

5 LARGEST APPROPRIATION INCREASES		
	2019 Appropriation Amount	Increase Over 2018 Appropriations
Capital Improvement Fund	\$ 735,275	\$ 525,275
Interlocal Agreement	1,232,049	250,409
Joint Dispatch Center		
Pension Obligations - PFRS	2,541,918	199,351
Reserve for Salary Adjustments	190,000	100,000
Pension Obligations - PERS	1,117,378	75,919

5 LARGEST APPROPRIATION DECREASES		
	2019 Appropriation Amount	Decrease Under 2018 Appropriations
Municipal Principal Debt Service	\$ 4,002,104	(\$ 563,370)
Reserve for Tax Appeals	140,000	(160,000)
Reserve for Uncollected Taxes	5,265,023	(123,014)
Social Security	596,424	(75,993)
Employee Group Health Insurance	2,600,000	(50,000)

BUDGET REPORT

The tables below depict the projected ten largest Other Expense category appropriations in 2019 compared with 2018 in addition to projected five largest professional service appropriation line items.

<i>10 LARGEST OTHER EXPENSE CATEGORIES</i> <i>(Excludes Professional Service Line Items)</i> <i>2018 and 2019 Comparison</i>		
	2019	2018
Transfer Station Disposal Charges	\$ 875,000	\$ 875,000
Police	427,800	363,800
Electricity	353,000	325,000
Fuel	347,000	341,000
Municipal Shared Court	343,000	268,655
Fire	301,700	230,200
Fire Hydrant Service	300,000	280,000
Recycling Curbside Collection	252,750	252,900
Fleet Maintenance	250,485	242,950
Technology & Software Licenses	247,000	189,500

<i>5 LARGEST PROFESSIONAL SERVICE APPROPRIATIONS</i>		
	2019	2018
Legal General & Misc. Services	\$ 220,000	\$ 220,000
Legal Tax Appeals	185,000	185,000
Land Use Planning Services & Special Projects	150,000	170,000
Tax Assessor - Appraisers	80,000	80,000
Information Technology	94,000	92,000

SALARIES & WAGES

The total 2019 salaries and wages amount for all city employees, which includes base salary, longevity, and step increases for full- and part-time union and non-union employees and temporary/seasonal appropriations, is \$19.6 million. This is an increase of approximately \$170,232 from what was appropriated in 2018. Within each respective fund, total salary and wages for this year and last are shown in the following chart:

BUDGET REPORT

TOTAL SALARIES & WAGES <i>(includes Temporary/Seasonal Employee Wages & Overtime)</i>		
FUND	2019	2018
General	\$ 17,619,072	\$ 17,485,340
Sewer Utility	316,000	329,000
Parking Services Utility	779,600	765,000
Uniform Construction Code (Dedicated Trust Fund)	855,400	820,500
<i>Totals</i>	<i>\$ 19,570,072</i>	<i>\$ 19,399,840</i>

Total overtime line items are projected to increase by roughly \$74,500, or 7.9% above 2018 budget amounts (2019 total overtime budgeted is \$807,300). Overall, total overtime appropriations are 4.1% of the total salary and wages amount. Public safety overtime accounts for 68.7% (Police: 27.9%, Fire: 40.8%) of total overtime appropriations. The fire department overtime budget accounts for \$95,000 of the increase in total proposed overtime this year. However, \$36,500 of overtime decreases in various budgets result in the net overtime increase of \$74,500.

The chart below shows the impact from salary adjustments budgeted in 2019, which is broken down by non-union employees and collective negotiation units. The FMBA Local 54 and Teamsters Local 469 collective negotiation units are each contracted to receive, respectively, a 2.00% and 1.50% cost-of-living adjustment (COLA) increase this year. Further, the PBA Local 55 contract expired on December 31, 2018, and negotiations are currently taking place between City Administration and PBA representatives. Thus, any cost-of-living adjustments for PBA 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 2018 to 2019 due to retirements, resignations, new employees and/or annual salary step increases.

2019 SALARIES & WAGES ADJUSTMENT (excludes Overtime)

GROUPS	TOTAL FT & PT EMPLOYEES	2019 TOTAL SALARIES	2018 TOTAL SALARIES	S&W % Adjustment in 2019	COLA Increase	Step Increase	Longevity Increase
Non-Union Employees	75	\$ 6,487,847	\$ 6,133,546	2.00%	\$23,789	\$58,094	\$5,336
Teamsters Local 469	48	3,108,656	3,415,510	1.50%	34,487	18,295	(8,437)
PBA Local 55	45	4,694,108	4,649,338	TBD	TBD	50,643	5,995
FMBA Local 54	30	3,448,461	3,276,686	2.00%	77,370	43,639	12,219
TOTAL	198	\$17,739,072	\$17,475,080		\$135,646	\$170,671	\$15,113

OTHER EXPENSES

For General Fund municipal operations, total Other Expenses (\$10.58 million) will increase this year by over \$190,000. In addition to the various large appropriations previously mentioned, other notable appropriation increases are as follows:

- \$95,135 in Board of Health for the city's shared services agreement with Town of Westfield to provide full-time registered environmental health service inspection, which was previously performed by a full-time Summit employee who retired last year.
- \$74,345 in Municipal Court for the city's shared court agreement with the Borough of New Providence, which includes agreed upon costs for salaries, healthcare benefits, pension and social security, court security and other per diem needs in addition to approximately \$33,905 for the court office/room renovation project (year two, one-third payment of \$101,715 total cost).
- \$54,000 in Police Department for annual body camera data storage, car cams, body armor and maintenance service agreements.
- \$26,000 in City Clerk (temporary staffing and contract services; and equipment) operating costs for temporary part-time staffing and other office service needs, and a new OPRA and licensing platform.
- \$24,535 in Department of Community Services (Fleet Maintenance & Equipment division) as a result of equipment, vehicle and clothing maintenance line-item transfers from other DCS divisions.
- \$20,000 in Department of Community Services (planning legal services) in anticipation of increased legal work for Broad Street west redevelopment agreement formation.
- \$11,500 in Fire Department (vehicle maintenance) to cover increased costs related to older engine vehicle parts replacement and labor.

Some notable other expense line item decreases are as follows:

- \$35,000 in Tax Assessment (contract appraiser and legal services) as tax appeal appraisal and litigation costs have decreased due to a continued decline in tax appeal cases.
- \$20,000 in Department of Community Services (special projects) for a reduction in special planning projects.
- \$11,600 in Administration (postage) mainly due to municipal court postage costs now budgeted within the shared municipal court services line item.
- \$10,000 in Fire Department (tuition reimbursement) because of a reduction in firefighter enrollment in university education programs that are eligible for reimbursement in accordance with the FMBA collective negotiation contractual terms.

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

BUDGET REPORT

INSURANCE

In 2019, the city's net healthcare insurance premium line item of \$2.6 million will decrease by \$50,000 from last year. The city participates in the state health benefit plan for the provision of medical/prescription drug insurance coverage. In addition, the city will continue to use Delta Dental as its dental insurance provider and will not incur any increase in its premium cost this year. Of the 187 eligible employees, 20 employees waive their insurance benefits for which there is no compensation to do so. As a result of 20 employees opting-out of healthcare insurance coverage, the estimated annual cost savings for the city is approximately \$364,000.

MEDICAL INSURANCE PLAN PREMIUMS

Insurance Plans	# of Employees	Category	2019	2018	\$ Increase (Decrease)	% Increase (Decrease)
NJ Direct 10	13	Single	Monthly \$ 963.29	Monthly \$ 935.24	\$4,375.80	3.00%
	4	Member & Spouse	1,926.58	1,870.49	2,692.32	3.00%
	3	Parent & Child	1,724.28	1,674.09	1,806.84	3.00%
	24	Family	2,687.57	2,609.34	(8,781.84)	3.00%
	<i>Subtotal (Annual)</i>		<i>\$ 1,078,843</i>	<i>\$ 1,078,750</i>	<i>\$ 93.12</i>	<i>0.01%</i>
Aetna HMO	4	Single	\$ 935.43	\$ 926.33	(\$21,795.12)	0.98%
	10	Member & Spouse	1,870.86	1,852.67	2,182.80	0.98%
	7	Parent & Child	1,674.42	1,658.14	(58,325.52)	0.98%
	17	Family	2,609.85	2,584.47	5,177.52	0.98%
	<i>Subtotal (Annual)</i>		<i>\$ 942,465</i>	<i>\$ 1,015,225</i>	<i>(\$72,760.32)</i>	<i>(7.17%)</i>
NJ Direct 15	18	Single	\$ 917.28	\$ 890.57	\$27,143.04	3.00%
	10	Member & Spouse	1,834.56	1,781.15	(14,964.60)	3.00%
	4	Parent & Child	1,641.94	1,594.11	2,295.84	3.00%
	16	Family	2,559.22	2,484.68	44,127.84	3.00%
	<i>Subtotal (Annual)</i>		<i>\$ 988,463</i>	<i>\$ 929,861</i>	<i>\$58,602.12</i>	<i>0.06%</i>

BUDGET REPORT

Insurance Plans	# of Employees	Category	2019	2018	\$ Increase (Decrease)	% Increase (Decrease)
Aetna Freedom 10			Monthly	Monthly		
	4	Single	\$ 963.29	\$ 986.35	(\$ 1,106.88)	(2.34%)
	3	Member & Spouse	1,926.58	1,972.71	(1,660.68)	(2.34%)
	1	Parent & Child	1,724.28	1,765.57	20,691.36	(2.34%)
	9	Family	2,687.57	2,751.93	(6,950.88)	(2.34%)
<i>Subtotal (Annual)</i>	<i>17</i>		<i>\$ 426,544</i>	<i>\$ 415,571</i>	<i>\$10,972.92</i>	<i>0.03%</i>
Aetna Freedom15						
	2	Single	\$ 917.28	\$ 948.14	(\$ 740.64)	(3.25%)
	2	Member & Spouse	1,834.56	1,896.28	(1,481.28)	(3.25%)
	0	Parent & Child	1,641.94	1,697.17	(20,366.04)	(3.25%)
	5	Family	2,559.22	2,645.31	(5,165.40)	(3.25%)
<i>Subtotal (Annual)</i>	<i>9</i>		<i>\$ 219,597</i>	<i>\$ 247,351</i>	<i>(\$27,753.36)</i>	<i>(0.11%)</i>
Aetna Freedom 2030						
	2	Single	\$ 839.22	\$ 822.36	\$ 404.64	2.05%
	1	Member & Spouse	1,678.44	1,644.69	20,141.28	2.05%
	0	Parent & Child	1,502.20	1,472.02	0.00	2.05%
	0	Family	2,341.42	2,294.37	0.00	2.05%
<i>Subtotal (Annual)</i>	<i>3</i>		<i>\$ 40,283</i>	<i>\$ 19,737</i>	<i>\$ 20,545.92</i>	<i>104.10%</i>
Aetna Liberty						
	1	Single	\$ 709.01	\$ 693.45	\$ 186.72	2.24%
	0	Member & Spouse	1,418.02	1,386.87	0.00	2.25%
	0	Parent & Child	1,269.13	1,241.26	0.00	2.25%
	1	Family	1,978.14	1,934.70	521.28	2.25%
<i>Subtotal (Annual)</i>	<i>2</i>		<i>\$ 32,246</i>	<i>\$ 31,538</i>	<i>\$ 708.00</i>	<i>2.24%</i>

BUDGET REPORT

Insurance Plans	# of Employees	Category	2019	2018	\$ Increase (Decrease)	% Increase (Decrease)
Aetna Freedom 1525			Monthly	Monthly		
	0	Single	\$ 886.09	\$ 866.71	\$ 0.00	2.24%
	0	Member & Spouse	1,772.18	1,733.40	0.00	2.24%
	1	Parent & Child	1,586.10	1,551.42	416.16	2.24%
	1	Family	2,472.19	2,418.13	648.72	2.24%
<i>Subtotal (Annual)</i>	2		\$ 48,699	\$ 47,635	\$ 1,064.88	2.24%
NJ Direct 1525						
	1	Single	\$ 886.09	\$ 886.09	\$10,633.08	0.00%
	0	Member & Spouse	1,772.18	1,772.18	0.00	0.00%
	0	Parent & Child	1,586.10	1,586.10	0.00	0.00%
	0	Family	2,472.19	2,472.19	0.00	0.00%
<i>Subtotal (Annual)</i>	1		\$ 10,633	\$ 0	\$ 10,633.08	100.00%
Omnia Health Plan						
	0	Single	\$ 709.01	\$ 693.45	\$ 0.00	2.24%
	2	Member & Spouse	1,418.02	1,386.87	747.60	2.25%
	0	Parent & Child	1,269.13	1,241.26	0.00	2.25%
	1	Family	1,978.14	1,934.70	521.28	2.25%
<i>Subtotal (Annual)</i>	3		\$ 57,770	\$ 56,501	\$ 1,268.88	2.25%

Workers compensation and general liability insurance policy coverage will increase by \$31,000 to the total premium amount of \$1.064 million. Unemployment insurance and other insurances total a combined \$75,000, a \$27,000 decrease from last year. Overall, the city's total cost for these insurance policies and potential unemployment claims is decreasing 1.21% this year.

BUDGET REPORT

PENSION OBLIGATIONS

The city's 2019 pension obligations will increase again this year to \$3.81 million. Overall, total annual pension payments for PERS and PFRS have risen \$249,270, or 6.99% above 2018 obligations.

The following table depicts nine years of PERS & PFRS pension obligations, and annual percentage change from the previous year. Since 2011, on average, total pension obligations have increased by 4.07%.

PENSION OBLIGATION PAYMENTS

Year	PERS	PFRS	Year-to-Year % Change
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 99.54%. Historically, the city takes a very conservative approach by anticipating a lower annual collection rate. In 2018, \$5.38 million was appropriated in the budget based on a 96.1% collection rate. Given the city's consistently high annual collection rate, the 2019 municipal budget reflects a 96.2% collection rate that, in turn, results in a reserve for uncollected taxes at \$5.28 million.

BUDGET REPORT

TOTAL APPROPRIATIONS CAP

Under the total appropriations cap law, the State allows exclusions, or cap base adjustments, to appropriation limits. Some of these exclusions are debt service, reserve for uncollected taxes and tax appeals, capital improvements, deferred charges and interlocal service agreements. The State of New Jersey has promulgated the cap index at 2.5% this year with the option to increase it another 1.0% to 3.5% with the adoption of a cap bank ordinance. Nevertheless, even if the city does not exercise this cap increase option, it will be well-under the allowable total appropriation limit in 2019 by \$2,889,559.

APPROPRIATIONS CAP FORMULA

Total general appropriations for calendar year 2018 \$ 51,373,916

Less: Exclusions from "caps": (19,206,934)

Amount on which 3.5% cap is applied: \$ 32,166,982

Allowable cost of living adjustment:

0.5% cap = \$ 160,835 added to above equals \$ 32,327,816

2.5% cap = \$ 804,175 added to above equals **\$ 32,971,156**

3.5% cap = \$1,125,844 added to above equals \$ 33,292,826

Add:

Value of new construction and improvements: \$ 269,696

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

(\$31,954,500 x 0.00844)

2017 cap bank: \$ 937,755

2018 cap bank: \$ 1,052,279

Total cap bank \$ 1,990,034

Total allowable 2019 appropriations within caps: \$ 35,552,556

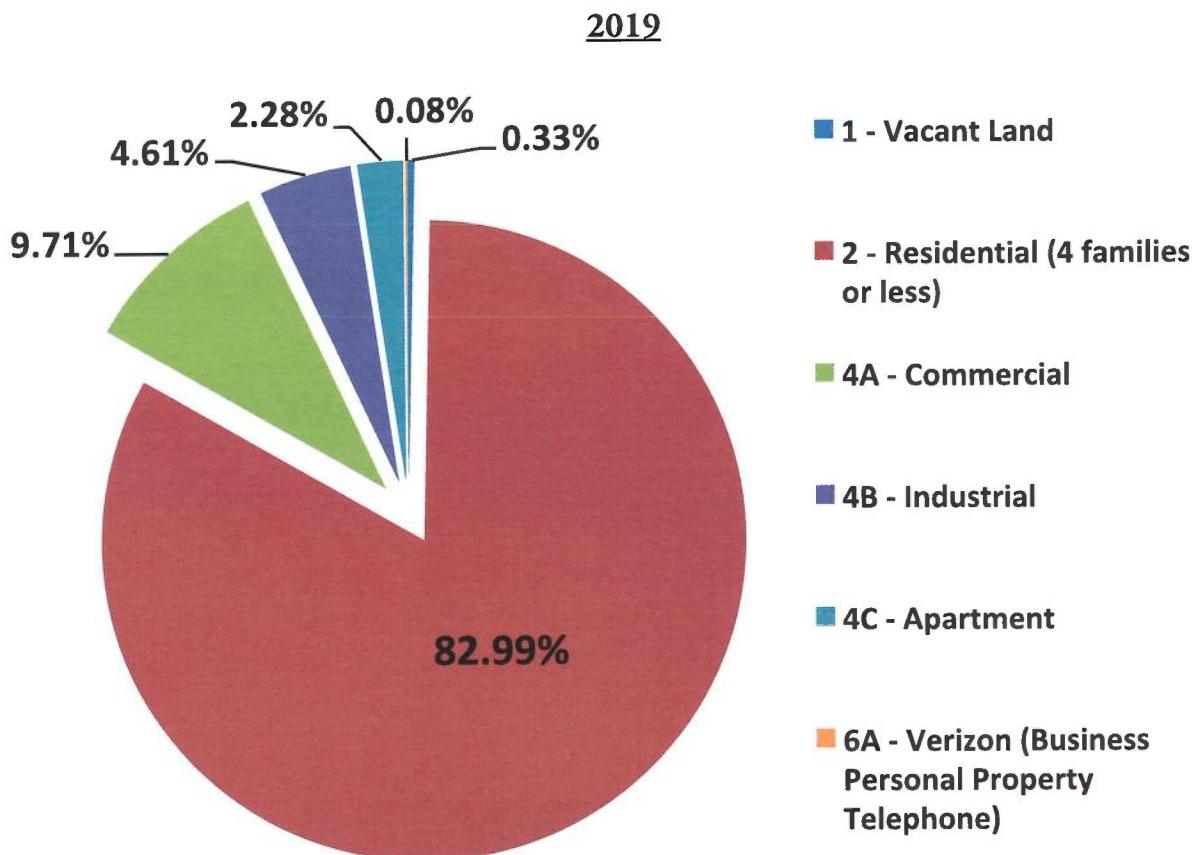
Total proposed 2019 appropriations within caps: 32,662,997

Amount Under (Over) cap: \$ 2,889,559

TAX BASE

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

The city's property tax base generates approximately 51.5% of municipal budget revenues through its tax levy. As evident in the graph below, the city's residential properties, comprising of 82.99% of the total tax base this year, are the primary funding source of municipal tax revenues. The percentage of residential assessment compared with total net assessed valuation has been expanding over the past several years.



BUDGET REPORT

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

The following chart depicts the city's net assessed valuation (NAV) in 2019 and the previous four years.

ASSESSMENT VALUATIONS (LAND IMPROVEMENTS BY CLASS)

Class & Type	2019	2018	2017	2016	2015
1-Vacant Land	\$ 10,383,500	\$ 12,040,500	\$ 15,270,400	\$ 11,306,200	\$ 12,823,900
2-Residential (4 families or fewer)	2,608,521,700	2,581,194,700	2,558,372,600	2,548,081,600	2,528,788,100
4A-Commercial	305,221,800	302,951,600	283,665,000	282,815,800	283,374,300
4B-Industrial	144,804,800	165,104,200	183,080,676	202,970,900	219,667,400
4C-Apartment	71,542,500	69,373,700	65,339,600	64,694,800	60,314,800
6A-Verizon Business Personal Property Telephone (BPPT)	2,645,524	2,593,126	2,517,120	2,545,696	2,487,837
TOTAL	\$3,143,119,824	\$3,133,257,826	\$3,108,245,396	\$3,112,414,996	\$3,107,456,337

Compared with 2018, the city's 2019 NAV rose by over \$9.8 million, or 0.32%. When comparing the 2018 and 2019 valuations, the city's residential, apartment and commercial NAVs expanded last year by \$31.7 million with gains offset by a \$21.9 million loss of vacant and industrial NAV ratables. The industrial value loss is directly attributed to the city's tax appeal settlement with Celgene and its west campus property. Finally, total tax exempt properties (241) are valued at \$465.9 million, approximately 14.8% of total properties in the city. Of the total tax exempt property valuation, over \$117 million is owned by Overlook Medical Center, and nearly \$190 million is owned by either the city, county or state governments.

REAL ESTATE TREND & IMPACT ON CITY RATABLE BASE

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

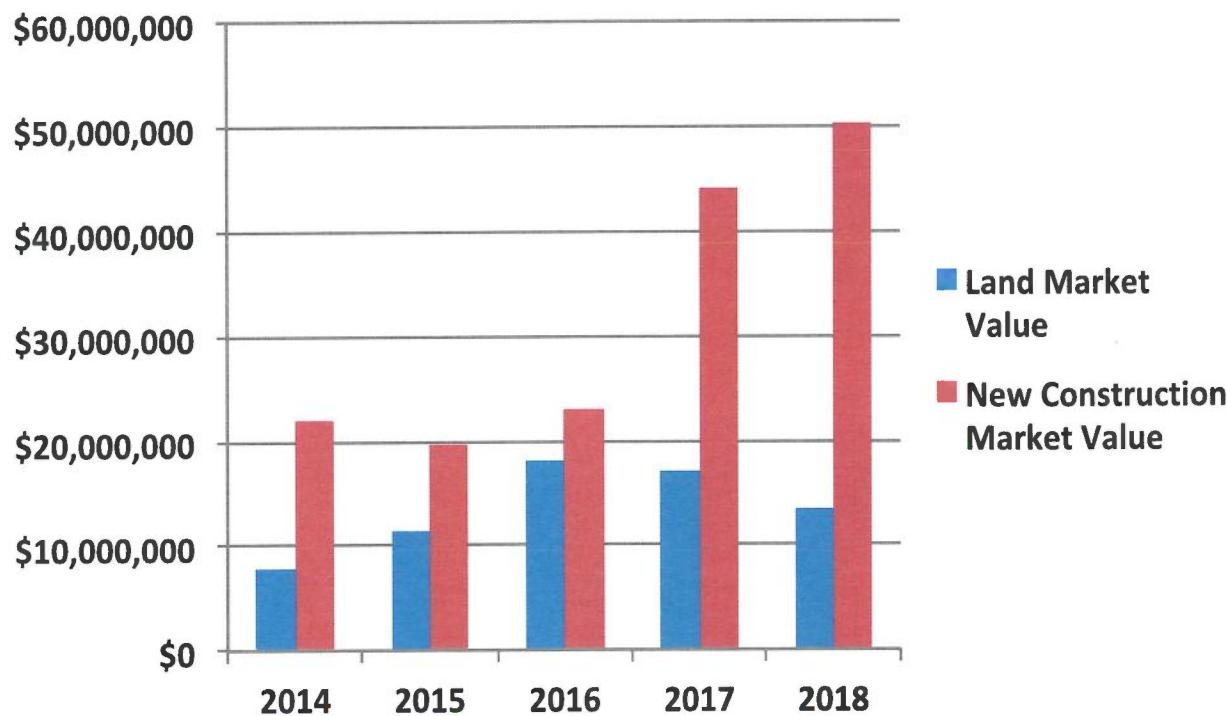
BUDGET REPORT

Focusing on residential properties, the following chart provides the number of parcels for assessed valuation ranges in years 2018 and 2019. This year, the average residential property assessment is \$417,500, or a market value of \$976,200.

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

<i>Valuation Range (\$)</i>	<i>2019</i>		<i>2018</i>	
	<i>Number of Parcels</i>	<i>Percent of Total</i>	<i>Number of Parcels</i>	<i>Percent of Total</i>
\$0 to \$400,000	3808	60.95%	3849	61.61%
\$400,001 to \$800,000	1868	29.90%	1832	29.33%
\$800,001 to \$1,200,000	404	6.47%	403	6.45%
\$1,200,001 to \$1,600,000	119	1.90%	119	1.90%
\$1,600,001 and Up	49	0.78%	44	0.70%
TOTAL	6248	100.00%	6247	100.00%

In the graph and table below, construction not yet completed is missing from new construction market value totals (count per year depicted below – 7 remain to be valued).



BUDGET REPORT

Year	Land Market Value	New Construction Market Value	Structures Demolished	Listed on Tax Record w/ New Valuation
2014	\$ 7,691,200	\$21,886,999	11	11
2015	11,298,750	19,771,000	13	8
2016	18,199,800	23,038,000	21	10
2017	17,136,680	44,006,334	20	20
2018	13,510,500	50,339,900	14	21
Total	\$67,836,930	\$159,042,233	79	70

In 2018, over \$27 million in residential property assessment value was added to the city tax base. The Tax Assessor's office estimates that approximately \$32 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.

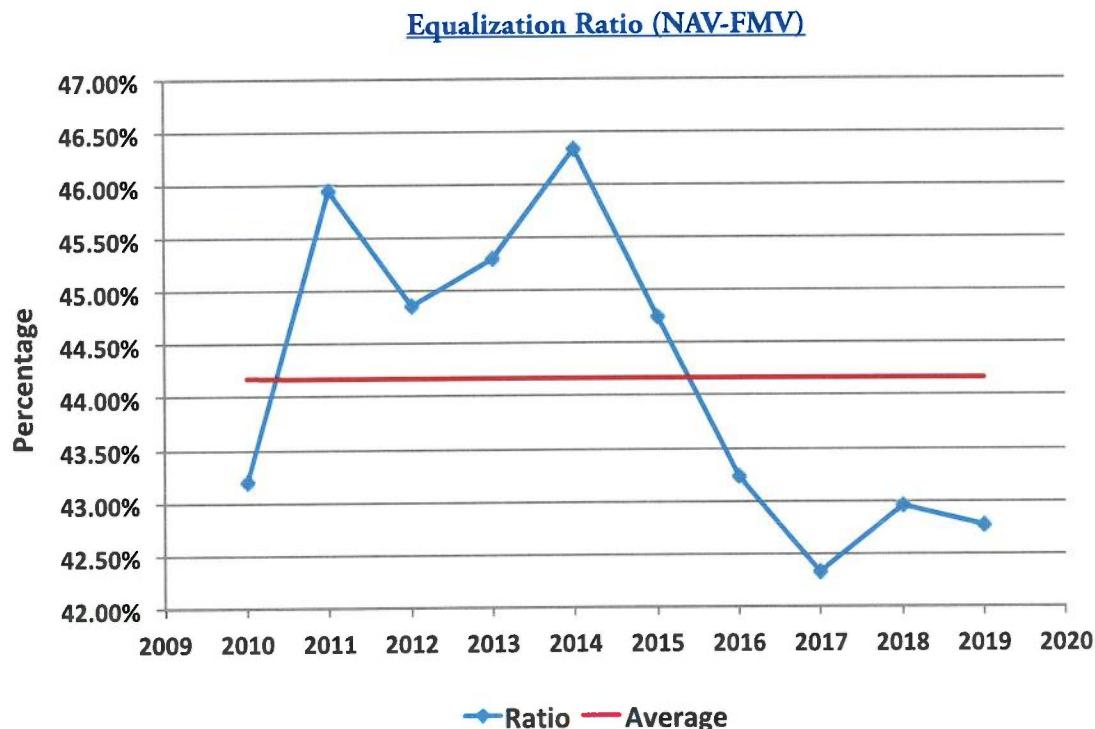
While an increasing residential tax base valuation provides for a more stable financial condition overall, there is a direct impact on what a homeowner ultimately pays in property taxes. The following chart sheds light on current market and assessed value for residential property owners and, on average, 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 (2018 Total Tax Rate - \$4.337)
1,807	28.92%	\$0-\$229,100	42.77	\$ 535,656	\$13,200,657	\$ 7,305
2,001	32.03%	\$229,100 - \$400,000	42.77	\$ 935,235	\$26,132,320	\$13,060
1,868	29.90%	\$401,000 - \$800,000	42.77	\$1,870,470	\$45,599,075	\$24,411
404	6.47%	\$801,000 - \$1,200,000	42.77	\$2,805,705	\$16,778,513	\$41,531
119	1.90%	\$1,200,000 - \$1,600,000	42.77	\$3,740,940	\$7,041,445	\$59,172
49	0.78%	\$1,600,000+	42.77	\$8,437,222	\$4,383,354	\$89,456
Total: 6,248	100.00%				\$113,135,364	Average \$18,107

BUDGET REPORT

TAX APPEALS

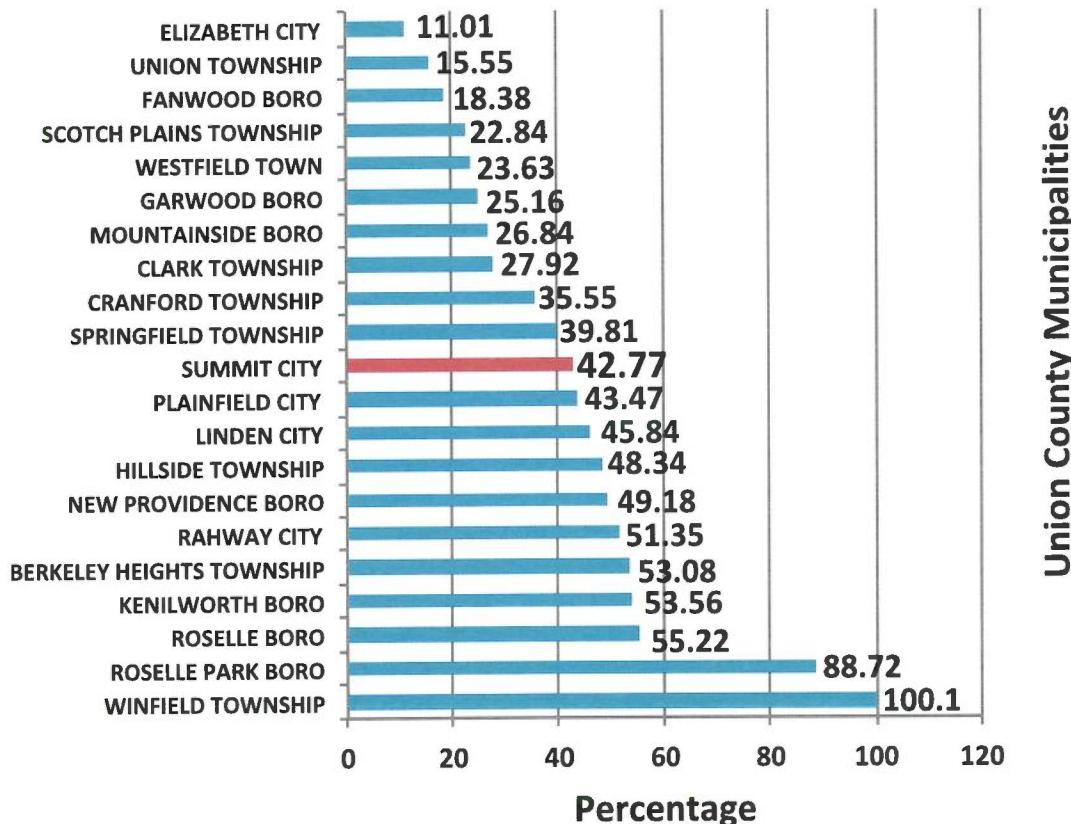
The city's NAV-to-Fair Market Valuation (FMV) ratio (or ratio) is a primary factor used in tax appeal litigation, and determines whether a property owner has a likelihood of success under state tax law. Annually, the county tax board issues a ratio for every municipality in the state by the month of October. The ratio is a lagging indicator. Property sales data are used from a period dating back one year from when the annual ratio is issued. A weighted average of property sales data is also gathered for two years preceding the first year, and factored into a formula to produce a municipality's ratio. For example, the city's 2019 ratio is based on weighted sales data from July 2015 to June 2017, and from selected sales between July 2017 through June 2018. The following graph illustrates the city's ratio for 2019, and the preceding 9 years.



As evidenced in the preceding graph, the city's ratio has trended downward over the last several years as FMV real estate sales data increased compared to NAV. The city's equalization ratio of 43.20% in 2010 to 42.77% this year indicates Summit has sustained a strong market valuation in real estate during the last decade.

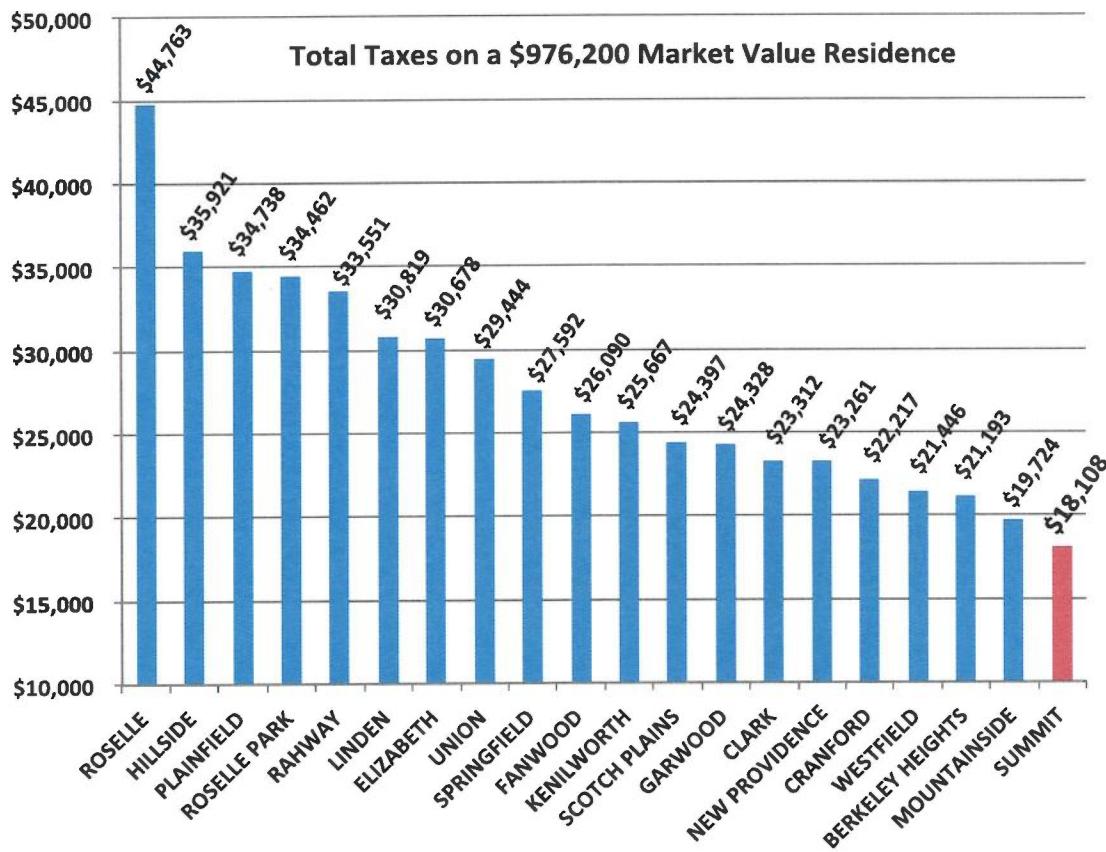
The following graph is a comparison of Summit's 2019 equalization ratio to all other Union County municipalities.

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, the average home assessment value in Summit is \$417,500, which represents a market value of \$976,200. Using the 2018 total tax rates for all Union County municipalities, the following graph depicts the average total tax bill for the average market value home in the respective community. In Summit, the total tax bill for its average residential property value is \$18,108, the lowest effective tax bill in Union County.

BUDGET REPORT



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

Effective Tax Rate & Tax Bill Comparison (2019 Equalization Ratios & 2018 Total Tax Rates - Avg. Residential Home Value of \$976,200)				
Municipality	2018 Tax Rate	2019 Ratio	Effective Tax Rate	Total Tax Bill
Roselle Boro	\$ 8.30	55.22	\$4.59	\$44,763
Kenilworth	4.91	53.56	2.63	25,667
Fanwood	14.54	18.38	2.67	26,090
Summit	4.34	42.77	1.85	18,108

Total tax appeal applications for 2018 were 148, which comprised of 46 filed with the state tax court, and 102 with the county tax board. Of the 46 appeal applications filed in 2018 with the state tax court, there were 28 new applications as the others were re-filings on properties that have pending appeals from prior years. The county tax appeal filings (102, includes 22 cross and added appeals, and Assessor petitions) were down approximately 15% from 2017 when 120 applications were submitted. Total assessment valuation lost was \$5.2 million of over \$92 million under appeal.

BUDGET REPORT

With regard to total state court appeals carried for 2018, 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 35 state court appeals settled and/or adjudicated last year, total NAV lost in 2018 was \$921,100 (post-adjudication NAV variance), or 2.2%.

<i>2018 Tax Appeal Summary</i> <i>State Court</i>					
Class	# of Appeals by Class	2018 NAV Under Appeal	# of Appeals Adjudicated/ Settled	Pre-Adjudication NAV	Post-Adjudication/ Settled NAV
Vacant Land	0	\$ 0	0	\$ 0	\$ 0
Residential	64	72,273,000	30	35,462,500	34,541,400
Commercial	30	84,563,900	5	5,751,500	5,751,500
Industrial	1	2,240,000	0	0	0
Apartment	7	16,799,800	0	0	0
TOTAL	102	\$175,876,700	35	\$ 41,214,000	\$ 40,292,900

RESERVES

City administration recommends reducing appropriations in its reserve for tax appeal line item as the city continues to actively settle prior year tax appeals with property owners who may be entitled to tax refunds. Upon recommendation from city tax appeal professionals, the reserve amount requested in 2019 is \$140,000, a \$160,000 reduction from what was budgeted in 2018. There are 34 total pending residential property tax appeal cases (20 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 \$40.3 million. Further, there are 33 total pending commercial cases under appeal (15 properties), including prior year and cross appeals, that have an assessed value of \$97.8 million. Last year, the city refunded \$40,100 to property owners as a result of tax appeal settlement/adjudications.

The municipal budget also includes a new reserve for a salary adjustment line item that, upon Common Council approval, provides funding of a 2.0% salary increase for non-union employees and monies allotted for a pending collective bargaining unit negotiation in 2019. 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, 2018 is as follows:

Statutory Equalized Valuation (2)	\$ 7,299,193,043
Statutory Borrowing Power (3)	255,471,757
Statutory Net Debt	55,217,303
<i>Remaining Statutory Borrowing Power</i>	200,254,454
Net Debt to Statutory Equalized Valuation	0.756%

(1) Unaudited; (2) Average of the immediately preceding 3 years (2016-2018) as calculated by state;
(3) 3 1/2% of the equalized valuation.

At the end of 2018, the city had a net debt total of \$55.21 million in municipal purpose bonds and notes outstanding. However, \$12,903,303 of prior year capital projects debt were authorized but not issued and, consequently, actually leave the city with \$42.31 million in principal bonds/notes to pay off at this time. In 2019, the city's municipal debt service is \$4.00 million, a decrease of \$563,370 compared with last year. Additionally, as of December 31, 2018, the outstanding debt for the sewer utility is \$8.90 million; parking services debt owed is \$5.05 million. Debt service payments for sewer will increase by \$40,020, and for parking services will decrease by \$349,868.

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 recent credit rating evaluation process, all three credit rating agencies provided a 'stable' outlook on Summit, reflecting an expectation that the city's tax base, finances and wealth will remain strong.

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

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 12/31/2018	2019 Principal Payment Due	2019 Interest Payment Due	Maturity Date
<i>Municipal Debt</i>						
2014	General Bonds	\$ 7,400,000	\$ 5,810,000	\$ 515,000	\$ 142,900	2028
2016	General Bonds	10,800,000	9,100,000	1,070,000	163,200	2026
2017	Refunding Bonds	6,633,000	3,720,000	500,000	80,476	2026
<i>Municipal Debt Service Totals</i>		\$ 24,833,000	\$ 18,630,000	\$ 2,085,000	\$ 386,576	
<i>Sewer Utility Debt</i>						
2016	Sewer Bonds	\$ 4,071,000	\$ 3,630,000	\$ 245,000	\$ 68,288	2031
2017	Sewer Bonds	2,200,000	1,330,000	155,000	27,978	2026
<i>Sewer Utility Debt Service Totals</i>		\$ 6,271,000	\$ 4,960,000	\$ 400,000	\$ 96,266	
<i>Parking Services Utility Bonds</i>						
2014	Parking Bonds	\$ 2,200,000	\$ 1,640,000	\$ 145,000	\$ 40,360	2028
2016	Parking Bonds	1,161,000	1,025,000	75,000	19,188	2030
<i>Parking Utility Debt Service Totals</i>		\$ 3,361,000	\$ 2,665,000	\$ 220,000	\$ 59,548	

DEBT STRUCTURE TRENDS

Total Net Debt has risen steadily over the last five years from 0.60% to 0.76% (see debt structure analysis: page 2-22). As of December 31, 2018, the city's total net debt, which excludes local school, sewer and parking services utility debt but does include short-term bond anticipation notes (BAN's), is \$55,217,303. For the year 2018, the city's annual equalized valuation (EV) is \$7.319 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

BUDGET REPORT

total net debt to equalized valuation basis amount over the years 2016 to 2018 (\$7,299,193,043) is 0.756%. In 2018, the city's net debt service expense (long-term general obligation debt minus long-term utility debt) as a percentage of total revenues rose from 14.44% to 17.23%. Indeed, this indicator reflects how increased spending on capital projects over the last five years has driven its net debt and corresponding debt service payments upward each year. In 2019, the city's debt service amount is nearly 12.3%, or \$563,370 lower than last year. However, this year's municipal debt service amount is approximately \$935,000 higher than what was appropriated in 2015.

From the community fundraising efforts made in previous years, the city received \$81,130 in 2018 in donations to offset the new community center debt service in 2019. 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 2019 to 2033. As depicted in the general bond debt service schedule table, debt service payments will increase significantly next year. However, when \$1.12 million of principal and interest on bond anticipation notes are factored into this equation, the net municipal debt service amount next year is projected to be roughly \$564,000 over the 2019 budgeted amount.

General Bond Debt Service Schedule

Budget Year	Total General Bond Debt Service	Principal	Interest	\$ Change from Prior Year
2019	\$ 4,002,104	\$ 2,496,450	\$ 1,505,654	\$ (563,370)
2020	4,566,892	3,365,000	1,201,892	564,788
2021	4,871,271	3,745,000	1,126,271	304,378
2022	4,876,852	3,830,000	1,046,852	5,581
2023	4,860,598	3,900,000	960,598	(16,253)
2024	4,859,795	4,005,000	854,795	(803)
2025	4,856,532	4,120,000	736,532	(3,263)
2026	4,292,708	3,675,000	617,708	(563,824)
2027	3,066,269	2,555,000	511,269	(1,226,438)
2028	3,053,565	2,640,000	413,565	(12,704)
2029	2,382,700	2,060,000	322,700	(670,865)
2030	2,334,600	2,095,000	239,600	(48,100)
2031	2,295,750	2,130,000	165,750	(38,850)
2032	2,290,950	2,190,000	100,950	(4,800)
2033	2,304,050	2,270,000	34,050	13,100
TOTAL	\$ 54,914,635	\$ 45,076,450	\$ 9,838,185	

BUDGET REPORT

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 2019, the city's proposed capital budget plan (\$4.95 million), which excludes the proposed new firehouse building (\$11.8 million) and utility capital budgets (\$521,500), will be approximately \$953,000 more than total debt service obligations scheduled for payment.

The table below provides a seven (7) 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.

SEVEN 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
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.

The following tables and graph depicts scheduled annual principal and interest (P&I) payments on existing municipal and assessment debt service as well as debt level projections that factor in the proposed firehouse project and municipal capital project financing amounts over the next five years (2020-2024). 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 \$5.8 million annually after 2020 along with correlated net debt levels increasing as well.

BUDGET REPORT

SIX YEAR EXISTING MUNICIPAL DEBT SERVICE PAYMENT SCHEDULE

	2019	2020	2021	2022	2023	2024
Existing Bond/Note Principal	\$ 2,496,450	\$ 3,365,000	\$ 3,745,000	\$ 3,830,000	\$ 3,900,000	\$ 4,005,000
Existing Bond/Note Interest	\$1,505,654	\$ 1,201,892	\$ 1,126,271	\$ 1,046,852	\$ 960,598	\$ 854,795
Existing Debt Service Totals (Principal & Interest)	\$ 4,002,104	\$ 4,566,892	\$ 4,871,271	\$ 4,876,852	\$ 4,860,598	\$ 4,859,795

NEW FIREHOUSE PROJECT ESTIMATED DEBT SERVICE IMPACT

	2019	2020	2021	2022	2023	2024
<u>Assumptions</u> * \$11.8 million cost * 3.00% interest rate * 12 month Notes						
Principal Interest			\$ 336,300	\$ 336,300	\$ 264,325	\$ 305,000 \$ 522,169
ESTIMATED TOTALS			\$ 336,300	\$ 336,300	\$ 264,325	\$ 827,169
Existing Debt Service w/ Firehouse Estimated Debt Payments	\$ 4,002,104	\$ 4,566,892	\$ 5,207,571	\$ 5,213,152	\$ 5,124,923	\$ 5,686,964

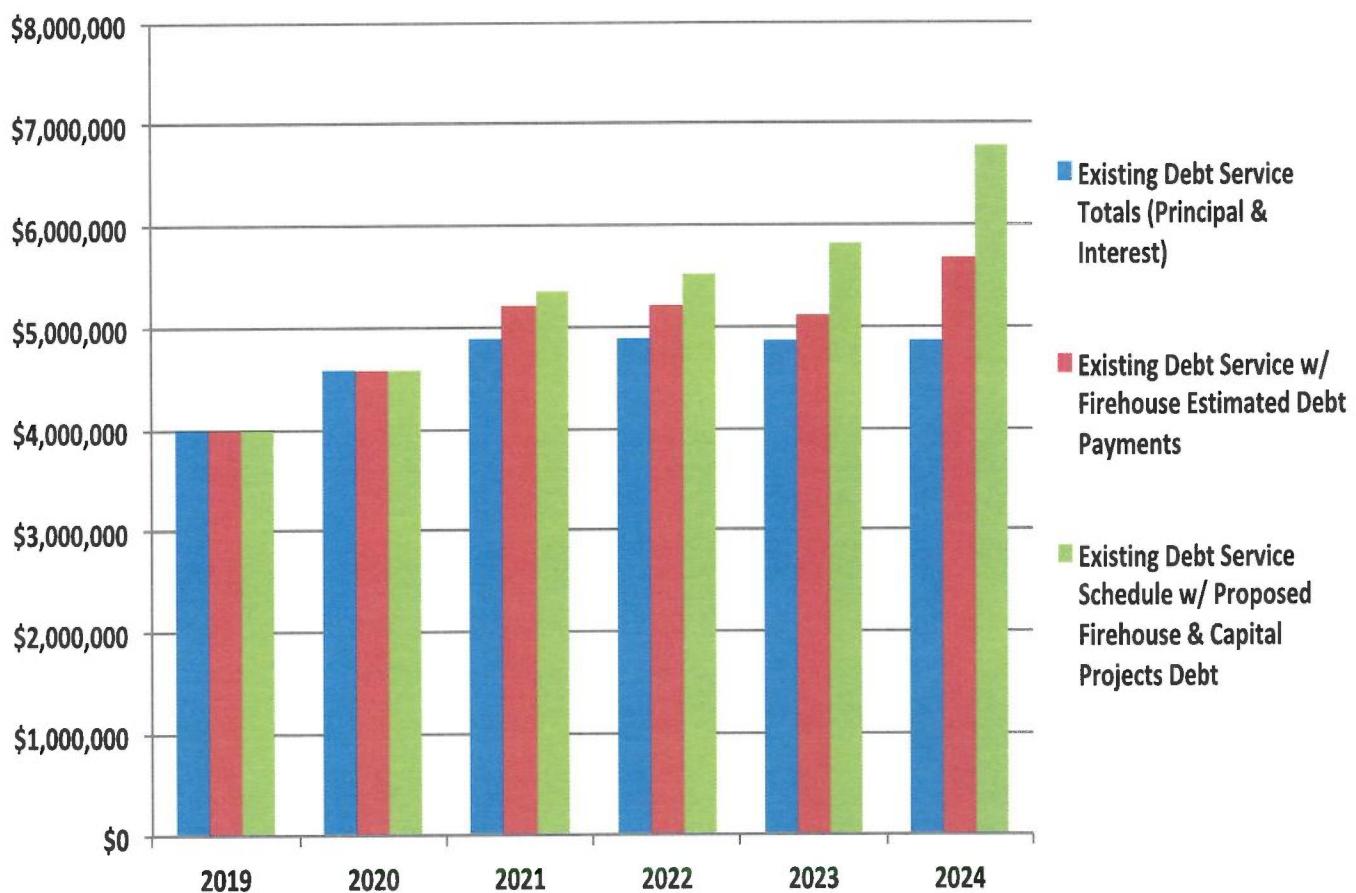
**SIX YEAR
CAPITAL IMPROVEMENTS PLAN
ESTIMATED DEBT SERVICE IMPACT**

	2019	2020	2021	2022	2023	2024
Proposed Capital Projects Budget	\$4,955,500	\$5,400,500	\$5,531,500	\$4,964,500	\$4,139,500	\$3,541,100
Proposed Capital Projects Debt Service (Estimated 3.00% interest rate)	\$1,121,970	\$ 0	\$ 141,232	\$ 295,146	\$ 700,569	\$1,091,608
Existing Debt Service Schedule w/ Proposed Firehouse & Capital Projects Debt	\$4,002,104	\$4,566,892	\$5,348,802	\$5,508,298	\$5,825,492	\$6,778,572

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

BUDGET REPORT

SIX YEAR SUMMARY OF PROJECTED DEBT SERVICE TOTALS



	2019	2020	2021	2022	2023	2024
Existing Debt Service Totals (Principal & Interest)	\$ 4,002,104	\$ 4,566,892	\$ 4,871,271	\$ 4,876,852	\$ 4,860,598	\$ 4,859,795
Existing Debt Service w/ Firehouse Estimated Debt Payments	\$ 4,002,104	\$ 4,566,892	\$ 5,207,571	\$ 5,213,152	\$ 5,124,923	\$ 5,686,964
Existing Debt Service Schedule w/ Proposed Firehouse & Capital Projects Debt	\$4,002,104	\$4,566,892	\$5,348,802	\$5,508,298	\$5,825,492	\$6,778,572

BUDGET REPORT

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
2019	\$ 543,414	\$ 400,000	\$ 143,414	\$ 40,020
2020	643,779	510,000	133,779	100,365
2021	641,880	520,000	121,880	(1,899)
2022	620,684	510,000	110,684	(21,197)
2023	620,396	520,000	100,396	(288)
2024	619,015	530,000	89,015	(1,381)
2025	612,008	535,000	77,008	(7,006)
2026	619,715	555,000	64,715	7,707
2027	443,550	390,000	53,550	(176,165)
2028	443,600	400,000	43,600	50
2029	448,300	415,000	33,300	4,700
2030	452,600	430,000	22,600	4,300
2031	452,175	440,000	12,175	(425)
2032	125,400	120,000	5,400	(326,775)
2033	121,800	120,000	1,800	(3,600)
TOTAL	\$ 7,408,316	\$ 6,395,000	\$ 1,013,3176	

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Parking Services Utility Debt Service Schedule

Budget Year	Total Parking Services Utility Debt Service	Principal	Interest	\$ Change from Prior Year
2019	\$ 377,959	\$ 220,000	\$ 157,959	\$ (349,868)
2020	484,123	360,000	124,123	106,164
2021	482,060	365,000	117,060	(2,063)
2022	469,616	360,000	109,616	(12,444)
2023	466,148	365,000	101,148	(3,469)
2024	470,960	380,000	90,960	4,813
2025	469,560	390,000	79,560	(1,400)
2026	472,304	405,000	67,304	2,744
2027	474,290	420,000	54,290	1,986
2028	475,748	435,000	40,748	1,458
2029	284,700	255,000	29,700	(191,048)
2030	286,250	265,000	21,250	1,550
2031	199,175	185,000	14,175	(87,075)
2032	203,475	195,000	8,475	4,300
2033	187,775	185,000	2,775	(15,700)
TOTAL	\$ 5,804,143	\$ 4,785,000	\$ 1,019,143	

BUDGET REPORT

MUNICIPAL PERSONNEL

In 2019, city organization staff decreased by one (1) full-time and one (1) part-time employee with a net total 198 permanent positions (173 full-time and 25 part-time). Of the 198 total city employees, ten full-time and eight 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 2016-2019.

MUNICIPAL EMPLOYEES
(PERMANENT FULL-TIME & PART-TIME)
2016- 2019

Departments	2019		2018		2017		2016	
	FT	PT	FT	PT	FT	PT	FT	PT
GENERAL GOVERNMENT								
City Administration	2	1	2	1	2	1	2	1
City Clerk	2	1	2	1	3	1	3	1
Legal	0	2	0	2	0	2	0	2
Sub-Total	4	4	4	4	5	4	5	4
FINANCE								
Financial Administration	5	0	5	0	4	0	4	0
Tax Collection	1	1	1	1	1	1	1	1
Tax Assessment	2	1	2	1	2	1	2	1
Sub-Total	8	2	8	2	7	2	7	2
PUBLIC SAFETY								
Police Department	52	0	52	0	52	0	51	0
Fire Department	32.5	0	32.5	0	32.5	0	32.5	0
Sub-Total	84.5	0	84.5	0	84.5	0	83.5	0
COMMUNITY SERVICES								
DCS Administration	5	0	5	0	5	0	5	0
Engineering	2	1	2	1	2	1	2	1
Roads Unit	9	0	9	0	9	0	9	0
Public Works Maintenance	4	3	4	0	4	0	7	2
Garbage & Trash	9	0	9	0	9	0	9	0
Recycling	1	0	1	0	1	0	1	0
Transfer Station	3	0	3	0	3	0	3	0
Compost Area	2	0	2	0	2	0	2	0
Fleet Maintenance	3	0	3	0	3	0	3	0

BUDGET REPORT

Departments	2019		2018		2017		2016	
	FT	PT	FT	PT	FT	PT	FT	PT
Buildings & Grounds/Shade Tree	11	3	11	3	11	3	8	0
Code Enforcement	2	1	2	1	2	1	2	1
Uniform Construction Code	6.5	4	6.5	4	6.5	4	6.5	4
<i>Sub-Total</i>	57.5	9	57.5	9	57.5	9	57.5	8
Community Programs								
Community Programs	6	1	6	1	6	1	5	2
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>	7	1	7	1	7	1	6	2
Board of Health	2	0	3	0	3	0	3	0
<i>Sub-Total</i>	2	0	3	0	3	0	3	0
Municipal Court	0	1	0	1	3	1	3	1
<i>Sub-Total</i>	0	1	0	1	3	1	3	1
Sewer Utility	4	0	4	0	4	0	4	0
<i>Sub-Total</i>	4	0	4	0	4	0	4	0
Parking Services Utility	6	8	6	9	6	9	6	9
<i>Sub-Total</i>	6	8	6	9	6	9	6	9

City Personnel	2019	2018	2017	2016
Full Time	173	174	177	175
Part Time	25	26	26	26
TOTAL	198	200	203	201

HEALTH CARE INSURANCE PLANS & COST SHARE

MEDICAL AND DENTAL PREMIUM COST SHARING

In accordance with the State Health Benefits Reform Law, Chapter 78, P.L. 2011, a city employee's health care insurance contribution is determined as a specified percentage of the medical/dental coverage plans premium within a salary range expressed in the law, but not less than 1.5% of an employee's current pensionable salary. Employees who were hired prior to the effective date of Chapter 78 were subject to a four 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, or at 1.5% of pensionable salary, whichever is greater. Currently, all city employees are now at year four, and will contribute approximately \$1.30 million toward healthcare insurance premium costs, approximately the same as last year.

BUDGET REPORT

In total, gross medical and dental insurance appropriations are \$4.10 million. For medical/prescription insurance coverage, the 2019 premium is \$3.80 million; the premium for dental insurance is approximately \$207,658.

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

Healthcare Insurance Cost Share Breakdown

Group	2019	2018	% Change from 2018
Medical & Dental Gross Premium Costs	\$4,100,127	\$ 4,091,757	0.20%
<i>City Government</i>			
• Employer Healthcare Cost Share	\$ 2,728,692	\$ 2,811,464	(2.94%)
• Employee Medical Premium Cost Share	(1,074,365)	(1,063,481)	1.02%
• Employee Dental Premium Cost Share	(118,150)	(126,080)	(6.29%)
<i>Employee Cost Share Sub-Total</i>	(\$ 1,192,515)	(\$ 1,189,561)	0.25%
<i>Sewer Utility</i>			
• Employer Healthcare Cost Share	(\$ 72,662)	(\$ 72,030)	0.88%
• Employee Medical Premium Cost Share	(17,528)	(23,027)	(23.88%)
• Employee Dental Premium Cost Share	(1,897)	(1,897)	0.00%
<i>Sub-Total</i>	(\$92,087)	(\$96,954)	(5.02%)

BUDGET REPORT

Group	2019	2018	% Change from 2018
<i>Parking Services Utility</i>			
• Employer Healthcare Cost Share	(\$ 87,473)	(\$ 88,268)	(0.90%)
• Employee Medical Premium Cost Share	(26,510)	(25,343)	4.60%
• Employee Dental Premium Cost Share	(4,182)	(4,182)	0.00%
<i>Sub-Total</i>	<i>(\$118,165)</i>	<i>(\$ 117,793)</i>	<i>0.32%</i>

EMPLOYEE BENEFITS AS A PERCENTAGE OF SALARY

Employee wages and benefits can represent a significant cost to a municipality. Increasing benefits as a percent of salaries and wages is certainly a warning trend to carefully monitor. As shown below, total general fund benefits as a percent of salaries and wages have ranged from 40.90% to 44.09% from 2017-2019. The salaries and wages amount used in this table covers only full-time and part-time employees who are eligible for healthcare insurance and pension contribution. Unfortunately, annual healthcare insurance premiums and pension contribution costs are mainly determined by outside entities. However, the city does control a primary factor of these cost drivers - employee staffing levels. The table below covers all 198 current city employees, including sewer, parking services and U.C.C. staff. However, given that utility and trust budget costs are outside the municipal operating budget, the city is permitted under local budget law to charge these budgets as an offset for their respective employee healthcare and pension-related costs within the municipal budget.

Total Benefits as a Percentage of Salaries and Wages (Permanent Full-Time & Part-Time Employees)			
	2019	2018	2017
Salaries and wages	\$ 17,624,683	\$ 17,585,140	\$ 17,371,359
Total benefits	7,771,539	7,279,482	7,105,224
% of benefits to Salaries and Wages	44.09%	41.40%	40.90%
% Annual Change	2.70%	0.49%	0.55%
Total employees	198	200	203
Average cost of benefits per employee	\$ 39,250	\$ 36,397	\$ 35,001

5-YEAR TREND ANALYSIS

City of Summit Five Year Financial Trend Report

*For the Five Year period
2014 through 2018*



INTRODUCTION

Summit's annual Financial Trend Report (FTR) is adapted from the Financial Trend Monitoring System (FTMS) developed by the International City/County Management Association (ICMA), which "identifies the factors that affect financial condition and arranges them in a rational order so that they can be more easily analyzed and measured." The city's sound financial condition depends on its ability to balance the demands for service with available financial resources. The FTR is a management tool that gathers pertinent information from the city's budgetary and financial reports, includes certain economic and demographic data, and creates city-specific financial indicators that, when graphed over a period of time, can be used to monitor changes in fiscal condition. Effective monitoring allows for city officials to identify existing and emerging financial problems and develop solutions in a timely manner. It also provides Common Council additional insight for the annual budget process, 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, 2014 through December 31, 2018. 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 2013 (256.8), which is also used for comparative purposes with year 2014.

Population data used in the per capita computations is sourced from the US Census Bureau (July 1, 2017).

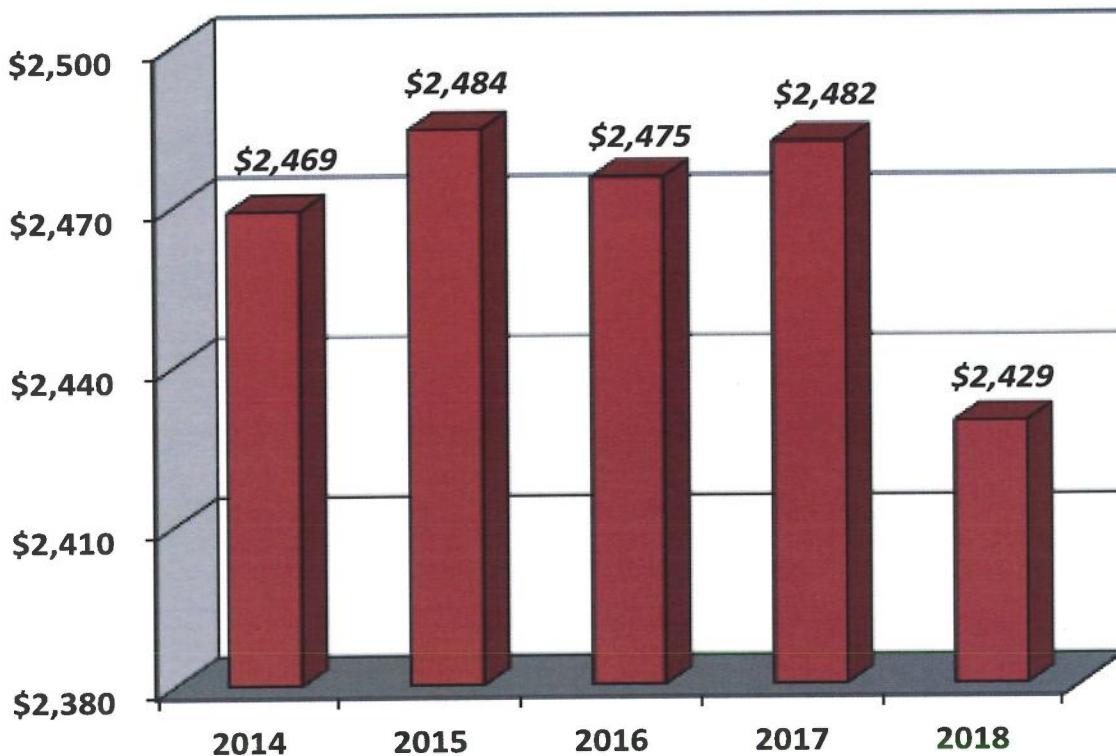
REVENUE INDICATORS

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	2014	2015	2016	2017	2018
Operating Revenue (realized)*	\$53,679,069	\$55,635,363	\$56,028,082	\$57,134,574	\$57,780,055
CPI Index	260.2	260.6	263.365	268.5	273.6
CPI (constant)	0.99	0.99	0.98	0.96	0.94
Net Operating Revenue (adjusted for inflation)	\$52,978,351	\$54,839,986	\$54,638,469	\$54,647,863	\$54,230,999
Population	21,457	22,074	22,074	22,019	22,323
Operating Revenue per capita	\$2,469	\$2,484	\$2,475	\$2,482	\$2,429
Dollar Change	\$(108)	\$15	\$(9)	\$7	\$(52)
Percentage Change	-4.19%	0.62%	-0.37%	0.27%	-2.11%

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

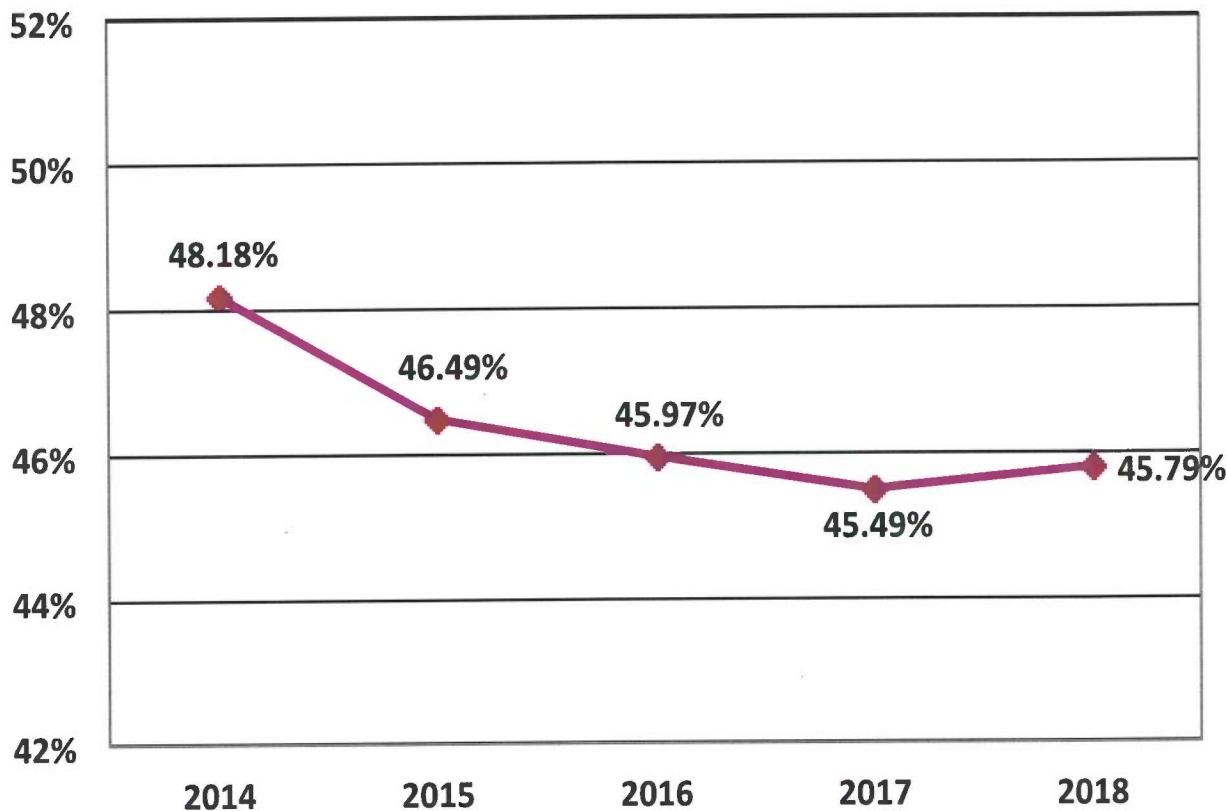
As population increases, it is expected that revenue and the need for service would increase proportionately. Per capita revenue shows changes in revenue relative to population. For a municipality to remain financially stable, revenue per capita should remain at least constant and be relative to expenditure 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	2014	2015	2016	2017	2018
Operating Revenue (realized)*	\$53,679,069	\$55,635,363	\$56,028,082	\$57,134,574	\$57,780,055
Property Tax Revenue	\$25,863,525	\$25,863,525	\$25,754,936	\$25,991,438	\$26,456,806
Percentage of total	48.18%	46.49%	45.97%	45.49%	45.79%

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

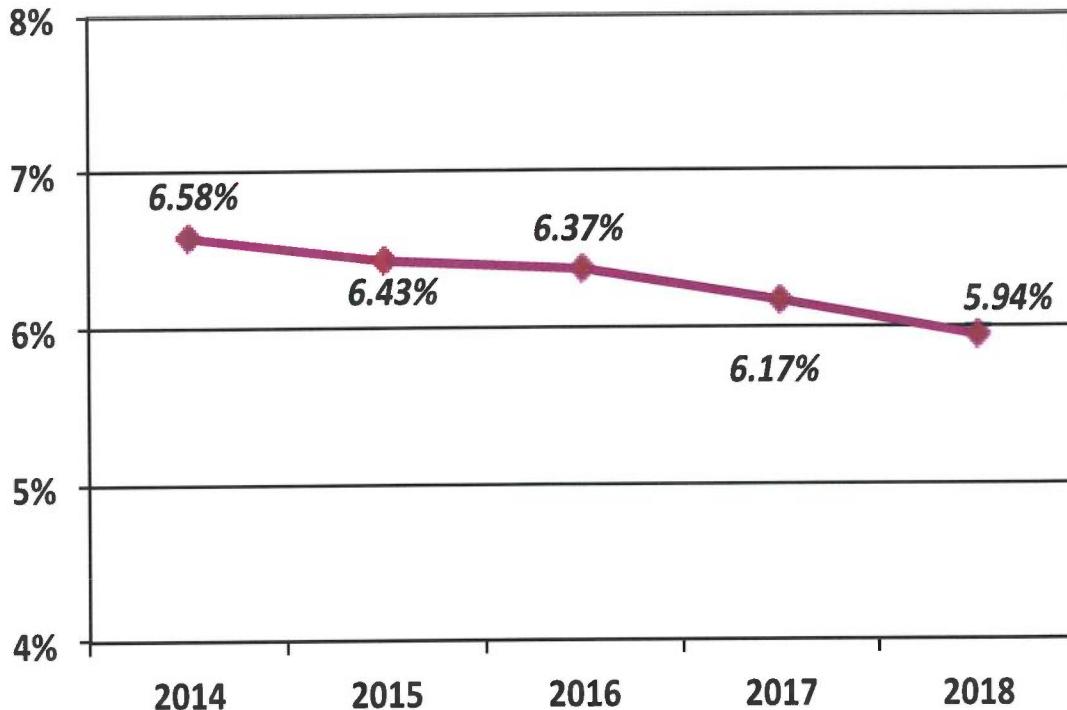
This indicator shows changes in revenue structure. Strong shifts in the percentage of any revenue source may be a warning of financial problems.

STATE AID REVENUE AS A PERCENTAGE OF TOTAL OPERATING REVENUE

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

Formula:

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



YEAR END	2014	2015	2016	2017	2018
Operating Revenue (realized)*	\$53,679,069	\$55,635,363	\$56,028,082	\$57,134,574	\$57,780,055
State Aid Revenue	\$3,533,434	\$3,575,789	\$3,568,257	\$3,527,887	\$3,432,595
Percentage of total	6.58%	6.43%	6.37%	6.17%	5.94%

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

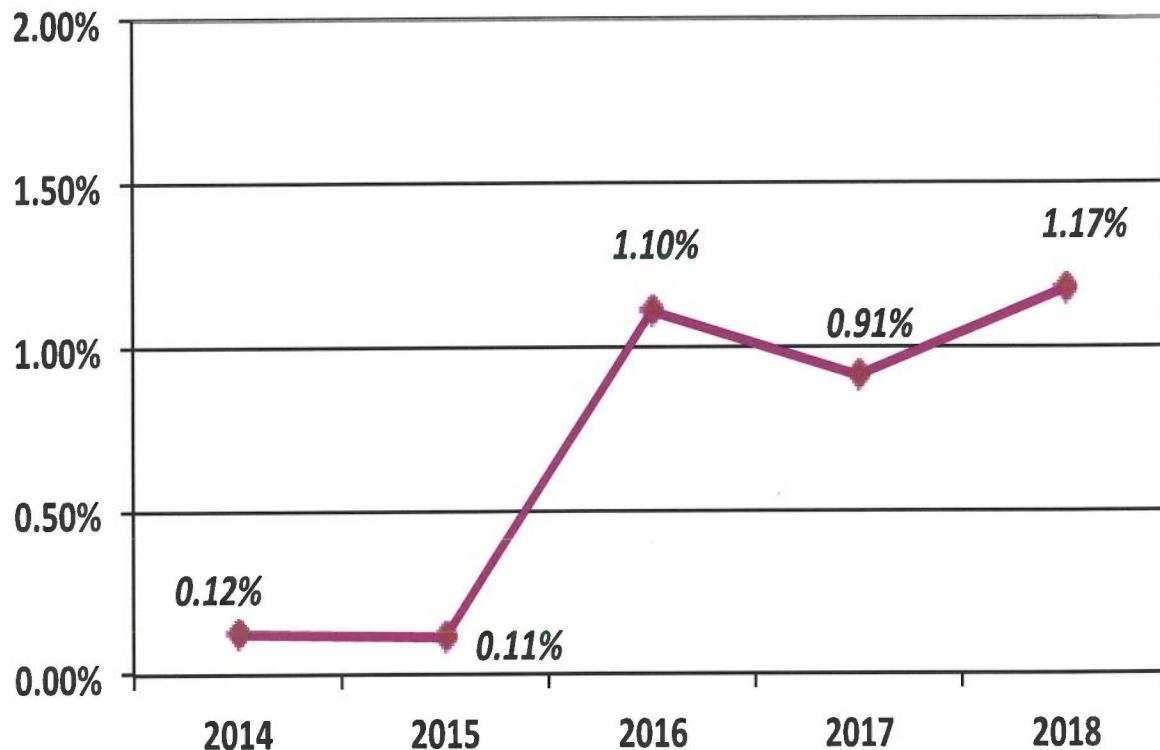
State aid includes: Energy receipts tax (ERT) and school debt aid. ERT revenue is not earmarked and may be allocated towards any purpose. Decreasing state aid revenue and over-dependence on its use to balance budget may create financial inflexibility and signal immediate financial vulnerability. Summit,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

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

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

Formula:

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



YEAR END	2014	2015	2016	2017	2018
Operating Revenue (realized)*	\$53,679,069	\$55,635,363	\$56,028,082	\$57,134,574	\$57,780,055
Grant Revenue (realized)	\$63,496	\$61,922	\$618,315	\$517,545	\$678,052
Percentage of total	0.12%	0.11%	1.10%	0.91%	1.17%

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

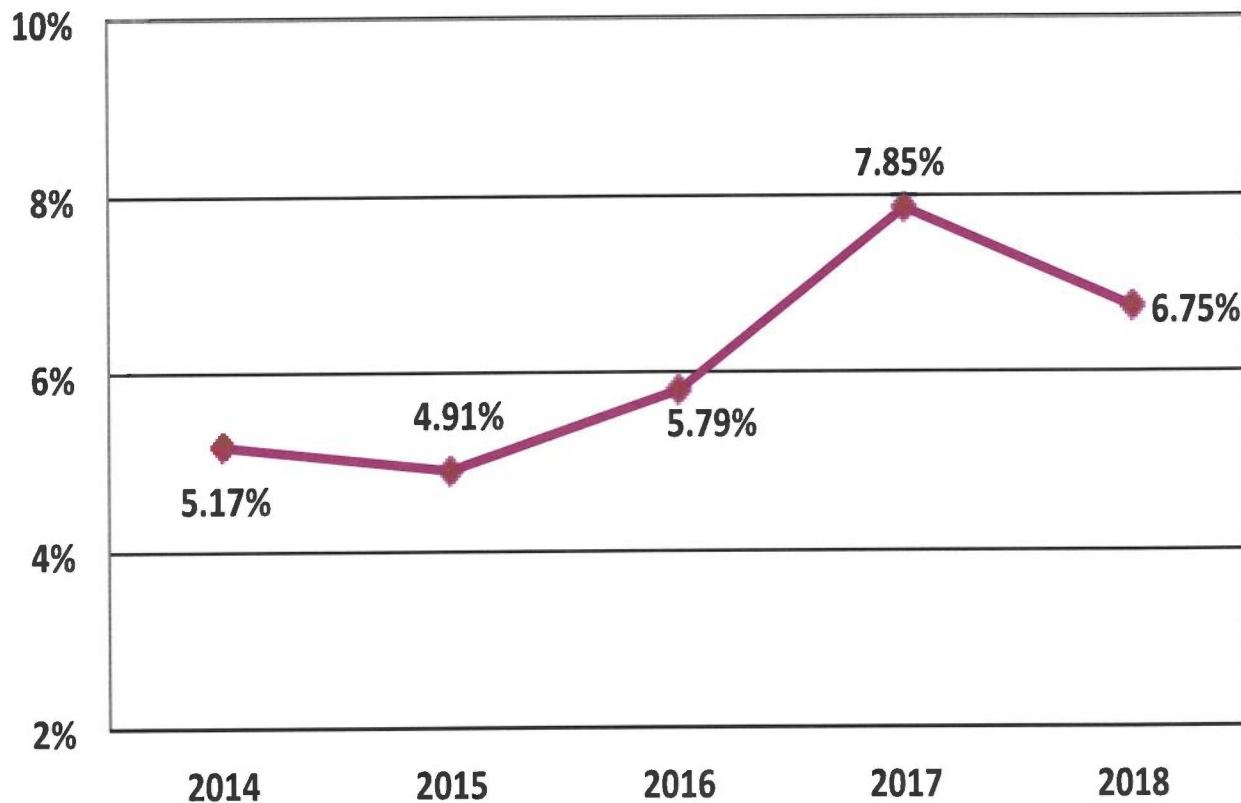
Grants include NJ DOT municipal aid, Greening Union County, Clean Communities, Recycling Tonnage, Drunk Driving, and Body Armor Replacement program. The grants are earmarked for specific purposes, often to implement state or federal programs. Decreasing grant revenue places a greater burden on municipal 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	2014	2015	2016	2017	2018
Operating Revenue (realized)*	\$53,679,069	\$55,635,363	\$56,028,082	\$57,134,574	\$57,780,055
Local Revenue*	\$2,776,414	\$2,729,418	\$3,243,707	\$4,486,889	\$3,897,273
Percentage of total	5.17%	4.91%	5.79%	7.85%	6.75%

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

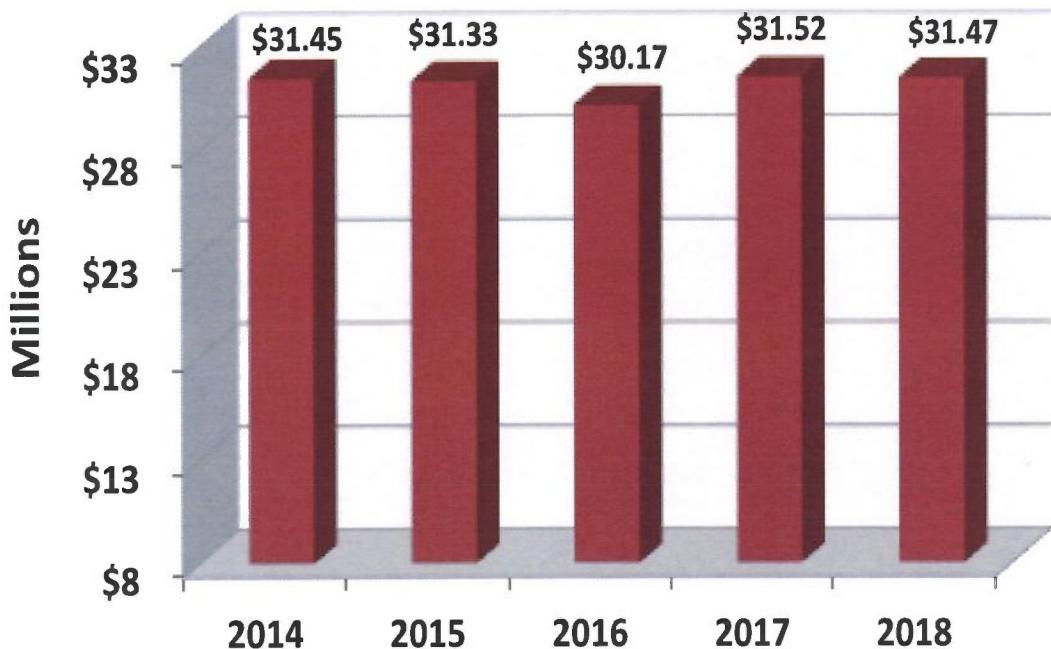
Local revenues have been consistently flat over the last five years shifting more reliance on enterprise contributions and other special revenue items to balance the municipal budget. In 2017, the city entered into a community support service agreement with Overlook Medical Center that provided approximately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

PROPERTY TAX REVENUE

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

Formula:

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



YEAR END	2014	2015	2016	2017	2018
Property Tax Revenue (realized)*	\$31,870,726	\$31,784,549	\$30,940,826	\$32,957,569	\$33,531,739
CPI Index	260.2	260.6	263.4	268.5	273.6
CPI (constant)	0.99	0.99	0.98	0.96	0.94
Property Tax Revenue (adjusted for inflation)	\$31,454,691	\$31,330,149	\$30,173,429	\$31,523,132	\$31,472,101
Dollar Change	\$(119,151)	\$(124,541)	\$(1,156,720)	\$1,349,703	\$(51,031)
Percentage Change	-0.38%	-0.40%	-3.69%	4.47%	-0.16%

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

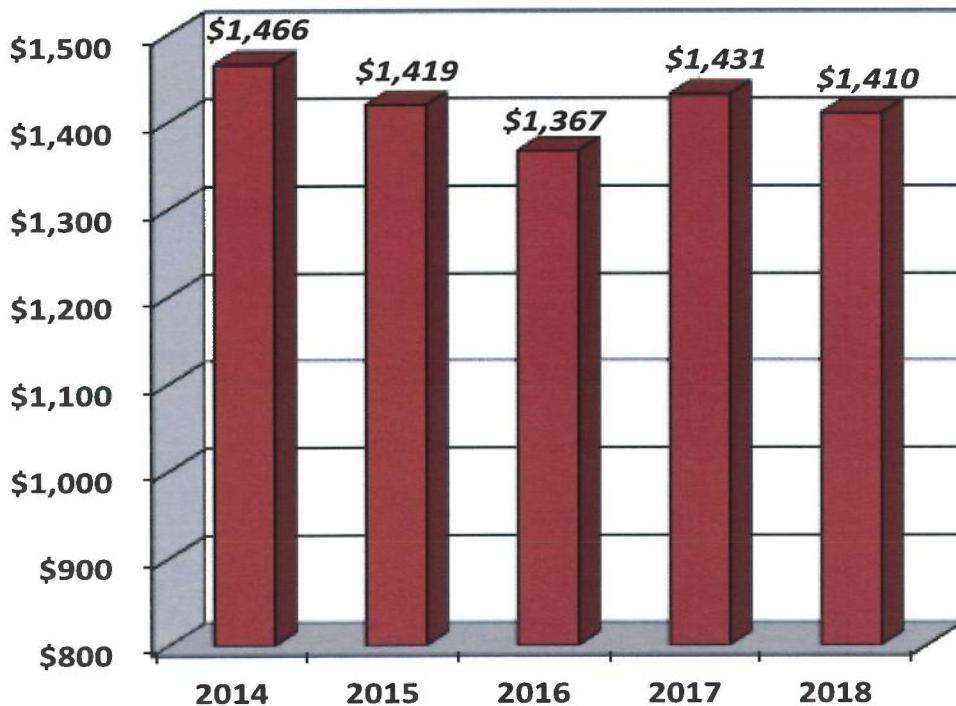
Fluctuations in property tax revenue can be caused by many factors including new development, decline or rise in property values, age of property or a general decline in the regional economy. Cities that rely heavily on property tax revenue are susceptible to serious economic disruption. For Summit's municipal budget purposes, the property tax levy amount required to balance total revenue with total appropriation needs has remained relatively consistent since 2014.

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	2014	2015	2016	2017	2018
Property Tax Revenue (realized)*	\$31,870,726	\$31,784,549	\$30,940,826	\$32,957,569	33,531,739
CPI Index	260.2	260.6	263.4	268.5	273.6
CPI (constant)	0.99	0.99	0.98	0.96	0.94
Property Tax Revenue (adjusted for inflation)	\$31,450,649	\$31,326,124	\$30,169,552	\$31,519,081	\$31,468,057
Population	21,457	22,074	22,074	22,019	22,323
Property Tax Revenue per capita	\$1,466	\$1,419	\$1,367	\$1,431	\$1,410
Dollar Change	\$(6)	\$(47)	\$(52)	\$65	\$(22)
Percentage Change	-0.39%	-3.18%	-3.69%	4.73%	-1.52%

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

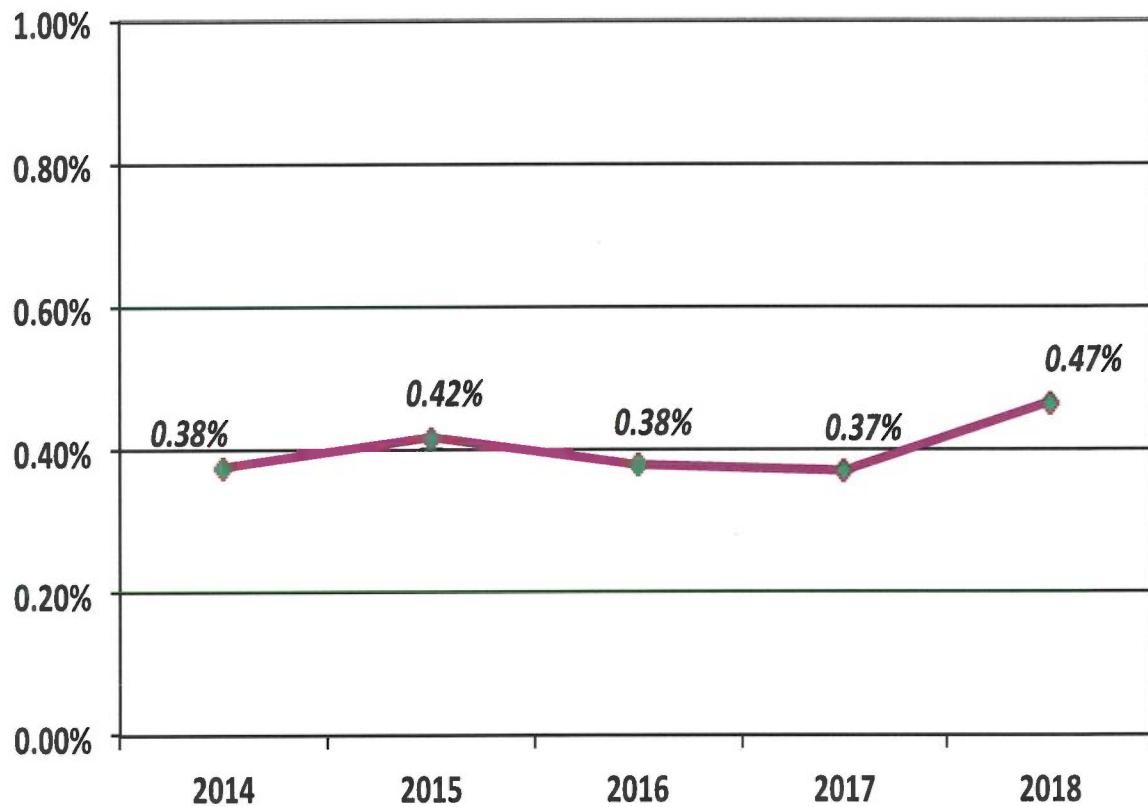
As population increases, it is expected that revenue and the need for service would increase proportionately. Per capita property tax shows changes relative to population. For the city to remain financially stable, losses in property tax should be offset by increases in other forms of revenue.

OUTSTANDING PROPERTY TAXES

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

Formula:

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



YEAR END	2014	2015	2016	2017	2018
Total Tax Levy	\$129,107,822	\$131,966,268	\$134,782,147	\$135,935,313	\$135,889,392
Outstanding Property Taxes	\$485,730	\$550,917	\$510,880	\$503,945	\$634,134
Percentage of total	0.38%	0.42%	0.38%	0.37%	0.47%

* Includes added and/or omitted tax assessed billings made in the fourth quarter of 2018 and not due until first quarter 2019.

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.

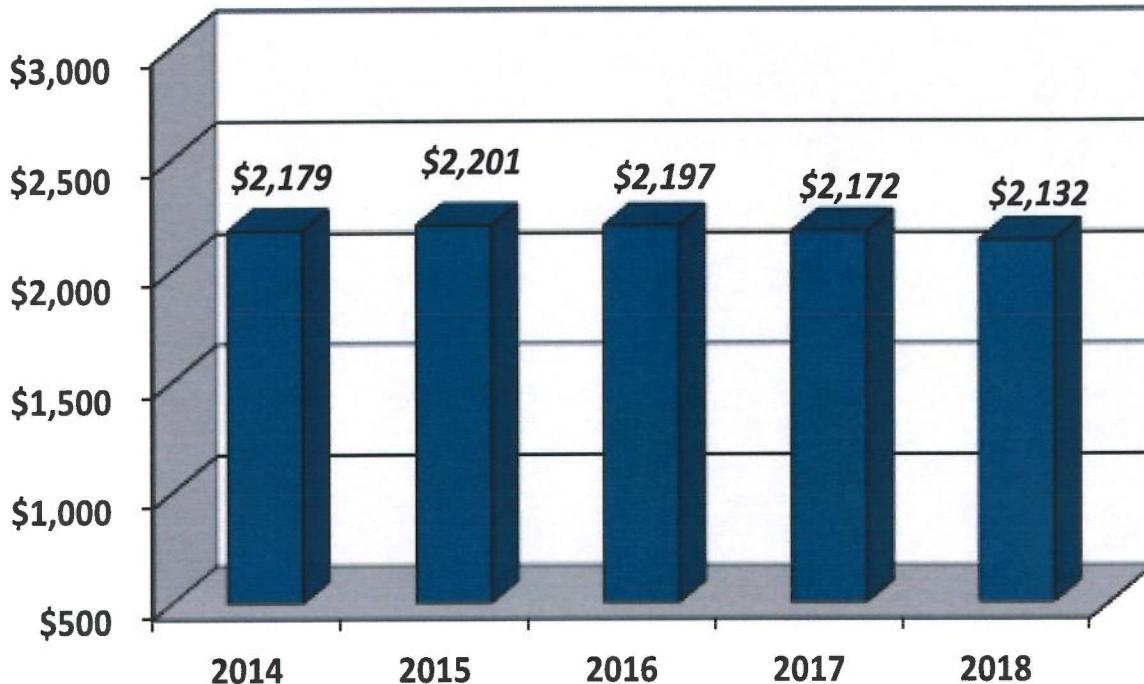
EXPENDITURE INDICATORS

EXPENDITURE PER CAPITA

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

Formula:

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

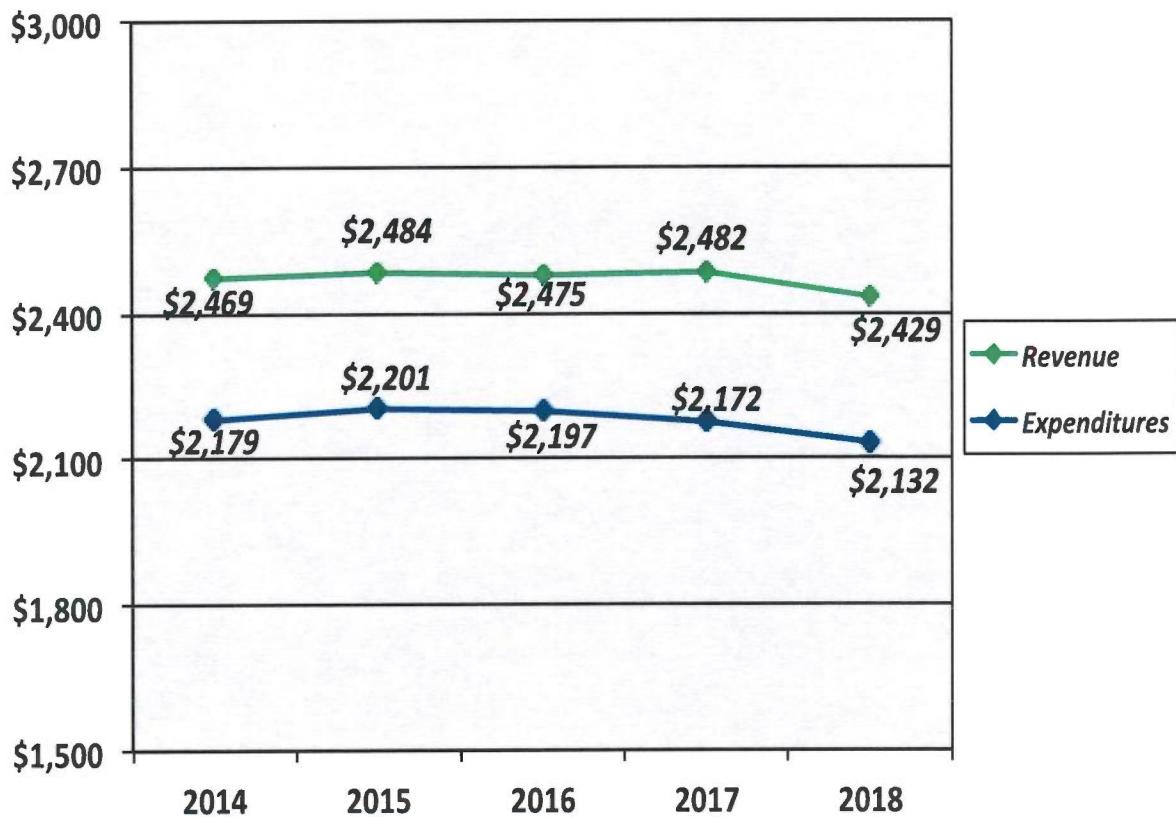


YEAR END	2014	2015	2016	2017	2018
Total Expenditures (actual)*	\$47,367,749	\$49,292,602	\$49,740,147	\$50,006,897	\$50,713,907
CPI Index	260.2	260.6	263.4	268.5	273.641
CPI (constant)	0.99	0.99	0.98	0.96	0.94
Total Expenditures (adjusted for inflation)	\$46,749,418	\$48,587,903	\$48,506,488	\$47,830,409	\$47,598,879
Population	21,457	22,074	22,074	22,019	22,323
Expenditure per capita	\$2,179	\$2,201	\$2,197	\$2,172	\$2,132
Percent Change	-3.43%	1.03%	-0.17%	-1.15%	-1.84%

* 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: NEUTRAL)



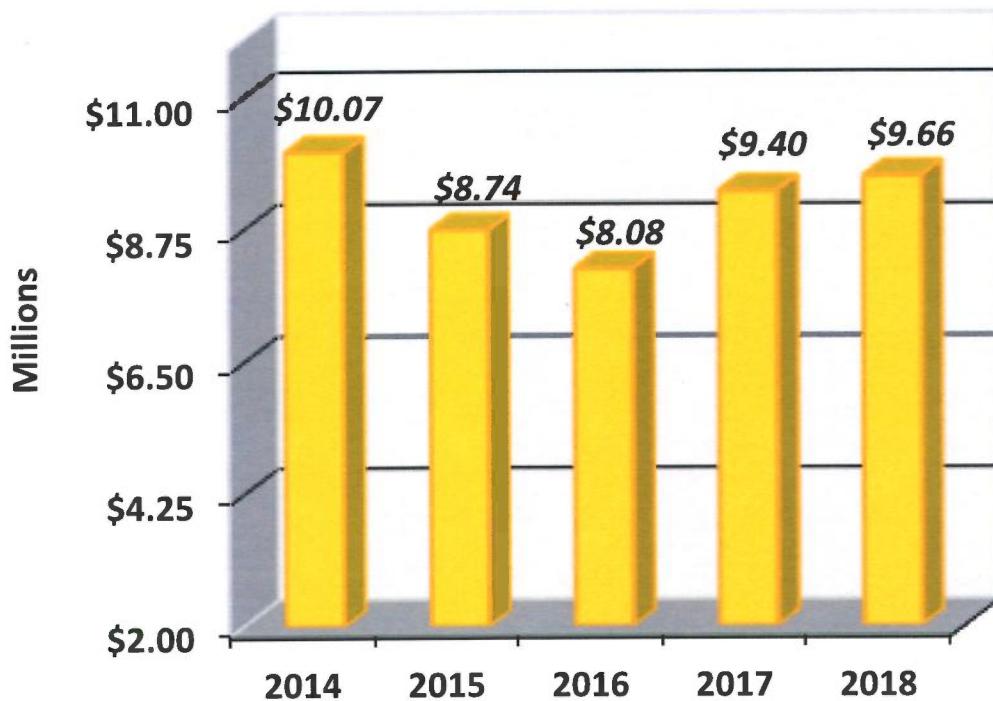
YEAR END	2014	2015	2016	2017	2018
Operating Revenue per capita	\$2,469	\$2,484	\$2,475	\$2,482	\$2,429
Expenditures per capita	\$2,179	\$2,201	\$2,197	\$2,172	\$2,132

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

OPERATING POSITION

CHANGE IN FUND BALANCE

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

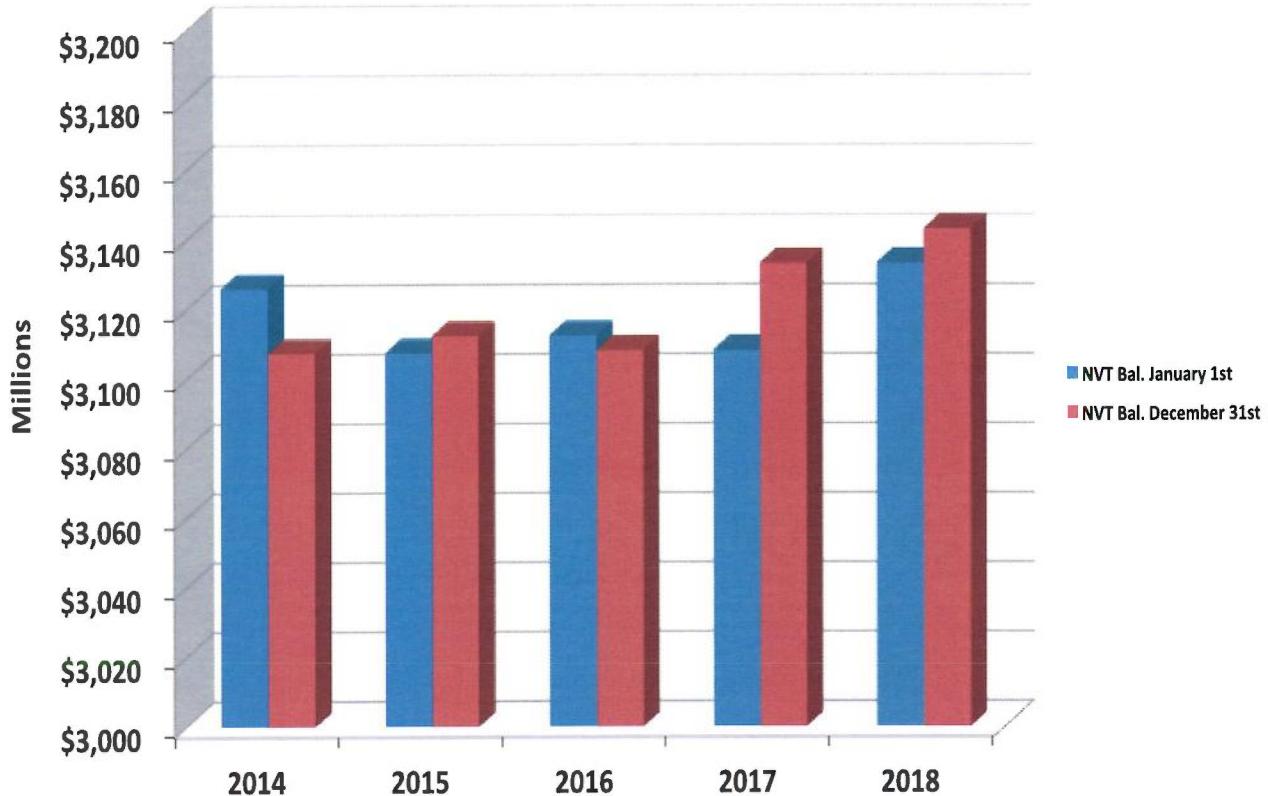


YEAR END	2014	2015	2016	2017	2018
Fund Balance (January 1)	\$9,731,947	\$10,071,232	\$8,747,775	\$8,083,571	\$9,406,135
Fund Balance (December 31)	\$10,071,232	\$8,747,775	\$8,083,571	\$9,406,135	\$9,660,903
Change in Fund Balance	\$339,285	\$(1,323,457)	\$(664,204)	\$1,322,564	\$254,768
Percentage Change	3.49%	-13.14%	-7.59%	16.36%	2.71%

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. Moreover, 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**)



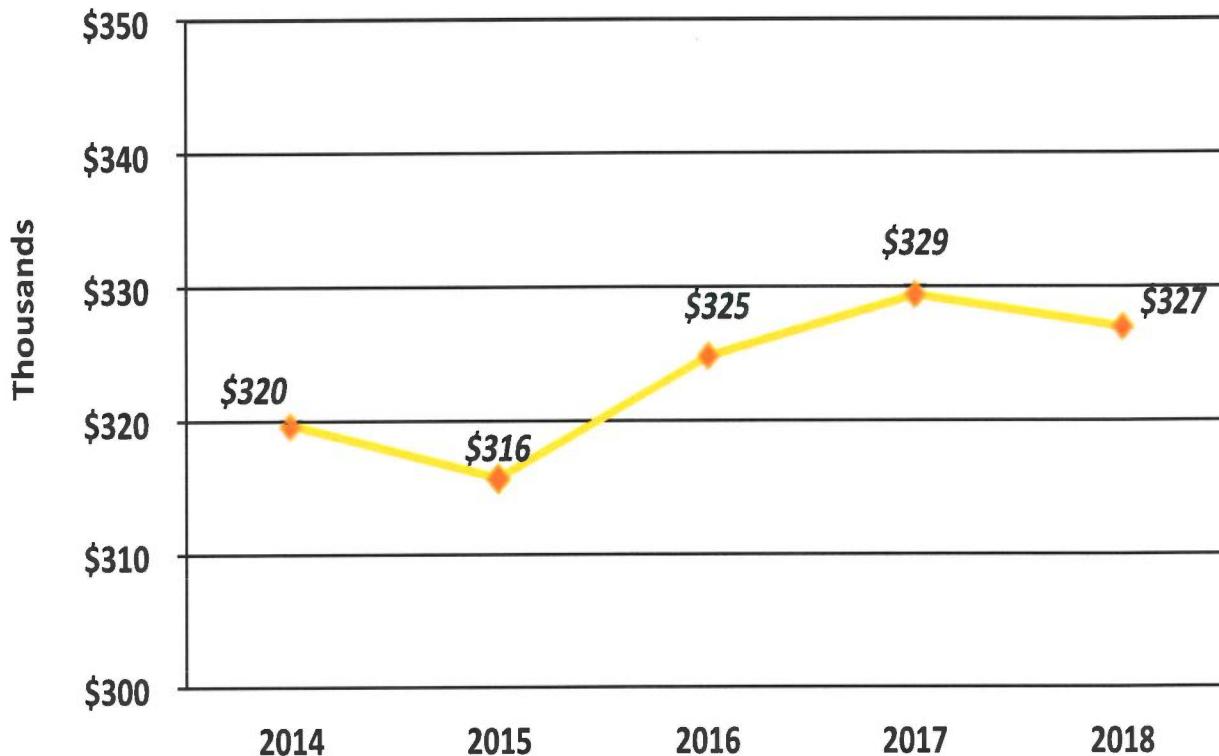
YEAR END	2014	2015	2016	2017	2018
NAV Balance (Jan. 1)	\$3,126,101,936	\$3,107,456,337	\$3,112,414,996	\$3,108,245,396	\$3,133,257,826
NAV Balance (Dec. 31)	\$3,107,456,337	\$3,112,414,996	\$3,108,245,396	\$3,133,257,826	\$3,143,119,824
Change in NAV (\$)	\$(18,645,599)	\$4,958,659	\$(4,169,600)	\$25,012,430	\$9,861,998
Percentage Change	-0.60%	0.16%	-0.13%	0.80%	0.31%

The residential portion of the city's total net assessed valuation (NAV) is approximately 82.99%. Since 2014, the city's residential tax base has increased by roughly 2.4%, or approximately \$61 million. However, due to sizeable industrial valuation decreases on the former Merck property (over \$130 million), which was purchased by Celgene Corporation in October 2015, the city's total NAV had been declining until 2017 when it realized a net increase of over \$25 million. Overall, the five year NAV net gain is a modest \$35.66 million.

EQUALIZED VALUE PER CAPITA

This indicator is used for comparison purposes only.

(Summit: NEGATIVE)



YEAR END	2014	2015	2016	2017	2018
Equalized Valuation (Three year average)	\$6,858,202,025	\$6,967,242,421	\$7,170,260,367	\$7,252,863,172	\$7,299,193,043
Population	21,457	22,074	22,074	22,019	22,323
Equalized Value Per Capita	\$319,625	\$315,631	\$324,828	\$329,391	\$326,981

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 42.96% in 2018.

CASH FLOW

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

Formula:
Cash Balance as of December 31



YEAR END	2014	2015	2016	2017	2018
Cash Balance (Jan. 1)	\$14,064,916	\$14,630,891	\$14,825,707	\$14,103,860	\$38,559,849
Cash Balance (Dec. 31)	\$14,630,891	\$14,825,707	\$14,103,860	\$38,559,849	\$16,706,944
Change in Cash Balance	\$565,975	\$194,816	(\$721,847)	\$24,455,989	\$(21,852,905)
Percentage Change	4.02%	1.33%	-4.87%	173.40%	-56.67%

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

*Due to major revisions in the 2017 federal tax reform law, the city experienced a vast influx of prepaid tax revenues, resulting in over \$24 million in additional cash inflow at the end of 2017. Therefore, cash flow results in December 2018 (\$16.70 million) were above average and positive compared with years 2014 to 2016.

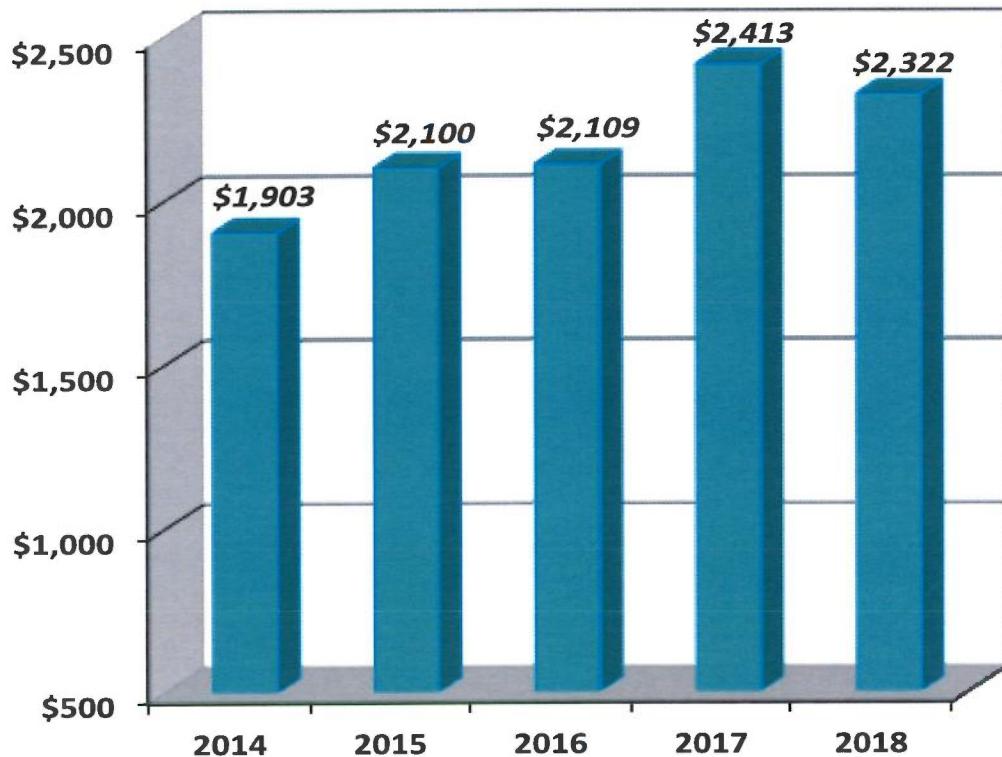
DEBT STRUCTURE

NET DEBT PER CAPITA

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

Formula:

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



YEAR END	2014	2015	2016	2017	2018
Total Net Debt	\$41,376,286	\$47,018,282	\$47,733,211	\$55,549,571	\$55,217,303
CPI Index	260.23	260.558	263.365	268.52	273.641
CPI (constant)	0.99	0.99	0.98	0.96	0.94
Net Debt (adjusted for inflation)	\$40,836,167	\$46,346,097	\$46,549,328	\$53,131,845	\$51,825,661
Population	21,457	22,074	22,074	22,019	22,323
Net Debt per capita	\$1,903	\$2,100	\$2,109	\$2,413	\$2,322
Dollar Change	\$89	\$197	\$9	\$304	(\$91)
Percent Change	4.92%	10.37%	0.44%	14.43%	-3.79%

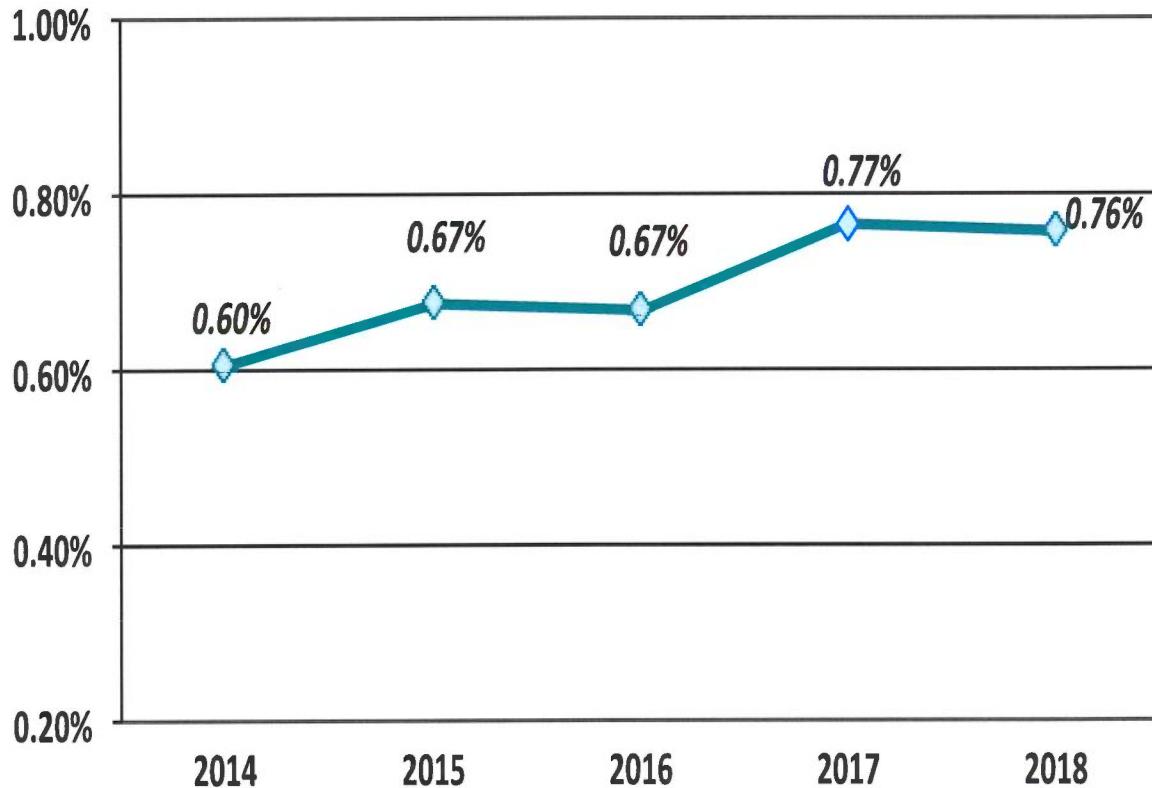
Summit has a 'AAA' bond rating from three major credit rating agencies. Similar to total debt service, rating agencies look at long-term debt per capita. Increased debt per capita presents a threat to the ability of property owners to pay taxes. This may lead to increasing pressure on the municipal property 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: NEUTRAL)

Formula:

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



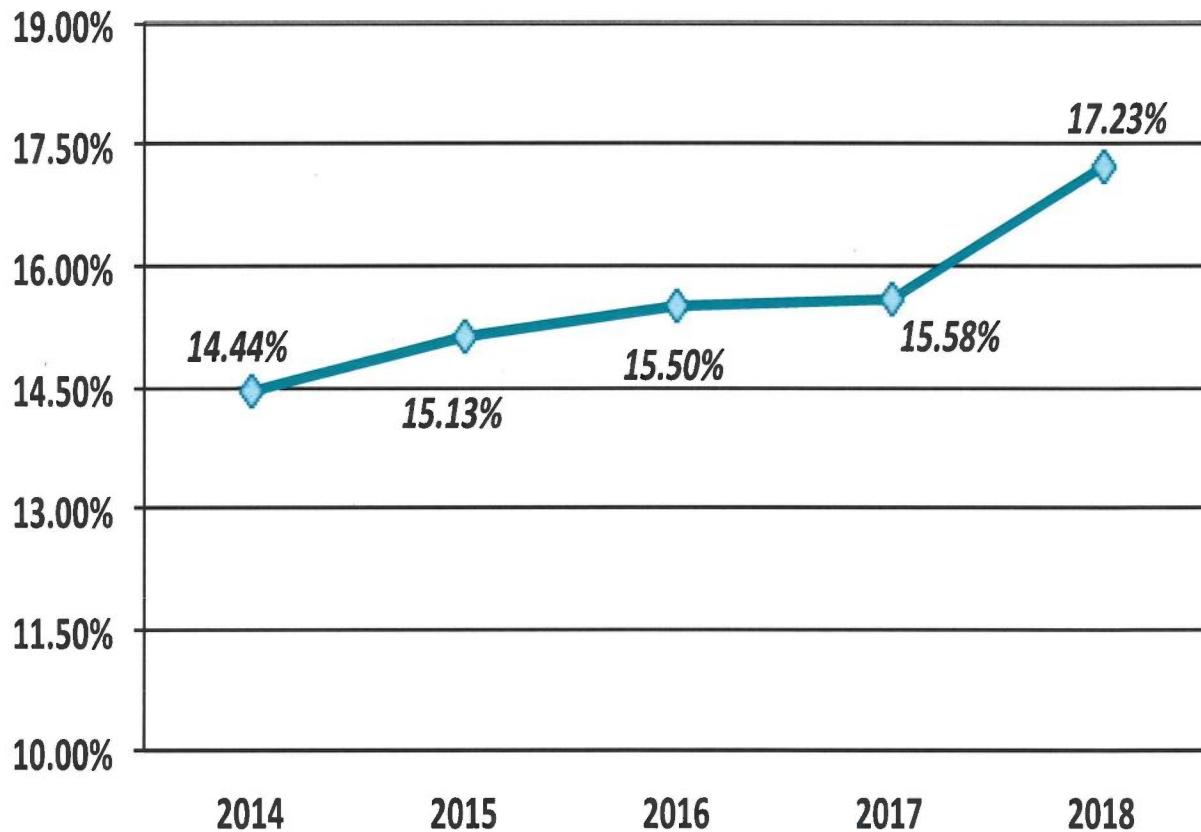
YEAR END	2014	2015	2016	2017	2018
Equalized Valuation (Thee year average)	\$6,858,202,025	\$6,967,242,421	\$7,170,260,367	\$7,252,863,172	\$7,299,193,043
Net Debt per Annual Debt Statement	\$41,376,286	\$47,018,282	\$47,733,211	\$55,549,571	\$55,217,303
Percentage Change	0.60%	0.67%	0.67%	0.77%	0.76%

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	2014	2015	2016	2017	2018
Operating Revenue (realized)*	\$53,679,069	\$55,635,363	\$56,028,082	\$57,134,574	\$57,780,055
Debt Service Expense**	\$7,750,209	\$8,417,836	\$8,682,701	\$8,901,466	\$9,953,511
TREND	14.44%	15.13%	15.50%	15.58%	17.23%

* 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 2019	Anticipated 2018	Realized as of 12/31/2018	% Change 2018
General Revenues				
Fund Balance (Surplus)	\$ 6,900,000	\$ 6,900,000	\$ 6,900,000	0.0%
Local Revenues	3,673,344	3,543,900	3,897,273	3.7%
State Aid	3,423,000	3,513,257	3,432,595	-2.6%
Interlocal Agreements	0	0	0	0.0%
Grants	144,315	193,812	678,052	-25.5%
Enterprise Funds/ Contributions	3,142,025	3,201,208	3,215,877	-1.8%
Prior Year Tax Receipts	630,000	490,000	495,148	28.6%
<i>General Revenues Sub-Total</i>	\$ 17,912,684	\$ 17,842,177	\$ 18,618,946	0.4%
Tax Levy Revenues				
Municipal Tax Levy	\$ 26,792,506	\$ 26,456,806	\$ 26,456,806	1.3%
Local School District Debt Obligation to City	4,838,824	4,664,313	4,664,313	3.7%
Library Tax Levy	2,440,785	2,410,620	2,410,620	1.3%
<i>Tax Levy Sub-Total</i>	\$ 34,072,115	\$ 33,531,739	\$ 33,531,739	1.6%
Total Revenues	\$ 51,984,799	\$ 51,373,916	\$ 52,150,685	1.2%
APPROPRIATIONS				
Municipal Operations (within "CAPS")	Proposed 2019	Appropriated 2018	Expended as of 12/31/2018	% Change 2018
General Government	\$ 1,536,286	\$ 1,489,850	\$ 1,262,025	3.1%
Finance	1,247,615	1,264,710	1,161,119	-1.4%
Public Safety	11,323,101	11,086,830	11,074,433	2.1%
Community Services	7,200,546	7,187,110	6,544,035	0.2%
Community Programs	1,191,610	1,156,950	1,124,457	3.0%
Board of Health	443,045	447,290	444,883	-0.9%
Municipal Court	399,300	324,955	324,095	22.9%
Utilities	1,121,000	1,134,500	999,494	-1.2%
Insurance	3,739,774	3,785,761	3,785,761	-1.2%
Statutory Expenditures	4,270,720	4,199,026	4,067,165	1.7%
<i>Municipal Operations Sub-Total</i>	\$ 32,472,997	\$ 32,076,982	\$ 30,787,466	1.2%
Other Appropriations (excluded from "CAPS")				
Maintenance of Free Public Library	\$ 2,440,785	\$ 2,410,620	\$ 2,273,131	1.3%
Grants	144,315	193,812	654,864	-25.5%
Interlocal Agreements	1,232,049	981,640	981,640	25.5%
Capital Improvements	735,275	210,000	210,000	250.1%
Municipal Debt Service	4,002,104	4,494,753	4,565,474	-11.0%
School Debt Service	5,265,023	5,154,313	5,388,037	2.1%
Deferred Charges & Reserves	405,000	465,000	375,000	-12.9%
<i>Other Appropriations Sub-Total</i>	\$ 14,224,551	\$ 13,910,138	\$ 14,448,146	2.3%
Reserve for Uncollected Taxes	\$ 5,287,251	\$ 5,386,796	\$ 5,386,796	-1.8%
Total Appropriations	\$ 51,984,799	\$ 51,373,916	\$ 50,622,407	1.2%

BUDGET OVERVIEW

BUDGET OVERVIEW

GENERAL REVENUES 1 OF 2

GENERAL REVENUES

Fund Balance

Fund Balance (Surplus)

Anticipated 2019	Anticipated 2018	Realized as of 12/31/2018
\$ 6,900,000	\$ 6,900,000	\$ 6,900,000

Local Revenues

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

\$ 40,000	\$ 40,000	\$ 40,200
100,000	73,000	103,474
495,000	480,000	497,181
180,000	150,000	181,404
330,000	240,000	507,033
46,000	33,500	34,583
102,000	110,000	103,436
22,000	24,000	22,050
12,000	12,000	12,000
175,000	175,000	175,621
26,000	26,000	26,531
152,000	190,000	154,029
487,000	475,000	489,097
214,177	221,000	221,408
115,767	126,000	126,074
55,000	85,000	78,838
85,000	88,000	85,143
155,000	154,000	157,161
795,400	795,400	795,400
86,000	46,000	86,610
\$ 3,673,344	\$ 3,543,900	\$ 3,897,273

State Aid

School Debt Service Aid
Energy Receipts Tax

\$ 400,000	\$ 490,000	\$ 409,338
3,023,000	3,023,257	3,023,257
\$ 3,423,000	\$ 3,513,257	\$ 3,432,595

Interlocal Agreements

TOTAL INTERLOCAL AGREEMENTS

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

NJ Recycling Tonnage Grant
NJ DLPS Tarentino Community Day
NJ Body Armor Replacement Fund
NJ Alcohol Ed Rehab Enforcement Grant
NJ Forest Service Hazard Mitigation
Investors Foundation for Community Center
Junior League Share the Fun
Union County Clean Communities
Greening Union County
Union County Level the Playing Field
Union County Kids Recreation Grant
Union County Infrastructure & Municipal Aid
State of New Jersey EMAA
Union County Recycling Enhancement Grant
NJ DOT Municipal Aid - Ashwood
NJ DOT Municipal Aid - DeForest
NJ DOT Municipal Aid - Summit & Elm
NJ DOT Municipal Aid - Hobart
NJ ROID Grant
Union County Senior focus
Forest Service Hazard Mitigation
Sustainable Jersey Small Grants
DDEF

\$ 29,539	\$ 36,812	\$ 0
0	0	10,000
4,776	0	0
0	0	513
0	0	0
0	0	30,000
0	7,000	7,000
0	0	39,698
0	0	7,000
0	0	25,470
0	50,000	50,000
0	100,000	100,000
10,000	0	9,400
0	0	10,000
0	0	55,000
0	0	50,000
0	0	200,000
100,000	0	0
0	0	20,721
0	0	25,000
0	0	25,000
0	0	5,000
0	0	8,251
\$ 144,315	\$ 193,812	\$ 678,052

Enterprise Funds/ Contributions

Summit Housing P.I.L.O.T.
 Parking Utility Share of Debt Service
 Parking Utility Share of Various Services
 Parking Utility Share of Pension Costs
 Parking Utility Contribution
 Sewer Utility Share of Pension Costs
 Sewer Utility Share of Various Services
 Sewer Utility Contribution
 U.C.C. Share of Pension & Health/Dental Costs
 General Capital Surplus
 SDI Share of Debt Service
 Uniform Safety Act
 Reserve for Municipal Debt Service
 Reserve for School Debt Service
 Reserve for Regional Environmental Health (Current Fund)
 Reserve Insurance Settlement (General Capital)
 Rebate Liability (General Capital)
 Prepaid Assessment Morris/Kent (General Capital)
 Bond Sale Costs (General Capital)
 Reserve to Pay General Capital Debt (Community Center)
 Reserve Refunding Bond Costs
 Reserve for Sale Of Municipal Assets
TOTAL ENTERPRISE FUNDS/ CONTRIBUTIONS

PRIOR YEAR TAX RECEIPTS**General Revenues Subtotal**

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

TOTAL GENERAL REVENUES

	Anticipated 2019	Anticipated 2018	Realized as of 12/31/2018
\$ 50,000	\$ 48,000	\$ 52,988	
0	408,154	408,154	
250,000	250,000	250,000	
60,000	55,000	55,000	
800,000	360,000	360,000	
38,000	40,000	40,000	
120,000	115,000	115,000	
490,000	200,000	200,000	
70,000	49,000	49,000	
328,000	324,523	324,523	
0	10,188	10,188	
50,000	42,000	51,682	
210,000	0	0	
26,199	0	0	
18,123	0	0	
836	0	0	
3,133	0	0	
5,000	0	0	
604	0	0	
81,130	885,000	885,000	
0	39,343	39,343	
541,000	375,000	375,000	
\$ 3,142,025	\$ 3,201,208	\$ 3,215,877	
\$ 630,000	\$ 490,000	\$ 495,148	
\$ 17,912,684	\$ 17,842,177	\$ 18,618,946	
\$ 26,792,506	\$ 26,456,806	\$ 26,456,806	
4,838,824	4,664,313	4,664,313	
2,440,785	2,410,620	2,410,620	
\$ 34,072,115	\$ 33,531,739	\$ 33,531,739	
\$ 51,984,799	\$ 51,373,916	\$ 52,150,685	

GENERAL APPROPRIATIONS OPERATIONS WITHIN "CAPS"	Proposed 2019	Adopted Budget 2018	Final w/ Transfers 2018 as of 12/31/2018	Paid or Charged as of 12/31/2018	Appropriation Reserves
General Government					
Administrative & Executive					
Salaries & Wages	\$ 364,150	\$ 364,800	\$ 365,650	\$ 365,453	\$ 197
Other Expenses	80,250	75,500	66,412	66,412	0
Subtotal	\$ 444,400	\$ 440,300	\$ 432,062	\$ 431,865	\$ 197
Employee Assistance Program					
Other Expenses	\$ 5,600	\$ 5,600	\$ 5,600	\$ 4,200	\$ 1,400
Subtotal	\$ 5,600	\$ 5,600	\$ 5,600	\$ 4,200	\$ 1,400
Postage					
Other Expenses	\$ 45,600	\$ 57,200	\$ 27,568	\$ 27,536	\$ 32
Subtotal	\$ 45,600	\$ 57,200	\$ 27,568	\$ 27,536	\$ 32
Physical Examinations - Municipal Employees					
Other Expenses	\$ 10,000	\$ 10,000	\$ 2,800	\$ 2,065	\$ 735
Subtotal	\$ 10,000	\$ 10,000	\$ 2,800	\$ 2,065	\$ 735
Technology - Other Expenses					
Other Expenses	\$ 247,000	\$ 239,500	\$ 189,500	\$ 189,498	\$ 2
Subtotal	\$ 247,000	\$ 239,500	\$ 189,500	\$ 189,498	\$ 2
HomeTowne TV Service Agreement					
Other Expenses	\$ 82,486	\$ 86,750	\$ 86,870	\$ 86,870	\$ 0
Subtotal	\$ 82,486	\$ 86,750	\$ 86,870	\$ 86,870	\$ 0
Employee Appreciation Events					
Other Expenses	\$ 5,000	\$ 5,000	\$ 5,000	\$ 3,942	\$ 1,058
Subtotal	\$ 5,000	\$ 5,000	\$ 5,000	\$ 3,942	\$ 1,058
Clerk's Office					
Salaries & Wages	\$ 247,650	\$ 220,000	\$ 224,400	\$ 224,379	\$ 21
Other Expenses	174,150	151,800	139,650	82,889	56,761
Codification of Ordinances	10,000	10,000	10,000	0	10,000
Subtotal	\$ 431,800	\$ 381,800	\$ 374,050	\$ 307,269	\$ 66,781
Legal Services					
Municipal Prosecutor - Salaries & Wages	\$ 35,900	\$ 35,200	\$ 36,950	\$ 36,928	\$ 22
Other Expenses - Legal Professional Contracts	220,000	220,000	205,000	157,118	47,882
Public Defender	8,500	8,500	8,500	8,489	11
Subtotal	\$ 264,400	\$ 263,700	\$ 250,450	\$ 202,535	\$ 47,915
GENERAL GOVERNMENT TOTAL	\$ 1,536,286	\$ 1,489,850	\$ 1,373,900	\$ 1,255,779	\$ 118,121

	Proposed 2019	Adopted Budget 2018	Final w/ Transfers 2018 as of 12/31/2018	Paid or Charged as of 12/31/2018	Appropriation Reserves
Department of Finance					
Financial Administration					
Salaries & Wages	\$ 399,100	\$ 403,100	\$ 399,600	\$ 399,561	\$ 39
Other Expenses	\$ 83,620	\$ 79,420	\$ 57,420	\$ 54,065	\$ 3,355
Subtotal	\$ 482,720	\$ 482,520	\$ 457,020	\$ 453,626	\$ 3,394
Municipal Purchasing					
Other Expenses	\$ 14,000	\$ 16,000	\$ 6,938	\$ 6,247	\$ 691
Subtotal	\$ 14,000	\$ 16,000	\$ 6,938	\$ 6,247	\$ 691
Audit Services					
Other Expenses	\$ 45,000	\$ 42,000	\$ 42,000	\$ 42,000	\$ 0
Subtotal	\$ 45,000	\$ 42,000	\$ 42,000	\$ 42,000	\$ 0
Contingent					
Other Expenses	\$ 1,500	\$ 1,500	\$ 0	\$ 0	\$ 0
Subtotal	\$ 1,500	\$ 1,500	\$ 0	\$ 0	\$ 0
Tax Collection					
Salaries & Wages	\$ 167,500	\$ 158,100	\$ 158,100	\$ 158,045	\$ 55
Other Expenses	\$ 19,945	\$ 18,790	\$ 16,390	\$ 16,304	\$ 86
Subtotal	\$ 187,445	\$ 176,890	\$ 174,490	\$ 174,349	\$ 141
Tax Assessment					
Salaries & Wages	\$ 233,550	\$ 226,400	\$ 226,400	\$ 225,763	\$ 637
Other Expenses	\$ 283,400	\$ 319,400	\$ 284,400	\$ 265,381	\$ 19,019
Subtotal	\$ 516,950	\$ 545,800	\$ 510,800	\$ 491,144	\$ 19,656
FINANCE DEPARTMENT TOTAL	\$ 1,247,615	\$ 1,264,710	\$ 1,191,248	\$ 1,167,366	\$ 23,191
Public Safety					
Police					
Salaries & Wages	\$ 5,814,050	\$ 5,862,185	\$ 5,862,185	\$ 5,769,840	\$ 92,345
Other Expenses	\$ 427,800	\$ 373,800	\$ 363,800	\$ 309,371	\$ 54,429
Crossing Guards - Salaries & Wages	\$ 240,000	\$ 236,300	\$ 236,300	\$ 201,856	\$ 34,444
Crossing Guards - Other Expenses	\$ 4,000	\$ 4,000	\$ 4,000	\$ 1,621	\$ 2,379
Police Vehicles	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Subtotal	\$ 6,485,850	\$ 6,476,285	\$ 6,466,285	\$ 6,282,687	\$ 183,598
Fire					
Salaries & Wages	\$ 4,185,806	\$ 3,990,300	\$ 4,250,300	\$ 4,246,485	\$ 3,815
Other Expenses	\$ 301,700	\$ 290,200	\$ 230,200	\$ 222,645	\$ 7,555
Uniform Fire Safety Act - Salaries & Wages	\$ 36,545	\$ 36,545	\$ 36,545	\$ 36,545	\$ 0
Fire Hydrant Service	\$ 300,000	\$ 280,000	\$ 280,000	\$ 280,000	\$ 0
Subtotal	\$ 4,824,051	\$ 4,597,045	\$ 4,797,045	\$ 4,785,675	\$ 11,370
Emergency Management					
Other Expenses	\$ 13,200	\$ 13,500	\$ 13,500	\$ 6,070	\$ 7,430
Subtotal	\$ 13,200	\$ 13,500	\$ 13,500	\$ 6,070	\$ 7,430
PUBLIC SAFETY TOTAL	\$ 11,323,101	\$ 11,086,830	\$ 11,276,830	\$ 11,074,433	\$ 202,397

	Proposed 2019	Adopted Budget 2018	Final w/ Transfers 2018 as of 12/31/2018	Paid or Charged as of 12/31/2018	Appropriation Reserves
Department of Community Services					
Community Services Administration					
Salaries & Wages	\$ 473,637	\$ 557,000	\$ 557,000	\$ 536,227	\$ 20,773
Other Expenses	91,300	90,000	90,000	66,366	23,634
Downtown Maintenance	8,500	8,500	8,500	7,967	533
Subtotal	\$ 573,437	\$ 655,500	\$ 655,500	\$ 610,560	\$ 44,940
Engineering					
Salaries & Wages	\$ 365,725	\$ 357,300	\$ 358,200	\$ 358,098	\$ 102
Other Expenses	26,150	25,700	25,700	12,400	13,300
Subtotal	\$ 391,875	\$ 383,000	\$ 383,900	\$ 370,498	\$ 13,402
Roads Unit					
Salaries & Wages	\$ 939,050	\$ 920,000	\$ 912,350	\$ 909,176	\$ 3,174
Other Expenses	212,000	224,600	224,600	165,964	58,636
Subtotal	\$ 1,151,050	\$ 1,144,600	\$ 1,136,950	\$ 1,075,140	\$ 61,810
Public Works Maintenance Unit					
Salaries & Wages	\$ 293,400	\$ 354,310	\$ 330,045	\$ 286,731	\$ 43,314
Other Expenses	61,750	62,500	50,500	41,862	8,638
Subtotal	\$ 355,150	\$ 416,810	\$ 380,545	\$ 328,594	\$ 51,951
Garbage & Trash Unit					
Salaries & Wages	\$ 737,000	\$ 724,000	\$ 710,100	\$ 678,142	\$ 31,958
Other Expenses	4,000	10,100	10,100	6,583	3,517
Subtotal	\$ 741,000	\$ 734,100	\$ 720,200	\$ 684,725	\$ 35,475
Recycling Unit					
Salaries & Wages	\$ 78,100	\$ 76,900	\$ 76,900	\$ 68,017	\$ 8,883
Other Expenses	252,750	252,900	252,900	226,121	26,779
Subtotal	\$ 330,850	\$ 329,800	\$ 329,800	\$ 294,139	\$ 35,661
Transfer Station					
Salaries & Wages	\$ 294,000	\$ 285,200	\$ 307,150	\$ 301,979	\$ 5,171
Other Expenses	54,750	55,075	55,075	34,890	20,185
Disposal Charges	875,000	875,000	875,000	713,419	161,581
Subtotal	\$ 1,223,750	\$ 1,215,275	\$ 1,237,225	\$ 1,050,288	\$ 186,937
Compost Area					
Salaries & Wages	\$ 175,950	\$ 160,800	\$ 162,125	\$ 162,123	\$ 2
Other Expenses	4,200	5,075	5,075	4,851	224
Subtotal	\$ 180,150	\$ 165,875	\$ 167,200	\$ 166,974	\$ 226

BUDGET OVERVIEW

GENERAL APPROPRIATIONS 4 OF 7

	Proposed 2019	Adopted Budget 2018	Final w/ Transfers 2018 as of 12/31/2018	Paid or Charged as of 12/31/2018	Appropriation Reserves
Buildings & Grounds Unit					
Salaries & Wages	\$ 317,300	\$ 264,000	\$ 282,100	\$ 281,833	\$ 267
Other Expenses	138,500	143,850	133,850	75,775	58,075
Subtotal	\$ 455,800	\$ 407,850	\$ 415,950	\$ 357,609	\$ 58,341
Fleet Maintenance Unit					
Salaries & Wages	\$ 275,425	\$ 278,400	\$ 282,590	\$ 282,588	\$ 2
Other Expenses	250,485	225,950	242,950	214,062	28,888
Subtotal	\$ 525,910	\$ 504,350	\$ 525,540	\$ 496,650	\$ 28,890
Shade Trees Unit					
Salaries & Wages	\$ 572,000	\$ 558,000	\$ 558,000	\$ 548,937	\$ 9,063
Other Expenses	219,500	219,250	214,250	175,056	39,194
Subtotal	\$ 791,500	\$ 777,250	\$ 772,250	\$ 723,993	\$ 48,257
Land Use					
Salaries & Wages	\$ 16,500	\$ 16,500	\$ 16,500	\$ 13,400	\$ 3,100
Other Expenses	199,750	196,750	186,750	153,376	33,374
Subtotal	\$ 216,250	\$ 213,250	\$ 203,250	\$ 166,776	\$ 36,474
Board of Adjustment					
Salaries & Wages	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 0
Other Expenses	33,300	33,300	33,300	18,399	14,901
Subtotal	\$ 38,300	\$ 38,300	\$ 38,300	\$ 23,399	\$ 14,901
Code Enforcement					
Salaries & Wages	\$ 221,774	\$ 197,900	\$ 194,800	\$ 192,706	\$ 2,094
Other Expenses	3,750	3,250	3,250	1,984	1,266
Subtotal	\$ 225,524	\$ 201,150	\$ 198,050	\$ 194,690	\$ 3,360
DEPARTMENT OF COMMUNITY SERVICES TOTAL	\$ 7,200,546	\$ 7,187,110	\$ 7,164,660	\$ 6,544,035	\$ 620,625
Department of Community Programs					
Community Programs					
Salaries & Wages	\$ 633,060	\$ 602,000	\$ 619,600	\$ 618,780	\$ 820
Other Expenses	76,000	74,700	74,700	71,159	3,541
Subtotal	\$ 709,060	\$ 676,700	\$ 694,300	\$ 689,938	\$ 4,362
Golf Course					
Salaries & Wages	\$ 131,100	\$ 129,900	\$ 119,900	\$ 116,142	\$ 3,758
Other Expenses	61,000	61,000	61,000	57,506	3,494
Subtotal	\$ 192,100	\$ 190,900	\$ 180,900	\$ 173,648	\$ 7,252
Family Aquatic Center					
Salaries & Wages	\$ 157,000	\$ 158,000	\$ 135,400	\$ 132,504	\$ 2,896
Other Expenses	133,450	131,350	131,350	128,367	2,983
Subtotal	\$ 290,450	\$ 289,350	\$ 266,750	\$ 260,871	\$ 5,879
DEPARTMENT OF COMMUNITY PROGRAMS TOTAL	\$ 1,191,610	\$ 1,156,950	\$ 1,141,950	\$ 1,124,457	\$ 17,493

Proposed 2019	Adopted Budget 2018	Final w/ Transfers 2018 as of 12/31/2018	Paid or Charged as of 12/31/2018	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

\$ 144,000	\$ 242,400	\$ 242,580	\$ 242,577	\$ 3
214,855	121,400	121,220	118,816	2,404
40,000	40,000	40,000	40,000	0
36,300	35,600	35,600	35,600	0
7,890	7,890	7,890	7,890	0
\$ 443,045	\$ 447,290	\$ 447,290	\$ 444,883	\$ 2,407

Municipal Court

Salaries & Wages
Other Expenses
Subtotal

\$ 56,300	\$ 56,300	\$ 56,300	\$ 55,440	\$ 860
343,000	268,655	268,655	268,655	0
\$ 399,300	\$ 324,955	\$ 324,955	\$ 324,095	\$ 860

Utilities

Electricity
Street Lighting
Telephone
Water
Fuel
Subtotal

\$ 353,000	\$ 345,000	\$ 325,000	\$ 309,400	\$ 15,600
160,000	162,000	162,000	143,025	18,975
194,000	200,000	194,000	177,715	16,285
67,000	66,500	66,500	56,939	9,561
347,000	361,000	341,000	312,414	28,586
\$ 1,121,000	\$ 1,134,500	\$ 1,088,500	\$ 999,494	\$ 89,006

Insurance

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

\$ 486,086	\$ 471,928	\$ 471,928	\$ 471,928	\$ 0
578,688	561,833	561,833	561,833	0
2,600,000	2,650,000	2,650,000	2,650,000	0
50,000	50,000	50,000	50,000	0
25,000	52,000	52,000	52,000	0
\$ 3,739,774	\$ 3,785,761	\$ 3,785,761	\$ 3,785,761	\$ 0

Summary Details:

Salaries & Wages
Other Expenses

\$ 17,619,072	\$ 17,485,340	\$ 17,731,570	\$ 17,463,745	\$ 267,825
\$ 10,583,205	\$ 10,392,616	\$ 10,063,524	\$ 9,256,556	\$ 806,968

Total Operations within "CAPS"

\$ 28,202,277	\$ 27,877,956	\$ 27,795,094	\$ 26,720,301	\$ 1,074,793
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Statutory Expenditures within "CAPS"	Proposed 2019	Adopted Budget 2018	Final w/ Transfers 2018 as of 12/31/2018	Paid or Charged as of 12/31/2018	Appropriation Reserves
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Pensions/ Social Security

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

Subtotal

\$ 1,117,378	\$ 1,041,459	\$ 1,041,459	\$ 1,041,459	\$ 0
2,541,918	2,342,567	2,342,567	2,342,567	0
15,000	15,000	11,000	10,722	278
596,424	800,000	672,417	672,417	0
\$ 4,270,720	\$ 4,199,026	\$ 4,067,443	\$ 4,067,165	\$ 278

Total General Appropriations within "CAPS"

\$ 32,472,997	\$ 32,076,982	\$ 31,862,537	\$ 30,787,466	\$ 1,075,071
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GENERAL APPROPRIATIONS**OPERATIONS & DEBT SERVICE EXCLUDED FROM "CAPS"*****Maintenance of Free Public Library***

Salaries & Wages
 Other Expenses
Subtotal

\$ 1,498,429	\$ 1,546,477	\$ 1,517,943	\$ 1,434,385	\$ 83,558
942,356	864,143	892,677	838,746	53,930
\$ 2,440,785	\$ 2,410,620	\$ 2,410,620	\$ 2,273,131	\$ 137,488

Grants Appropriations - Offset by Revenues

NJ Recycling Tonnage Grant
 NJ DLPS Tarentino Community Day
 NJ Body Armor Replacement Fund
 NJ Alcohol Ed Rehab Enforcement Grant
 Investors Foundation for Community Center
 Junior League Share the Fun
 Union County Clean Communities
 Greening Union County
 Union County Level the Playing Field
 Union County Kids Recreation Grant
 Union County Infrastructure & Municipal Aid
 State of New Jersey EMAA
 Union County Recycling Enhancement Grant
 NJ DOT Municipal Aid - Ashwood
 NJ DOT Municipal Aid - DeForest
 NJ DOT Municipal Aid - Summit & Elm
 NJ DOT Municipal Aid - Hobart
 NJ ROID Grant
 Sustainable Jersey Small Grants
 DDEF
Subtotal

\$ 29,539	\$ 36,812	\$ 36,812	\$ 36,812	\$ 0
0	0	0	0	0
4,776	0	0	0	0
0	0	513	513	0
0	0	30,000	30,000	0
0	0	7,000	7,000	0
0	0	39,698	39,698	0
0	7,000	7,000	7,000	0
0	0	25,470	25,470	0
0	50,000	50,000	50,000	0
0	100,000	100,000	100,000	0
10,000	0	9,400	9,400	0
0	0	10,000	10,000	0
0	0	55,000	55,000	0
0	0	50,000	50,000	0
0	0	200,000	200,000	0
100,000	0	0	0	0
0	0	20,721	20,721	0
0	0	5,000	5,000	0
0	0	8,251	8,251	0
\$ 144,315	\$ 193,812	\$ 654,864	\$ 654,864	\$ 0

Interlocal Agreements

Joint Meeting - NPSM Emergency Dispatch Center
Subtotal

\$ 1,232,049	\$ 981,640	\$ 981,640	\$ 981,640	\$ 0
\$ 1,232,049	\$ 981,640	\$ 981,640	\$ 981,640	\$ 0

Capital Improvements

Capital Improvement Fund
Subtotal

\$ 735,275	\$ 210,000	\$ 210,000	\$ 210,000	\$ 0
\$ 735,275	\$ 210,000	\$ 210,000	\$ 210,000	\$ 0

	Proposed 2019	Adopted Budget 2018	Final w/ Transfers 2018 as of 12/31/2018	Paid or Charged as of 12/31/2018	Appropriation Reserves
Municipal Debt Service					
Bond Principal	\$ 2,085,000	\$ 2,785,000	\$ 2,830,000	\$ 2,830,000	\$ 0
Bond Anticipation Notes Principal	411,450	885,000	885,000	885,000	0
Interest on Bonds	795,134	411,413	437,134	437,134	0
Interest on Bond Anticipation Notes	710,520	413,340	413,340	413,340	0
Downtown Business Improvement Loan	0	0	0	0	0
Subtotal	\$ 4,002,104	\$ 4,494,753	\$ 4,565,474	\$ 4,565,474	\$ 0
School Debt Service					
Bond Principal	\$ 4,435,000	\$ 4,255,000	\$ 4,400,000	\$ 4,400,000	\$ 0
Bond Anticipation Notes Principal	0	41,800	41,800	41,800	0
Interest on Bonds	830,023	824,913	913,637	913,637	0
Interest on Bond Anticipation Notes	0	32,600	32,600	32,600	0
Subtotal	\$ 5,265,023	\$ 5,154,313	\$ 5,388,037	\$ 5,388,037	\$ 0
Deferred Charges & Reserves					
Deficit in Dedicated Assessment Budget	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Deferred Charges (Capital Expenses Unfunded)	75,000	75,000	75,000	75,000	0
Reserve for Tax Appeals	140,000	300,000	300,000	300,000	0
Reserve for Salary Adjustments	190,000	90,000	0	0	0
Reserve for Municipal Debt Service	0	0	0	0	0
Subtotal	\$ 405,000	\$ 465,000	\$ 375,000	\$ 375,000	\$ 0
Total General Appropriations excluded from "CAPS" Subtotal	\$ 14,224,551	\$ 13,910,138	\$ 14,585,635	\$ 14,448,146	\$ 137,489
<i>Reserve for Uncollected Taxes</i>	\$ 5,287,251	\$ 5,386,796	\$ 5,386,796	\$ 5,386,796	\$ 0
TOTAL GENERAL APPROPRIATIONS	\$ 51,984,799	\$ 51,373,916	\$ 51,834,967	\$ 50,622,407	\$ 1,212,560

TAX LEVIES

&

RATES

TAX LEVIES & RATES

2018-2019 COMPARISONS

Tax Levies and Rates	2019 Amounts	2019 Estimated Tax Rates	Estimated % of Total Tax Rate	2018-2019 % Tax Rate Change	2018 Amounts	2018 Tax Rates	2018 % of Total Tax Rate
Local School Tax Levy	\$ 70,102,247	\$ 2.230	50.38%	2.36%	\$ 68,244,105	\$ 2.179	50.11%
County Tax Levy	38,723,185	1.232	27.83%	2.41%	37,672,817	1.202	28.31%
County Open Space Levy	1,127,530	0.035	0.79%	0.00%	1,096,984	0.035	0.79%
Library Tax Levy	2,440,785	0.078	1.75%	0.85%	2,410,620	0.077	1.74%
Municipal Appropriations (excludes R.U.T.)	39,417,939				38,912,187		
TOTAL APPROPRIATIONS	\$ 151,811,687				\$ 151,361,918		
<i>Less : Anticipated General Revenues</i>	17,912,684				17,842,177		
CASH REQUIRED TO SUPPORT BUDGET	\$ 133,899,003				\$ 133,519,741		
<i>/ Anticipated Tax Collection Rate</i>	0.9620				0.9612		
TOTAL AMOUNT TO BE RAISED BY TAXES	\$ 139,186,254				\$ 138,906,536		
<i>Less: Total School, County & Library Tax Levies</i>	112,393,747				112,449,730		
MUNICIPAL PURPOSE TAX LEVY	\$ 26,792,506				\$ 26,456,806		
MUNICIPAL TAX RATE	\$ 0.852	19.25%	1.00%		\$ 0.844	19.05%	
Total Tax Rate (per \$100 assessment)	\$ 4.427	100.00%	2.08%		\$ 4.337	100.00%	
Municipal Net Assessed Valuation (Total Land & Improvements)	\$ 3,143,119,824				\$ 3,133,257,826		

TAX LEVIES & RATES

FIVE YEAR PROJECTIONS

	Adopted 2018	Proposed 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Annual Avg. % Change
TAX LEVY PROJECTIONS								
Appropriations								
Municipal Operations	\$ 32,076,982	\$ 32,472,997	\$ 33,122,457	\$ 33,784,906	\$ 34,460,605	\$ 35,149,817	\$ 35,602,813	2.00%
Other Appropriations	\$ 13,910,138	\$ 14,224,551	\$ 14,509,042	\$ 14,799,223	\$ 15,095,207	\$ 15,397,111	\$ 15,455,054	2.00%
Less: Library Appropriations	(2,410,620)	(2,440,785)	(2,440,785)	(2,440,785)	(2,440,785)	(2,440,785)	(2,440,785)	0.00%
Less: School District Debt Obligations	(4,664,313)	(4,838,824)	(4,745,002)	(3,363,276)	(3,319,481)	(3,236,851)	(2,916,191)	0.00%
Municipal Appropriations	\$ 38,912,187	\$ 39,417,939	\$ 40,445,712	\$ 42,780,068	\$ 43,795,546	\$ 44,869,292	\$ 45,700,891	1.00%
Tax Levy Totals	\$ 109,424,526	\$ 112,393,747	\$ 115,032,411	\$ 117,735,536	\$ 120,504,763	\$ 123,341,772	\$ 126,848,291	0.00%
TOTAL APPROPRIATIONS	\$ 148,336,713	\$ 151,811,687	\$ 155,478,123	\$ 160,515,605	\$ 164,300,308	\$ 168,211,064	\$ 172,549,182	0.50%
Non-Tax General Revenues	\$ (17,842,177)	\$ (17,912,684)	\$ (17,921,640)	\$ (17,930,601)	\$ (17,939,566)	\$ (17,948,536)	\$ (17,957,511)	0.05%
Cash Needed to Support Budget	\$ 130,494,536	\$ 133,899,003	\$ 137,556,483	\$ 142,585,004	\$ 146,360,742	\$ 150,262,528	\$ 154,591,672	0.28%
Reserve for Uncollected Taxes	\$ 5,386,796	\$ 5,287,251	\$ 5,392,996	\$ 5,500,856	\$ 5,610,873	\$ 5,723,091	\$ 5,837,552	2.00%
Total Tax Levy	\$ 135,881,332	\$ 139,186,254	\$ 142,949,479	\$ 148,085,860	\$ 151,971,615	\$ 155,985,619	\$ 160,429,224	2.20%
TAX LEVY BREAKDOWN								
Municipal Tax Levy	\$ 26,456,806	\$ 26,792,506	\$ 27,329,669	\$ 27,877,602	\$ 28,436,520	\$ 29,006,644	\$ 30,088,198	2.00%
Local School District Tax Levy	\$ 68,244,105	\$ 70,102,247	\$ 71,507,727	\$ 72,941,385	\$ 74,403,787	\$ 75,895,509	\$ 77,717,138	2.00%
County Tax Levy	\$ 37,672,817	\$ 38,723,185	\$ 39,884,881	\$ 41,081,427	\$ 42,313,870	\$ 43,583,286	\$ 45,090,784	3.00%
County Open Space Tax Levy	\$ 1,096,984	\$ 1,127,530	\$ 1,150,081	\$ 1,173,082	\$ 1,196,544	\$ 1,220,475	\$ 1,344,884	2.00%
Library Tax Levy	\$ 2,410,620	\$ 2,440,785	\$ 2,489,723	\$ 2,539,642	\$ 2,590,562	\$ 2,642,502	\$ 2,695,484	2.00%
Total Tax Levy	\$ 135,881,332	\$ 139,186,254	\$ 142,362,080	\$ 145,613,138	\$ 148,941,282	\$ 152,348,415	\$ 156,936,489	2.20%
TAX RATE BREAKDOWN								
Municipal Tax Rate	\$ 0.844	\$ 0.852	\$ 0.870	\$ 0.887	\$ 0.905	\$ 0.923	\$ 0.941	2.00%
Local School District Tax Rate	\$ 2.179	\$ 2.230	\$ 2.275	\$ 2.321	\$ 2.367	\$ 2.415	\$ 2.463	2.00%
County Tax Rate	\$ 1.202	\$ 1.232	\$ 1.269	\$ 1.307	\$ 1.346	\$ 1.387	\$ 1.428	3.00%
County Open Space Tax Rate	\$ 0.035	\$ 0.035	\$ 0.036	\$ 0.036	\$ 0.037	\$ 0.038	\$ 0.039	2.00%
Library Tax Rate	\$ 0.077	\$ 0.078	\$ 0.079	\$ 0.081	\$ 0.082	\$ 0.084	\$ 0.086	2.00%
Total Tax Rate	\$ 4.337	\$ 4.427	\$ 4.528	\$ 4.632	\$ 4.738	\$ 4.846	\$ 4.957	2.20%
NET VALUATION TAXABLE	\$ 3,133,257,826	\$ 3,143,119,824	0.00%					
MUNICIPAL TAX POINT INCREASE	\$ 0.000	\$ 0.008	\$ 0.017	\$ 0.017	\$ 0.018	\$ 0.018	\$ 0.019	
MUNICIPAL TAX % INCREASE	0.00%	1.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

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

2019
Reserve for Uncollected Taxes

Local School Taxes (estimated)
 County Taxes (estimated)
 County Open Space Levy (estimated)
 Library Taxes
 Municipal Appropriations (excludes R.U.T.)

\$	70,102,247
\$	38,723,185
\$	1,127,530
\$	2,440,785
\$	39,417,939

TOTAL APPROPRIATIONS

Less: Anticipated General Revenues

\$	151,811,687
\$	17,912,684
\$	133,899,003

CASH REQUIRED TO SUPPORT BUDGET

Anticipated Tax Collection Rate

\$	133,899,003
\$	0.9620
\$	139,186,254

TOTAL AMOUNT TO BE RAISED BY TAXES

Less: Cash Required to Support Budget

\$	139,186,254
\$	133,899,003

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

\$	5,287,251
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**REVENUES
&
APPROPRIATIONS**

REVENUES & APPROPRIATIONS

FIVE YEAR HISTORICAL DATA

GENERAL REVENUES

	Realized 2015	Realized 2016	Realized 2017	Realized 2018	Anticipated 2019	Annual % Change From 2018
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Fund Balance

Fund Balance (Surplus)

\$	7,600,000	\$	7,100,000	\$	7,100,000	\$	6,900,000	\$	6,900,000	0.0%
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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

\$	40,860	\$	40,158	\$	40,460	\$	40,200	\$	40,000	-0.5%
	66,204		71,144		78,378		103,474		100,000	-3.4%
	475,482		392,387		515,128		497,181		495,000	-0.4%
	181,371		179,782		158,498		181,404		180,000	-0.8%
	61,313		72,914		240,306		507,033		330,000	-34.9%
	33,546		33,546		33,546		34,583		46,000	33.0%
	136,791		118,805		110,616		103,436		102,000	-1.4%
	25,400		30,000		24,300		22,050		22,000	-0.2%
	12,000		12,000		12,000		12,000		12,000	0.0%
	173,888		173,421		186,325		175,621		175,000	-0.4%
	31,198		30,226		27,738		26,531		26,000	-2.0%
	214,314		206,954		192,601		154,029		152,000	-1.3%
	450,285		509,768		479,744		489,097		487,000	-0.4%
	195,811		210,869		218,373		221,408		214,177	-3.3%
	133,813		130,927		128,119		126,074		115,767	-8.2%
	77,714		74,032		102,060		78,838		55,000	-30.2%
	118,232		110,385		88,515		85,143		85,000	-0.2%
	165,780		169,127		154,366		157,161		155,000	-1.4%
	0		0		0		795,400		795,400	0.0%
	0		0		46,840		86,610		86,000	-0.7%
TOTAL LOCAL REVENUES	\$ 2,594,002	\$ 2,566,445	\$ 2,837,913	\$ 3,897,273	\$ 3,673,344	-5.7%				

State Aid

School Debt Service Aid
Energy Receipts Tax

\$	552,532	\$	552,532	\$	545,000	\$	409,338	\$	400,000	-2.3%
	3,023,257		3,023,257		3,023,257		3,023,257		3,023,000	0.0%
\$ 3,575,789	\$ 3,575,789	\$ 3,568,257	\$ 3,432,595	\$ 3,423,000						-0.3%

Interlocal Agreements

Millburn Twp. Joint Dispatch
TOTAL INTERLOCAL AGREEMENTS

\$	41,000	\$	41,000	\$	0	\$	0	\$	0	0.0%
\$ 41,000	\$ 41,000	\$ 0	\$ 0	\$ 0						0.0%

Grants

Grants
TOTAL GRANT REVENUES

\$	61,922	\$	618,315	\$	517,545	\$	678,052	\$	144,315	-78.7%
\$ 61,922	\$ 618,315	\$ 517,545	\$ 678,052	\$ 144,315						

REVENUES & APPROPRIATIONS

FIVE YEAR HISTORICAL DATA

Realized 2015	Realized 2016	Realized 2017	Realized 2018	Anticipated 2019	Annual % Change From 2018
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Enterprise Funds/ Contributions

Summit Housing P.I.L.O.T.
 Parking Utility Share of Debt Service
 Parking Utility Share of Various Services
 Parking Utility Share of Pension Costs
 Parking Utility Contribution
 Sewer Utility Share of Pension Costs
 Sewer Utility Share of Various Services
 Sewer Utility Contribution
 U.C.C. Share of Pension & Health/Dental Costs
 General Capital Surplus
 SDI Share of Debt Service
 Uniform Safety Act
 Reserve for Municipal Debt Service
 Reserve for School Debt Service
 Reserve for Regional Environmental Health (Current Fund)
 Reserve Insurance Settlement (General Capital)
 Rebate Liability (General Capital)
 Prepaid Assessment Morris/Kent (General Capital)
 Bond Sale Costs (General Capital)
 Reserve to Pay General Capital Debt (Community Center)
 Reserve Refunding Bond Costs
 Reserve for Sale Of Municipal Assets
TOTAL ENTERPRISE FUNDS/ CONTRIBUTIONS

\$ 50,502	\$ 50,000	\$ 48,900	\$ 52,988	\$ 50,000	-5.6%
447,614	210,684	421,307	408,154	0	-100.0%
201,100	201,100	250,000	250,000	250,000	0.0%
48,900	48,900	55,000	55,000	60,000	9.1%
250,000	450,000	500,000	360,000	800,000	122.2%
23,729	30,000	35,105	40,000	38,000	-5.0%
55,000	112,000	115,000	115,000	120,000	4.3%
125,000	225,000	240,000	200,000	490,000	145.0%
26,000	26,000	46,700	49,000	70,000	42.9%
523,500	450,000	581,000	324,523	328,000	1.1%
40,413	29,700	0	10,188	0	0.0%
38,952	38,000	29,313	51,682	50,000	-3.3%
0	0	45,648	0	210,000	100.0%
31,000	250,000	118,434	0	26,199	100.0%
349,000	667,000	78	0	18,123	100.0%
0	0	304,964	0	836	100.0%
0	0	0	0	3,133	100.0%
0	0	337,442	0	5,000	100.0%
0	0	0	0	604	100.0%
0	0	0	885,000	81,130	-90.8%
0	0	0	39,343	0	-100.0%
0	0	0	375,000	541,000	44.3%
\$ 2,210,710	\$ 2,788,384	\$ 3,128,891	\$ 3,215,877	\$ 3,142,025	-2.3%

Prior Year Tax Receipts

Prior Year Tax Receipts
TOTAL PRIOR YEAR TAX RECEIPTS

\$ 485,515	\$ 475,000	\$ 500,452	\$ 495,148	\$ 630,000	27.2%
\$ 485,515	\$ 475,000	\$ 500,452	\$ 495,148	\$ 630,000	27.2%

GENERAL REVENUES SUBTOTAL

\$ 16,568,938	\$ 17,164,933	\$ 17,653,058	\$ 18,618,946	\$ 17,912,684	-3.8%
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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

\$ 25,754,936	\$ 25,991,438	\$ 26,214,106	\$ 26,456,806	\$ 26,792,506	1.3%
4,449,262	4,244,133	4,287,129	4,664,313	4,838,824	3.7%
2,328,031	2,394,420	2,450,334	2,410,620	2,440,785	1.3%
\$ 32,532,229	\$ 32,629,991	\$ 32,951,569	\$ 33,531,739	\$ 34,072,115	1.6%

TOTAL GENERAL REVENUES

\$ 49,101,167	\$ 49,794,924	\$ 50,604,627	\$ 52,150,685	\$ 51,984,799	-0.3%
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REVENUES & APPROPRIATIONS

FIVE YEAR HISTORICAL DATA

GENERAL APPROPRIATIONS OPERATIONS WITHIN "CAPS"

	Adopted 2015	Adopted 2016	Adopted 2017	Adopted 2018	Proposed 2019	Annual % Change From 2018
General Government						
Administrative & Executive						
Salaries & Wages	\$ 375,700	\$ 342,627	\$ 351,100	\$ 364,800	\$ 364,150	-0.2%
Other Expenses	31,250	51,850	74,800	75,500	80,250	6.3%
Subtotal	\$ 406,950	\$ 394,477	\$ 425,900	\$ 440,300	\$ 444,400	0.9%
Employee Assistance Program						
Other Expenses	\$ 5,400	\$ 5,600	\$ 5,600	\$ 5,600	\$ 5,600.00	0.0%
Subtotal	\$ 5,400	\$ 5,600	\$ 5,600	\$ 5,600	\$ 5,600.00	0.0%
Postage						
Other Expenses	\$ 45,000	\$ 50,000	\$ 57,200	\$ 57,200	\$ 45,600	-20.3%
Subtotal	\$ 45,000	\$ 50,000	\$ 57,200	\$ 57,200	\$ 45,600	-20.3%
Physical Examinations - Municipal Employees						
Other Expenses	\$ 42,000	\$ 30,000	\$ 30,000	\$ 10,000	\$ 10,000	0.0%
Subtotal	\$ 42,000	\$ 30,000	\$ 30,000	\$ 10,000	\$ 10,000	0.0%
Technology - Other Expenses						
Other Expenses	\$ 220,000	\$ 236,500	\$ 233,300	\$ 239,500	\$ 247,000	3.1%
Subtotal	\$ 220,000	\$ 236,500	\$ 233,300	\$ 239,500	\$ 247,000	3.1%
HomeTowne TV Service Agreement						
Other Expenses	\$ 82,403	\$ 82,500	\$ 86,700	\$ 86,750	\$ 82,486	-4.9%
Subtotal	\$ 82,403	\$ 82,500	\$ 86,700	\$ 86,750	\$ 82,486	-4.9%
Employee Appreciation Events						
Other Expenses	\$ 0	\$ 0	\$ 0	\$ 5,000	\$ 5,000	0.0%
Subtotal	\$ 0	\$ 0	\$ 0	\$ 5,000	\$ 5,000	0.0%
Clerk's Office						
Salaries & Wages	\$ 289,100	\$ 272,000	\$ 284,000	\$ 220,000	\$ 247,650	12.6%
Other Expenses	107,900	116,000	122,600	151,800	174,150	14.7%
Codification of Ordinances	10,200	8,200	10,000	10,000	10,000	0.0%
Subtotal	\$ 407,200	\$ 396,200	\$ 416,600	\$ 381,800	\$ 431,800	13.1%
Legal Services						
Municipal Prosecutor - Salaries & Wages	\$ 34,510	\$ 34,640	\$ 34,650	\$ 35,200	\$ 35,900	2.0%
Other Expenses - Legal Professional Contracts	380,000	220,000	220,000	220,000	220,000	0.0%
Public Defender	8,500	8,500	8,500	8,500	8,500	0.0%
Subtotal	\$ 423,010	\$ 263,140	\$ 263,150	\$ 263,700	\$ 264,400	0.3%
GENERAL GOVERNMENT TOTAL	\$ 1,631,963	\$ 1,458,417	\$ 1,518,450	\$ 1,489,850	\$ 1,536,286	3.1%

REVENUES & APPROPRIATIONS

FIVE YEAR HISTORICAL DATA

	Adopted 2015	Adopted 2016	Adopted 2017	Adopted 2018	Proposed 2019	Annual % Change From 2018
Department of Finance						
Financial Administration						
Salaries & Wages	\$ 321,100	\$ 306,000	\$ 310,000	\$ 403,100	\$ 399,100	-1.0%
Other Expenses	67,000	96,000	87,600	79,420	83,620	5.3%
Subtotal	\$ 388,100	\$ 402,000	\$ 397,600	\$ 482,520	\$ 482,720	0.0%
Municipal Purchasing						
Other Expenses	\$ 0	\$ 0	\$ 0	\$ 16,000	\$ 14,000	0.0%
Subtotal	\$ 0	\$ 0	\$ 0	\$ 16,000	\$ 14,000	0.0%
Audit Services						
Other Expenses	\$ 33,400	\$ 35,000	\$ 40,000	\$ 42,000	\$ 45,000	7.1%
Subtotal	\$ 33,400	\$ 35,000	\$ 40,000	\$ 42,000	\$ 45,000	7.1%
Contingent						
Other Expenses	\$ 1,600	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	0.0%
Subtotal	\$ 1,600	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	0.0%
Tax Collection						
Salaries & Wages	\$ 135,300	\$ 142,700	\$ 149,500	\$ 158,100	\$ 167,500	5.9%
Other Expenses	21,000	22,200	19,800	18,790	19,945	6.1%
Subtotal	\$ 156,300	\$ 164,900	\$ 169,300	\$ 176,890	\$ 187,445	6.0%
Tax Assessment						
Salaries & Wages	\$ 194,100	\$ 220,000	\$ 222,400	\$ 226,400	\$ 233,550	3.2%
Other Expenses	82,050	333,400	344,400	319,400	283,400	-11.3%
Subtotal	\$ 276,150	\$ 553,400	\$ 566,800	\$ 545,800	\$ 516,950	-5.3%
FINANCE DEPARTMENT TOTAL	\$ 855,550	\$ 1,156,800	\$ 1,175,200	\$ 1,264,710	\$ 1,247,615	-1.4%
Public Safety						
Police						
Salaries & Wages	\$ 5,816,300	\$ 5,984,000	\$ 5,916,000	\$ 5,862,185	\$ 5,814,050	-0.8%
Other Expenses	337,500	329,000	344,810	373,800	427,800	14.4%
Crossing Guards - Salaries & Wages	223,300	223,300	236,300	236,300	240,000	1.6%
Crossing Guards - Other Expenses	2,500	2,500	4,000	4,000	4,000	0.0%
Police Vehicles	90,000	0	0	0	0	0.0%
Subtotal	\$ 6,469,600	\$ 6,538,800	\$ 6,501,110	\$ 6,476,285	\$ 6,485,850	0.1%
Fire						
Salaries & Wages	\$ 3,816,801	\$ 3,743,000	\$ 3,797,400	\$ 3,990,300	\$ 4,185,806	4.9%
Other Expenses	269,000	263,000	287,810	290,200	301,700	4.0%
Uniform Fire Safety Act - Salaries & Wages	36,000	36,000	36,000	36,545	36,545	0.0%
Fire Hydrant Service	271,500	271,500	275,000	280,000	300,000	7.1%
Subtotal	\$ 4,393,301	\$ 4,313,500	\$ 4,396,210	\$ 4,597,045	\$ 4,824,051	4.9%
Emergency Management						
Other Expenses	\$ 17,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,200	-2.2%
Subtotal	\$ 17,500	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,200	-2.2%
PUBLIC SAFETY TOTAL	\$ 10,880,401	\$ 10,865,800	\$ 10,910,820	\$ 11,086,830	\$ 11,323,101	2.1%

REVENUES & APPROPRIATIONS

FIVE YEAR HISTORICAL DATA

	Adopted 2015	Adopted 2016	Adopted 2017	Adopted 2018	Proposed 2019	Annual % Change From 2018
Department of Community Services						
Community Services Administration						
Salaries & Wages	\$ 577,000	\$ 520,000	\$ 553,000	\$ 557,000	\$ 473,637	-15.0%
Other Expenses	35,500	36,500	91,000	90,000	91,300	1.4%
Downtown Maintenance	8,600	8,800	8,500	8,500	8,500	0.0%
Subtotal	\$ 621,100	\$ 565,300	\$ 652,500	\$ 655,500	\$ 573,437	-12.5%
Engineering						
Salaries & Wages	\$ 299,100	\$ 342,000	\$ 346,000	\$ 357,300	\$ 365,725	2.4%
Other Expenses	33,800	26,150	26,850	25,700	26,150	1.8%
Subtotal	\$ 332,900	\$ 368,150	\$ 372,850	\$ 383,000	\$ 391,875	2.3%
Roads Unit						
Salaries & Wages	\$ 851,450	\$ 950,000	\$ 932,500	\$ 920,000	\$ 939,050	2.1%
Other Expenses	374,500	284,000	287,200	224,600	212,000	-5.6%
Subtotal	\$ 1,225,950	\$ 1,234,000	\$ 1,219,700	\$ 1,144,600	\$ 1,151,050	0.6%
Public Works Maintenance Unit						
Salaries & Wages	\$ 486,225	\$ 525,000	\$ 351,000	\$ 354,310	\$ 293,400	-17.2%
Other Expenses	49,500	47,300	77,000	62,500	61,750	-1.2%
Subtotal	\$ 535,725	\$ 572,300	\$ 428,000	\$ 416,810	\$ 355,150	-14.8%
Garbage & Trash Unit						
Salaries & Wages	\$ 715,000	\$ 745,000	\$ 709,000	\$ 724,000	\$ 737,000	1.8%
Other Expenses	20,700	20,600	27,800	10,100	4,000	-60.4%
Subtotal	\$ 735,700	\$ 765,600	\$ 736,800	\$ 734,100	\$ 741,000	0.9%
Recycling Unit						
Salaries & Wages	\$ 72,000	\$ 75,000	\$ 75,000	\$ 76,900	\$ 78,100	1.6%
Other Expenses	214,100	239,400	240,500	252,900	252,750	-0.1%
Subtotal	\$ 286,100	\$ 314,400	\$ 315,500	\$ 329,800	\$ 330,850	0.3%
Transfer Station						
Salaries & Wages	\$ 268,390	\$ 277,000	\$ 285,000	\$ 285,200	\$ 294,000	3.1%
Other Expenses	111,500	93,900	91,300	55,075	54,750	-0.6%
Disposal Charges	825,000	850,000	850,000	875,000	875,000	0.0%
Subtotal	\$ 1,204,890	\$ 1,220,900	\$ 1,226,300	\$ 1,215,275	\$ 1,223,750	0.7%
Compost Area						
Salaries & Wages	\$ 145,015	\$ 147,000	\$ 153,000	\$ 160,800	\$ 175,950	9.4%
Other Expenses	17,200	14,600	16,000	5,075	4,200	-17.2%
Subtotal	\$ 162,215	\$ 161,600	\$ 169,000	\$ 165,875	\$ 180,150	8.6%

REVENUES & APPROPRIATIONS

FIVE YEAR HISTORICAL DATA

Adopted 2015	Adopted 2016	Adopted 2017	Adopted 2018	Proposed 2019	Annual % Change From 2018
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Buildings & Grounds Unit

Salaries & Wages	\$ 0	\$ 0	\$ 254,500	\$ 264,000	\$ 317,300	100.0%
Other Expenses	199,200	215,750	154,200	143,850	138,500	-3.7%
Subtotal	\$ 199,200	\$ 215,750	\$ 408,700	\$ 407,850	\$ 455,800	11.8%

Fleet Maintenance Unit

Salaries & Wages	\$ 269,105	\$ 272,000	\$ 269,000	\$ 278,400	\$ 275,425	-1.1%
Other Expenses	42,000	40,800	42,200	225,950	250,485	10.9%
Subtotal	\$ 311,105	\$ 312,800	\$ 311,200	\$ 504,350	\$ 525,910	4.3%

Shade Trees Unit

Salaries & Wages	\$ 593,300	\$ 611,000	\$ 587,000	\$ 558,000	\$ 572,000	2.5%
Other Expenses	252,700	250,200	253,400	219,250	219,500	0.1%
Subtotal	\$ 846,000	\$ 861,200	\$ 840,400	\$ 777,250	\$ 791,500	1.8%

Land Use

Salaries & Wages	\$ 13,900	\$ 11,500	\$ 11,500	\$ 16,500	\$ 16,500	0.0%
Other Expenses	111,800	132,050	137,150	196,750	199,750	1.5%
Subtotal	\$ 125,700	\$ 143,550	\$ 148,650	\$ 213,250	\$ 216,250	1.4%

Board of Adjustment

Salaries & Wages	\$ 0	\$ 0	\$ 0	\$ 5,000	\$ 5,000	0.0%
Other Expenses	21,000	24,200	29,950	33,300	33,300	0.0%
Subtotal	\$ 21,000	\$ 24,200	\$ 29,950	\$ 38,300	\$ 38,300	0.0%

Code Enforcement

Salaries & Wages	\$ 193,100	\$ 196,000	\$ 195,400	\$ 197,900	\$ 221,774.00	12.1%
Other Expenses	2,250	2,750	3,250	3,250	3,750	15.4%
Subtotal	\$ 195,350	\$ 198,750	\$ 198,650	\$ 201,150	\$ 225,524	12.1%

DEPARTMENT OF COMMUNITY SERVICES TOTAL

\$ 6,802,935	\$ 6,958,500	\$ 7,058,200	\$ 7,187,110	\$ 7,200,546	0.2%
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REVENUES & APPROPRIATIONS

FIVE YEAR HISTORICAL DATA

	Adopted 2015	Adopted 2016	Adopted 2017	Adopted 2018	Proposed 2019	Annual % Change From 2018
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Department of Community Programs

Community Programs

Salaries & Wages	\$ 488,000	\$ 531,918	\$ 592,100	\$ 602,000	\$ 633,060	5.2%
Other Expenses	47,200	61,200	67,200	74,700	76,000	1.7%
Subtotal	\$ 535,200	\$ 593,118	\$ 659,300	\$ 676,700	\$ 709,060	4.8%

Golf Course

Salaries & Wages	\$ 121,500	\$ 127,000	\$ 127,500	\$ 129,900	\$ 131,100	0.9%
Other Expenses	58,500	58,500	59,500	61,000	61,000	0.0%
Subtotal	\$ 180,000	\$ 185,500	\$ 187,000	\$ 190,900	\$ 192,100	0.6%

Family Aquatic Center

Salaries & Wages	\$ 146,000	\$ 151,000	\$ 156,000	\$ 158,000	\$ 157,000	-0.6%
Other Expenses	103,200	109,200	112,200	131,350	133,450	1.6%
Subtotal	\$ 249,200	\$ 260,200	\$ 268,200	\$ 289,350	\$ 290,450	0.4%

DEPARTMENT OF COMMUNITY PROGRAMS TOTAL

	\$ 964,400	\$ 1,038,818	\$ 1,114,500	\$ 1,156,950	\$ 1,191,610	3.0%
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Board of Health

Salaries & Wages	\$ 229,100	\$ 231,000	\$ 235,000	\$ 242,400	\$ 144,000	-40.6%
Other Expenses	77,600	85,600	85,600	121,400	214,855	77.0%
Dog Regulation	10,000	5,000	10,000	40,000	40,000	0.0%
Social Services - S.A.G.E.	34,100	34,587	35,105	35,600	36,300	2.0%
Prevention of Drug & Alcohol Abuse	7,890	7,890	7,890	7,890	7,890	0.0%
Subtotal	\$ 358,690	\$ 364,077	\$ 373,595	\$ 447,290	\$ 443,045	-0.9%

Municipal Court

Salaries & Wages	\$ 370,000	\$ 304,000	\$ 307,000	\$ 56,300	\$ 56,300	0.0%
Other Expenses	19,800	19,800	19,800	268,655	343,000	27.7%
Subtotal	\$ 389,800	\$ 323,800	\$ 326,800	\$ 324,955	\$ 399,300	22.9%

Utilities

Electricity	\$ 356,800	\$ 372,000	\$ 372,000	\$ 345,000	\$ 353,000	2.3%
Street Lighting	166,800	153,000	153,000	162,000	160,000	-1.2%
Telephone	219,300	220,000	200,000	200,000	194,000	-3.0%
Water	66,990	67,500	63,500	66,500	67,000	0.8%
Fuel	412,000	375,000	373,000	361,000	347,000	-3.9%
Subtotal	\$ 1,221,890	\$ 1,187,500	\$ 1,161,500	\$ 1,134,500	\$ 1,121,000	-1.2%

REVENUES & APPROPRIATIONS

FIVE YEAR HISTORICAL DATA

Adopted 2015	Adopted 2016	Adopted 2017	Adopted 2018	Proposed 2019	Annual % Change From 2018
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Insurance

General Liability	\$ 474,200	\$ 502,000	\$ 569,000	\$ 471,928	\$ 486,086	3.0%
Workers Compensation	648,700	648,000	525,000	561,833	578,688	3.0%
Employee Group Health	2,654,400	2,615,000	2,620,000	2,650,000	2,600,000	-1.9%
Unemployment Insurance	45,000	45,000	50,000	50,000	50,000	0.0%
Other Insurance	118,000	110,000	110,000	52,000	25,000	-51.9%
Subtotal	\$ 3,940,300	\$ 3,920,000	\$ 3,874,000	\$ 3,785,761	\$ 3,739,774	-1.2%

Summary Details:

Salaries & Wages	\$ 17,080,396	\$ 17,320,685	\$ 17,476,850	\$ 17,485,340	\$ 17,619,072	0.8%
Other Expenses	9,965,533	9,953,027	10,036,215	10,392,616	10,583,205	1.8%
Total Operations within "CAPS"	\$ 27,045,929	\$ 27,273,712	\$ 27,513,065	\$ 27,877,956	\$ 28,202,277	1.2%

Statutory Expenditures within "CAPS"

Pensions/ Social Security

Public Employees Retirement System (PERS)	\$ 934,372	\$ 990,065	\$ 1,005,796	\$ 1,041,459	\$ 1,117,378	7.3%
Police Fire Retirement System (PFRS)	2,018,053	2,134,000	2,206,006	2,342,567	2,541,918	8.5%
Defined Contribution Retirement System (DCRP)	5,850	9,000	10,500	15,000	15,000	0.0%
Social Security	748,050	800,000	800,000	800,000	596,424	-25.4%
Subtotal	\$ 3,706,325	\$ 3,933,065	\$ 4,022,302	\$ 4,199,026	\$ 4,270,720	1.7%
Total General Appropriations within "CAPS"	\$ 30,752,254	\$ 31,206,777	\$ 31,535,367	\$ 32,076,982	\$ 32,472,997	1.2%

GENERAL APPROPRIATIONS

OPERATIONS & DEBT SERVICE EXCLUDED FROM "CAPS"

Maintenance of Free Public Library

Salaries & Wages	\$ 1,490,000	\$ 1,518,000	\$ 1,551,000	\$ 1,546,477	\$ 1,498,429	-3.1%
Other Expenses	838,031	876,420	899,334	864,143	942,356	9.1%
Subtotal	\$ 2,328,031	\$ 2,394,420	\$ 2,450,334	\$ 2,410,620	\$ 2,440,785	1.3%

Grants Appropriations - Offset by Revenues

Grants	\$ 52,350	\$ 202,361	\$ 81,958	\$ 193,812	\$ 144,315	-25.5%
Subtotal	\$ 52,350	\$ 202,361	\$ 81,958	\$ 193,812	\$ 144,315	-25.5%

REVENUES & APPROPRIATIONS

FIVE YEAR HISTORICAL DATA

	Adopted 2015	Adopted 2016	Adopted 2017	Adopted 2018	Proposed 2019	Annual % Change From 2018
<u>Interlocal Agreements</u>						
Joint Meeting - NPSM Emergency Dispatch Center	\$ 589,882	\$ 879,950	\$ 895,400	\$ 981,640	\$ 1,232,049	25.5%
Subtotal	\$ 589,882	\$ 879,950	\$ 895,400	\$ 981,640	\$ 1,232,049	25.5%
<u>Capital Improvements</u>						
Capital Improvement Fund	\$ 325,000	\$ 325,000	\$ 300,000	\$ 210,000	\$ 735,275	250.1%
Subtotal	\$ 325,000	\$ 325,000	\$ 300,000	\$ 210,000	\$ 735,275	250.1%
<u>Municipal Debt Service</u>						
Bond Principal	\$ 2,168,000	\$ 2,260,000	\$ 2,965,000	\$ 2,785,000	\$ 2,085,000	-25.1%
Bond Anticipation Notes Principal	302,300	288,500	0	885,000	411,450	-115.1%
Interest on Bonds	511,594	597,113	637,537	411,413	795,134	93.3%
Interest on Bond Anticipation Notes	52,000	47,655	0	413,340	710,520	41.8%
Downtown Business Improvement Loan	33,300	33,300	33,800	0	0	400.0%
Subtotal	\$ 3,067,194	\$ 3,226,568	\$ 3,636,337	\$ 4,494,753	\$ 4,002,104	-11.0%
<u>School Debt Service</u>						
Bond Principal	\$ 3,340,000	\$ 3,345,000	\$ 3,940,000	\$ 4,255,000	\$ 4,435,000	4.2%
Bond Anticipation Notes Principal	847,000	667,000	0	41,800	0	0.0%
Interest on Bonds	1,098,794	1,353,753	1,310,948	824,913	830,023	0.6%
Interest on Bond Anticipation Notes	65,000	90,380	14,181	32,600	0	-100.0%
Subtotal	\$ 5,350,794	\$ 5,456,133	\$ 5,265,129	\$ 5,154,313	\$ 5,265,023	2.1%
<u>Deferred Charges & Reserves</u>						
Prospective Assessments Canceled	\$ 37,000	\$ 0	\$ 0	\$ 0	\$ 0	0.0%
Deferred Charges (Capital Expenses Unfunded)	100,000	0	100,000	75,000	75,000	0.0%
Reserve for Tax Appeals	200,000	350,000	325,000	300,000	140,000	-53.3%
Reserve for Salary Adjustments	0	95,000	200,000	90,000	190,000	111.1%
Subtotal	\$ 337,000	\$ 445,000	\$ 625,000	\$ 465,000	\$ 405,000	-12.9%
Total General Appropriations excluded from "CAPS" Subtotal	\$ 12,050,251	\$ 12,929,432	\$ 13,254,158	\$ 13,910,138	\$ 14,224,551	2.3%
<i>Reserve for Uncollected Taxes</i>	<i>\$ 6,300,000</i>	<i>\$ 5,184,281</i>	<i>\$ 5,217,372</i>	<i>\$ 5,386,796</i>	<i>\$ 5,287,251</i>	<i>-1.8%</i>
TOTAL GENERAL APPROPRIATIONS	\$ 49,102,505	\$ 49,320,490	\$ 50,006,897	\$ 51,373,917	\$ 51,984,799	1.2%

REVENUES & APPROPRIATIONS

FIVE YEAR PROJECTIONS

	Adopted Budget 2018	Realized 2018 as of 12/31/2018	Anticipated 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Annual Average % Change
General Revenues									
Fund Balance									
Fund Balance (Surplus)	\$ 6,900,000	\$ 6,900,000	\$ 6,900,000	\$ 6,865,500	\$ 6,831,173	\$ 6,797,017	\$ 6,763,032	\$ 6,729,216	-0.50%
TOTAL FUND BALANCE	\$ 6,900,000	\$ 6,900,000	\$ 6,900,000	\$ 6,865,500	\$ 6,831,173	\$ 6,797,017	\$ 6,763,032	\$ 6,729,216	-0.50%
Local Revenue									
Alcoholic Beverage Control Licenses	\$ 40,000	\$ 40,200	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	0.00%
Other Licenses	73,000	103,474	100,000	101,000	102,010	103,030	104,060	105,101	1.00%
Municipal Court	480,000	497,181	495,000	499,950	504,950	509,999	515,099	520,250	1.00%
Interest & Costs on Taxes	150,000	181,404	180,000	181,800	183,618	185,454	187,309	189,182	1.00%
Interest on Investments	240,000	507,033	330,000	333,300	336,633	339,999	343,399	346,833	1.00%
Old Town Hall Rent	33,500	34,583	46,000	46,460	46,925	47,394	47,868	48,346	1.00%
Community Services Fees	110,000	103,436	102,000	103,020	104,050	105,091	106,142	107,203	1.00%
Drainage & Grading Fees	24,000	22,050	22,000	22,220	22,442	22,667	22,893	23,122	1.00%
Briant Park - Emergency Services	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	0.00%
Health Fees	175,000	175,621	175,000	176,750	178,518	180,303	182,106	183,927	1.00%
Zoning Board Fees	26,000	26,531	26,000	26,260	26,523	26,788	27,056	27,326	1.00%
Municipal Golf Course Fees	190,000	154,029	152,000	153,520	155,055	156,606	158,172	159,754	1.00%
Family Aquatic Center Fees	475,000	489,097	487,000	491,870	496,789	501,757	506,774	511,842	1.00%
Cable TV Franchise Fees (Verizon)	221,000	221,408	214,177	214,070	213,963	213,856	213,749	213,642	-0.05%
Cable TV Franchise Fees (Comcast)	126,000	126,074	115,767	115,709	115,651	115,593	115,536	115,478	-0.05%
Sale of Recyclable Materials	85,000	78,838	55,000	55,000	55,000	55,000	55,000	55,000	0.00%
Police Off Duty Administration Fees	88,000	85,143	85,000	85,850	86,709	87,576	88,451	89,336	1.00%
Hotel/Motel Occupancy Fees	154,000	157,161	155,000	156,550	158,116	159,697	161,294	162,907	1.00%
AHS/Overlook Community Support Services	795,400	795,400	795,400	795,400	795,400	795,400	795,400	0	1.00%
Utility Income Cell Tower	46,000	86,610	86,000	86,860	87,729	88,606	89,492	90,387	1.00%
TOTAL LOCAL REVENUE	\$ 3,543,900	\$ 3,897,273	\$ 3,673,344	\$ 3,697,589	\$ 3,722,078	\$ 3,746,814	\$ 3,771,799	\$ 3,001,635	-3.55%
State Aid									
School Debt Service Aid	\$ 490,000	\$ 409,338	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	0.00%
Energy Receipts Tax	3,023,257	3,023,257	3,023,000	3,023,000	3,023,000	3,023,000	3,023,000	3,023,000	0.00%
TOTAL STATE AID	\$ 3,513,257	\$ 3,432,595	\$ 3,423,000	0.00%					
Grants									
Grants	\$ 193,812	\$ 678,052	\$ 144,315	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
TOTAL GRANT REVENUES	\$ 193,812	\$ 678,052	\$ 144,315	\$ 0	0.00%				

REVENUES & APPROPRIATIONS

FIVE YEAR PROJECTIONS

	Adopted Budget 2018	Realized 2018 as of 12/31/2018	Anticipated 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Annual Avg. % Change
Enterprise Funds/ Contributions									
Summit Housing P.I.L.O.T.	\$ 48,000	\$ 52,988	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	0.00%
Parking Utility Share of Debt Service	408,154	408,154	0	0	0	0	0	0	0.00%
Parking Utility Share of Various Services	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	0.00%
Parking Utility Share of Pension Costs	55,000	55,000	60,000	60,000	60,000	60,000	60,000	60,000	0.00%
Parking Utility Contribution	360,000	360,000	800,000	600,000	600,000	600,000	600,000	600,000	0.00%
Sewer Utility Share of Pension Costs	40,000	40,000	38,000	38,000	38,000	38,000	38,000	38,000	0.00%
Sewer Utility Share of Various Services	115,000	115,000	120,000	120,000	120,000	120,000	120,000	120,000	0.00%
Sewer Utility Contribution	200,000	200,000	490,000	300,000	300,000	300,000	300,000	300,000	0.00%
U.C.C. Share of Pension & Health/Dental Costs	49,000	49,000	70,000	70,000	70,000	70,000	70,000	70,000	0.00%
General Capital Surplus	324,523	324,523	328,000	200,000	200,000	200,000	200,000	200,000	0.00%
SDI Share of Debt Service	10,188	10,188	0	0	0	0	0	0	0.00%
Uniform Safety Act	42,000	51,682	50,000	50,000	50,000	50,000	50,000	50,000	0.00%
Reserve for Municipal Debt Service	0	0	210,000	0	0	0	0	0	0.00%
Reserve for School Debt Service	0	0	26,199	0	0	0	0	0	0.00%
Reserve for Regional Environmental Health (Current Fund)	0	0	18,123	0	0	0	0	0	0.00%
Reserve Insurance Settlement (General Capital)	0	0	836	0	0	0	0	0	0.00%
Rebate Liability (General Capital)	0	0	3,133	0	0	0	0	0	0.00%
Prepaid Assessment Morris/Kent (General Capital)	0	0	5,000	5,000	5,000	5,000	5,000	5,000	0.00%
Bond Sale Costs (General Capital)	0	0	604	604	604	604	604	604	0.00%
Reserve to Pay General Capital Debt (Community Center)	885,000	885,000	81,130	81,130	81,130	81,130	81,130	81,130	0.00%
Reserve Refunding Bond Costs	39,343	39,343	0	0	0	0	0	0	0.00%
Reserve for Sale Of Municipal Assets	375,000	375,000	541,000	541,000	541,000	541,000	541,000	541,000	0.00%
TOTAL ENTERPRISE FUNDS/CONTRIBUTIONS	\$ 3,201,208	\$ 3,215,877	\$ 3,142,025	\$ 2,365,734	\$ 2,165,734	\$ 2,165,734	\$ 2,165,734	\$ 2,165,734	-6.63%
Prior Year Tax Receipts	\$ 490,000	\$ 495,148	\$ 630,000	0.00%					
TOTAL PRIOR YEAR TAX RECEIPTS	\$ 490,000	\$ 495,148	\$ 630,000	0.00%					
General Revenues Subtotal	\$ 17,842,177	\$ 18,618,946	\$ 17,912,684	\$ 16,981,823	\$ 16,771,985	\$ 16,762,565	\$ 16,753,565	\$ 15,949,586	-2.27%
<i>Amount To Be Raised By Taxes (Municipal Tax Levy)</i>	<i>\$ 26,456,806</i>	<i>\$ 26,456,806</i>	<i>\$ 26,792,506</i>	<i>\$ 27,060,431</i>	<i>\$ 27,331,036</i>	<i>\$ 27,604,346</i>	<i>\$ 27,880,390</i>	<i>\$ 28,159,193</i>	<i>1.00%</i>
<i>Local School District Obligation to City (School District Levy)</i>	<i>4,664,313</i>	<i>4,664,313</i>	<i>4,838,824</i>	<i>4,935,600</i>	<i>5,034,312</i>	<i>5,134,999</i>	<i>5,237,699</i>	<i>5,342,453</i>	<i>2.00%</i>
<i>Amount to Be Raised By Taxes (Library Tax Levy)</i>	<i>2,410,620</i>	<i>2,410,620</i>	<i>2,440,785</i>	<i>2,465,193</i>	<i>2,489,845</i>	<i>2,514,743</i>	<i>2,539,891</i>	<i>2,565,290</i>	<i>1.00%</i>
TAX LEVY TOTAL	\$ 33,531,739	\$ 33,531,739	\$ 34,072,115	\$ 34,461,225	\$ 34,855,193	\$ 35,254,088	\$ 35,657,979	\$ 36,066,936	1.14%
TOTAL GENERAL REVENUES	\$ 51,373,916	\$ 52,150,685	\$ 51,984,799	\$ 51,443,048	\$ 51,627,178	\$ 52,016,653	\$ 52,411,543	\$ 52,016,522	0.02%

REVENUES & APPROPRIATIONS

FIVE YEAR PROJECTIONS

GENERAL APPROPRIATIONS OPERATIONS WITHIN "CAPS"	Adopted 2018	Final w/ Transfers 2018 as of 12/31/2018	Proposed 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Annual Average % Change
General Government									
Administrative & Executive									
Salaries & Wages	\$ 364,800	\$ 365,650	\$ 364,150	\$ 371,433	\$ 378,862	\$ 386,439	\$ 394,168	\$ 402,051	2.00%
Other Expenses	75,500	66,412	80,250	81,855	83,492	85,162	86,865	88,602	2.00%
Subtotal	\$ 440,300	\$ 432,062	\$ 444,400	\$ 453,288	\$ 462,354	\$ 471,601	\$ 481,033	\$ 490,654	2.00%
Employee Assistance Program									
Other Expenses	\$ 5,600	\$ 5,600	\$ 5,600	\$ 5,712	\$ 5,826	\$ 5,943	\$ 6,062	\$ 6,183	2.00%
Subtotal	\$ 5,600	\$ 5,600	\$ 5,600	\$ 5,712	\$ 5,826	\$ 5,943	\$ 6,062	\$ 6,183	2.00%
Postage									
Other Expenses	\$ 57,200	\$ 27,568	\$ 45,600	\$ 46,512	\$ 47,442	\$ 48,391	\$ 49,359	\$ 50,346	2.00%
Subtotal	\$ 57,200	\$ 27,568	\$ 45,600	\$ 46,512	\$ 47,442	\$ 48,391	\$ 49,359	\$ 50,346	2.00%
Physical Examinations - Municipal Employees									
Other Expenses	\$ 10,000	\$ 2,800	\$ 10,000	\$ 10,200	\$ 10,404	\$ 10,612	\$ 10,824	\$ 11,041	2.00%
Subtotal	\$ 10,000	\$ 2,800	\$ 10,000	\$ 10,200	\$ 10,404	\$ 10,612	\$ 10,824	\$ 11,041	2.00%
Technology - Other Expenses									
Other Expenses	\$ 239,500	\$ 189,500	\$ 247,000	\$ 251,940	\$ 256,979	\$ 262,118	\$ 267,361	\$ 272,708	2.00%
Subtotal	\$ 239,500	\$ 189,500	\$ 247,000	\$ 251,940	\$ 256,979	\$ 262,118	\$ 267,361	\$ 272,708	2.00%
HomeTowne TV Service Agreement									
Other Expenses	\$ 86,750	\$ 86,870	\$ 82,486	\$ 82,074	\$ 81,663	\$ 81,255	\$ 80,849	\$ 80,444	-0.50%
Subtotal	\$ 86,750	\$ 86,870	\$ 82,486	\$ 82,074	\$ 81,663	\$ 81,255	\$ 80,849	\$ 80,444	-0.50%
Employee Appreciation Events									
Other Expenses	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412	\$ 5,520	2.00%
Subtotal	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412	\$ 5,520	2.00%
Clerk's Office									
Salaries & Wages	\$ 220,000	\$ 224,400	\$ 247,650	\$ 252,603	\$ 257,655	\$ 262,808	\$ 268,064	\$ 273,426	2.00%
Other Expenses	151,800	139,650	174,150	177,633	181,186	184,809	188,506	192,276	2.00%
Codification of Ordinances	10,000	10,000	10,000	10,200	10,404	10,612	10,824	11,041	2.00%
Subtotal	\$ 381,800	\$ 374,050	\$ 431,800	\$ 440,436	\$ 449,245	\$ 458,230	\$ 467,394	\$ 476,742	2.00%
Legal Services									
Municipal Prosecutor - Salaries & Wages	\$ 35,200	\$ 36,950	\$ 35,900	\$ 36,618	\$ 37,350	\$ 38,097	\$ 38,859	\$ 39,637	2.00%
Other Expenses - Legal Professional Contracts	220,000	205,000	220,000	224,400	228,888	233,466	238,135	242,898	2.00%
Public Defender	8,500	8,500	8,500	8,670	8,843	9,020	9,201	9,385	2.00%
Subtotal	\$ 263,700	\$ 250,450	\$ 264,400	\$ 269,688	\$ 275,082	\$ 280,583	\$ 286,195	\$ 291,919	2.00%
GENERAL GOVERNMENT TOTAL									
	\$ 1,489,850	\$ 1,373,900	\$ 1,536,286	\$ 1,564,950	\$ 1,594,197	\$ 1,624,039	\$ 1,654,488	\$ 1,685,557	1.87%

REVENUES & APPROPRIATIONS

FIVE YEAR PROJECTIONS

	Adopted 2018	Final w/ Transfers 2018 as of 12/31/2018	Proposed 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Annual Average % Change
Department of Finance									
Financial Administration									
Salaries & Wages	\$ 403,100	\$ 399,600	\$ 399,100	\$ 407,082	\$ 415,224	\$ 423,528	\$ 431,999	\$ 440,639	2.00%
Other Expenses	79,420	57,420	83,620	85,292	86,998	88,738	90,513	92,323	2.00%
Subtotal	\$ 482,520	\$ 457,020	\$ 482,720	\$ 492,374	\$ 502,222	\$ 512,266	\$ 522,512	\$ 532,962	2.00%
Municipal Purchasing									
Other Expenses	\$ 16,000	\$ 6,938	\$ 14,000	\$ 14,280	\$ 14,566	\$ 14,857	\$ 15,154	\$ 15,457	2.00%
Subtotal	\$ 16,000	\$ 6,938	\$ 14,000	\$ 14,280	\$ 14,566	\$ 14,857	\$ 15,154	\$ 15,457	2.00%
Audit Services									
Other Expenses	\$ 42,000	\$ 42,000	\$ 45,000	\$ 45,900	\$ 46,818	\$ 47,754	\$ 48,709	\$ 49,684	2.00%
Subtotal	\$ 42,000	\$ 42,000	\$ 45,000	\$ 45,900	\$ 46,818	\$ 47,754	\$ 48,709	\$ 49,684	2.00%
Contingent									
Other Expenses	\$ 1,500	\$ 0	\$ 1,500	\$ 1,530	\$ 1,561	\$ 1,592	\$ 1,624	\$ 1,656	2.00%
Subtotal	\$ 1,500	\$ 0	\$ 1,500	\$ 1,530	\$ 1,561	\$ 1,592	\$ 1,624	\$ 1,656	2.00%
Tax Collection									
Salaries & Wages	\$ 158,100	\$ 158,100	\$ 167,500	\$ 170,850	\$ 174,267	\$ 177,752	\$ 181,307	\$ 184,934	2.00%
Other Expenses	18,790	16,390	19,945	20,344	20,751	21,166	21,589	22,021	2.00%
Subtotal	\$ 176,890	\$ 174,490	\$ 187,445	\$ 191,194	\$ 195,018	\$ 198,918	\$ 202,896	\$ 206,954	2.00%
Tax Assessment									
Salaries & Wages	\$ 226,400	\$ 226,400	\$ 233,550	\$ 238,221	\$ 242,985	\$ 247,845	\$ 252,802	\$ 257,858	2.00%
Other Expenses	319,400	284,400	283,400	289,068	294,849	300,746	306,761	312,896	2.00%
Subtotal	\$ 545,800	\$ 510,800	\$ 516,950	\$ 527,289	\$ 537,835	\$ 548,591	\$ 559,563	\$ 570,755	2.00%
FINANCE DEPARTMENT TOTAL	\$ 1,264,710	\$ 1,191,248	\$ 1,247,615	\$ 1,272,567	\$ 1,298,019	\$ 1,323,979	\$ 1,350,459	\$ 1,377,468	2.00%
Public Safety									
Police									
Salaries & Wages	\$ 5,862,185	\$ 5,862,185	\$ 5,814,050	\$ 5,930,331	\$ 6,048,938	\$ 6,169,916	\$ 6,293,315	\$ 6,419,181	2.00%
Other Expenses	373,800	363,800	427,800	436,356	445,083	453,985	463,064	472,326	2.00%
Crossing Guards - Salaries & Wages	236,300	236,300	240,000	240,000	240,000	240,000	240,000	240,000	0.00%
Crossing Guards - Other Expenses	4,000	4,000	4,000	4,080	4,162	4,245	4,330	4,416	2.00%
Police Vehicles	0	0	0	0	0	0	0	0	0.00%
Subtotal	\$ 6,476,285	\$ 6,466,285	\$ 6,485,850	\$ 6,610,767	\$ 6,738,182	\$ 6,868,146	\$ 7,000,709	\$ 7,135,923	1.93%
Fire									
Salaries & Wages	\$ 3,990,300	\$ 4,250,300	\$ 4,185,806	\$ 4,269,522	\$ 4,354,913	\$ 4,442,011	\$ 4,530,851	\$ 4,621,468	2.00%
Other Expenses	290,200	230,200	301,700	307,734	313,889	320,166	326,570	333,101	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	280,000	280,000	300,000	306,000	312,120	318,362	324,730	331,224	2.00%
Subtotal	\$ 4,597,045	\$ 4,797,045	\$ 4,824,051	\$ 4,920,349	\$ 5,018,571	\$ 5,118,754	\$ 5,220,938	\$ 5,325,163	2.00%
Emergency Management									
Other Expenses	\$ 13,500	\$ 13,500	\$ 13,200	\$ 13,464	\$ 13,733	\$ 14,008	\$ 14,288	\$ 14,574	2.00%
Subtotal	\$ 13,500	\$ 13,500	\$ 13,200	\$ 13,464	\$ 13,733	\$ 14,008	\$ 14,288	\$ 14,574	2.00%
PUBLIC SAFETY TOTAL	\$ 11,086,830	\$ 11,276,830	\$ 11,323,101	\$ 11,544,580	\$ 11,770,486	\$ 12,000,908	\$ 12,235,935	\$ 12,475,660	1.97%

REVENUES & APPROPRIATIONS

FIVE YEAR PROJECTIONS

	Adopted 2018	Final w/ Transfers 2018 as of 12/31/2018	Proposed 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Annual Average % Change
Department of Community Services									
Community Services Administration									
Salaries & Wages	\$ 557,000	\$ 557,000	\$ 473,637	\$ 483,110	\$ 492,772	\$ 502,627	\$ 512,680	\$ 522,934	2.00%
Other Expenses	90,000	90,000	91,300	93,126	94,989	96,888	98,826	100,803	2.00%
Downtown Maintenance	8,500	8,500	8,500	8,670	8,843	9,020	9,201	9,385	2.00%
Subtotal	\$ 655,500	\$ 655,500	\$ 573,437	\$ 584,906	\$ 596,604	\$ 608,536	\$ 620,707	\$ 633,121	2.00%
Engineering									
Salaries & Wages	\$ 357,300	\$ 358,200	\$ 365,725	\$ 373,040	\$ 380,500	\$ 388,110	\$ 395,873	\$ 403,790	2.00%
Other Expenses	25,700	25,700	26,150	26,673	27,206	27,751	28,306	28,872	2.00%
Subtotal	\$ 383,000	\$ 383,900	\$ 391,875	\$ 399,713	\$ 407,707	\$ 415,861	\$ 424,178	\$ 432,662	2.00%
Roads Unit									
Salaries & Wages	\$ 920,000	\$ 912,350	\$ 939,050	\$ 957,831	\$ 976,988	\$ 996,527	\$ 1,016,458	\$ 1,036,787	2.00%
Other Expenses	224,600	224,600	212,000	216,240	220,565	224,976	229,476	234,065	2.00%
Subtotal	\$ 1,144,600	\$ 1,136,950	\$ 1,151,050	\$ 1,174,071	\$ 1,197,552	\$ 1,221,503	\$ 1,245,934	\$ 1,270,852	2.00%
Public Works Maintenance Unit									
Salaries & Wages	\$ 354,310	\$ 330,045	\$ 293,400	\$ 299,268	\$ 305,253	\$ 311,358	\$ 317,586	\$ 323,937	2.00%
Other Expenses	62,500	50,500	61,750	62,985	64,245	65,530	66,840	68,177	2.00%
Subtotal	\$ 416,810	\$ 380,545	\$ 355,150	\$ 362,253	\$ 369,498	\$ 376,888	\$ 384,426	\$ 392,114	2.00%
Garbage & Trash Unit									
Salaries & Wages	\$ 724,000	\$ 710,100	\$ 737,000	\$ 751,740	\$ 766,775	\$ 782,110	\$ 797,753	\$ 813,708	2.00%
Other Expenses	10,100	10,100	4,000	4,080	4,162	4,245	4,330	4,416	2.00%
Subtotal	\$ 734,100	\$ 720,200	\$ 741,000	\$ 755,820	\$ 770,936	\$ 786,355	\$ 802,082	\$ 818,124	2.00%
Recycling Unit									
Salaries & Wages	\$ 76,900	\$ 76,900	\$ 78,100	\$ 79,662	\$ 81,255	\$ 82,880	\$ 84,538	\$ 86,229	2.00%
Other Expenses	252,900	252,900	252,750	257,805	262,961	268,220	273,585	279,056	2.00%
Subtotal	\$ 329,800	\$ 329,800	\$ 330,850	\$ 337,467	\$ 344,216	\$ 351,101	\$ 358,123	\$ 365,285	2.00%
Transfer Station									
Salaries & Wages	\$ 285,200	\$ 307,150	\$ 294,000	\$ 299,880	\$ 305,878	\$ 311,995	\$ 318,235	\$ 324,600	2.00%
Other Expenses	55,075	55,075	54,750	55,845	56,962	58,101	59,263	60,448	2.00%
Disposal Charges	875,000	875,000	875,000	892,500	910,350	928,557	947,128	966,071	2.00%
Subtotal	\$ 1,215,275	\$ 1,237,225	\$ 1,223,750	\$ 1,248,225	\$ 1,273,190	\$ 1,298,653	\$ 1,324,626	\$ 1,351,119	2.00%
Compost Area									
Salaries & Wages	\$ 160,800	\$ 162,125	\$ 175,950	\$ 179,469	\$ 183,058	\$ 186,720	\$ 190,454	\$ 194,263	2.00%
Other Expenses	5,075	5,075	4,200	4,284	4,370	4,457	4,546	4,637	2.00%
Subtotal	\$ 165,875	\$ 167,200	\$ 180,150	\$ 183,753	\$ 187,428	\$ 191,177	\$ 195,000	\$ 198,900	2.00%

REVENUES & APPROPRIATIONS

FIVE YEAR PROJECTIONS

	Adopted 2018	Final w/ Transfers 2018 as of 12/31/2018	Proposed 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Annual Average % Change
Buildings & Grounds Unit									
Salaries & Wages	\$ 264,000	\$ 282,100	\$ 317,300	\$ 323,646	\$ 330,119	\$ 336,721	\$ 343,456	\$ 350,325	2.00%
Other Expenses	143,850	133,850	138,500	140,578	142,686	144,826	146,999	149,204	1.50%
Subtotal	\$ 407,850	\$ 415,950	\$ 455,800	\$ 464,224	\$ 472,805	\$ 481,548	\$ 490,455	\$ 499,529	1.85%
Fleet Maintenance Unit									
Salaries & Wages	\$ 278,400	\$ 282,590	\$ 275,425	\$ 280,934	\$ 286,552	\$ 292,283	\$ 298,129	\$ 304,091	2.00%
Other Expenses	225,950	242,950	250,485	255,495	260,605	265,817	271,133	276,556	2.00%
Subtotal	\$ 504,350	\$ 525,540	\$ 525,910	\$ 536,428	\$ 547,157	\$ 558,100	\$ 569,262	\$ 580,647	2.00%
Shade Trees Unit									
Salaries & Wages	\$ 558,000	\$ 558,000	\$ 572,000	\$ 583,440	\$ 595,109	\$ 607,011	\$ 619,151	\$ 631,534	2.00%
Other Expenses	219,250	214,250	219,500	223,890	228,368	232,935	237,594	242,346	2.00%
Subtotal	\$ 777,250	\$ 772,250	\$ 791,500	\$ 807,330	\$ 823,477	\$ 839,946	\$ 856,745	\$ 873,880	2.00%
Land Use									
Salaries & Wages	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,830	\$ 17,167	\$ 17,510	\$ 17,860	\$ 18,217	2.00%
Other Expenses	196,750	186,750	199,750	203,745	207,820	211,976	216,216	220,540	2.00%
Subtotal	\$ 213,250	\$ 203,250	\$ 216,250	\$ 220,575	\$ 224,987	\$ 229,486	\$ 234,076	\$ 238,757	2.00%
Board of Adjustment									
Salaries & Wages	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	0.00%
Other Expenses	33,300	33,300	33,300	33,966	34,645	35,338	36,045	36,766	2.00%
Subtotal	\$ 38,300	\$ 38,300	\$ 38,300	\$ 38,966	\$ 39,645	\$ 40,338	\$ 41,045	\$ 41,766	1.75%
Code Enforcement									
Salaries & Wages	\$ 197,900	\$ 194,800	\$ 221,774	\$ 226,209	\$ 230,734	\$ 235,348	\$ 240,055	\$ 244,856	2.00%
Other Expenses	3,250	3,250	3,750	3,825	3,902	3,980	4,059	4,140	2.00%
Subtotal	\$ 201,150	\$ 198,050	\$ 225,524	\$ 230,034	\$ 234,635	\$ 239,328	\$ 244,114	\$ 248,997	2.00%
DEPARTMENT OF COMMUNITY SERVICES TOTAL									
	\$ 7,187,110	\$ 7,164,660	\$ 7,200,546	\$ 7,343,764	\$ 7,489,837	\$ 7,638,820	\$ 7,790,772	\$ 7,945,753	1.99%
Department of Community Programs									
Community Programs									
Salaries & Wages	\$ 602,000	\$ 619,600	\$ 633,060	\$ 645,721	\$ 658,636	\$ 671,808	\$ 685,245	\$ 698,949	2.00%
Other Expenses	74,700	74,700	76,000	77,520	79,070	80,652	82,265	83,910	2.00%
Subtotal	\$ 676,700	\$ 694,300	\$ 709,060	\$ 723,241	\$ 737,706	\$ 752,460	\$ 767,509	\$ 782,860	2.00%
Golf Course									
Salaries & Wages	\$ 129,900	\$ 119,900	\$ 131,100	\$ 133,722	\$ 136,396	\$ 139,124	\$ 141,907	\$ 144,745	2.00%
Other Expenses	61,000	61,000	61,000	62,220	63,464	64,734	66,028	67,349	2.00%
Subtotal	\$ 190,900	\$ 180,900	\$ 192,100	\$ 195,942	\$ 199,861	\$ 203,858	\$ 207,935	\$ 212,094	2.00%
Family Aquatic Center									
Salaries & Wages	\$ 158,000	\$ 135,400	\$ 157,000	\$ 160,140	\$ 163,343	\$ 166,610	\$ 169,942	\$ 173,341	2.00%
Other Expenses	131,350	131,350	133,450	136,119	138,841	141,618	144,451	147,340	2.00%
Subtotal	\$ 289,350	\$ 266,750	\$ 290,450	\$ 296,259	\$ 302,184	\$ 308,228	\$ 314,392	\$ 320,680	2.00%
DEPARTMENT OF COMMUNITY PROGRAMS TOTAL									
	\$ 1,156,950	\$ 1,141,950	\$ 1,191,610	\$ 1,215,442	\$ 1,239,751	\$ 1,264,546	\$ 1,289,837	\$ 1,315,634	2.00%

REVENUES & APPROPRIATIONS

FIVE YEAR PROJECTIONS

Adopted 2018	Final w/ Transfers 2018 as of 12/31/2018	Proposed 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Annual Average % Change
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Board of Health

Salaries & Wages	\$ 242,400	\$ 242,580	\$ 144,000	\$ 146,880	\$ 149,818	\$ 152,814	\$ 155,870	\$ 158,988	2.00%
Other Expenses	121,400	121,220	214,855	219,152	223,535	228,006	232,566	237,217	2.00%
Dog Regulation	40,000	40,000	40,000	40,800	41,616	42,448	43,297	44,163	2.00%
Social Services - S.A.G.E.	35,600	35,600	36,300	37,026	37,767	38,522	39,292	40,078	2.00%
Prevention of Drug & Alcohol Abuse	7,890	7,890	7,890	8,048	8,209	8,373	8,540	8,711	2.00%
Subtotal	\$ 447,290	\$ 447,290	\$ 443,045	\$ 451,906	\$ 460,944	\$ 470,163	\$ 479,566	\$ 489,157	2.00%

Municipal Court

Salaries & Wages	\$ 56,300	\$ 56,300	\$ 56,300	\$ 57,426	\$ 58,575	\$ 59,746	\$ 60,941	\$ 62,160	2.00%
Other Expenses	268,655	268,655	343,000	349,860	356,857	363,994	371,274	378,700	2.00%
Subtotal	\$ 324,955	\$ 324,955	\$ 399,300	\$ 407,286	\$ 415,432	\$ 423,740	\$ 432,215	\$ 440,859	2.00%

Utilities

Electricity	\$ 345,000	\$ 325,000	\$ 353,000	\$ 360,060	\$ 367,261	\$ 374,606	\$ 382,099	\$ 389,741	2.00%
Street Lighting	162,000	162,000	160,000	163,200	166,464	169,793	173,189	176,653	2.00%
Telephone	200,000	194,000	194,000	197,880	201,838	205,874	209,992	214,192	2.00%
Water	66,500	66,500	67,000	68,340	69,707	71,101	72,523	73,973	2.00%
Fuel	361,000	341,000	347,000	353,940	361,019	368,239	375,604	383,116	2.00%
Subtotal	\$ 1,134,500	\$ 1,088,500	\$ 1,121,000	\$ 1,143,420	\$ 1,166,288	\$ 1,189,614	\$ 1,213,406	\$ 1,237,675	2.00%

Insurance

General Liability	\$ 471,928	\$ 471,928	\$ 486,086	\$ 495,808	\$ 505,724	\$ 515,838	\$ 526,155	\$ 536,678	2.00%
Workers Compensation	561,833	561,833	578,688	590,262	602,067	614,108	626,390	638,918	2.00%
Employee Group Health	2,650,000	2,650,000	2,600,000	2,743,000	2,893,865	3,053,028	3,220,944	3,398,096	5.50%
Unemployment Insurance	50,000	50,000	50,000	50,500	51,005	51,515	52,030	52,551	1.00%
Other Insurance	52,000	52,000	25,000	25,500	26,010	26,530	27,061	27,602	2.00%
Subtotal	\$ 3,785,761	\$ 3,785,761	\$ 3,739,774	\$ 3,905,069	\$ 4,078,671	\$ 4,261,019	\$ 4,452,581	\$ 4,653,845	4.47%

Summary Details:

Salaries & Wages	\$ 17,485,340	\$ 17,731,570	\$ 17,619,072	\$ 17,966,371	\$ 18,320,613	\$ 18,681,937	\$ 19,050,484	\$ 19,426,400	1.97%
Other Expenses	\$ 10,392,616	\$ 10,063,524	\$ 10,583,205	\$ 10,871,904	\$ 11,182,088	\$ 11,503,750	\$ 11,837,410	\$ 12,183,614.65	2.86%
Total Operations within "CAPS"	\$ 27,877,956	\$ 27,795,094	\$ 28,202,277	\$ 28,838,275	\$ 29,502,700	\$ 30,185,686	\$ 30,887,894	\$ 31,610,015	2.31%

REVENUES & APPROPRIATIONS

FIVE YEAR PROJECTIONS

Statutory Expenditures within "CAPS"	Adopted 2018	Final w/ Transfers 2018 as of 12/31/2018	Proposed 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Annual Average % Change
<u>Pensions/ Social Security</u>									
Public Employees Retirement System (PERS)	\$ 1,041,459	\$ 1,041,459	\$ 1,117,378	\$ 1,173,247	\$ 1,231,909	\$ 1,293,505	\$ 1,358,180	\$ 1,426,089	5.00%
Police Fire Retirement System (PFRS)	2,342,567	2,342,567	2,541,918	2,669,014	2,802,465	2,942,588	3,089,717	3,244,203	5.00%
Defined Contribution Retirement System (DCRP)	15,000	11,000	15,000	15,750	16,538	17,364	18,233	19,144	5.00%
Social Security	800,000	672,417	596,424	608,353	620,520	632,930	645,589	658,501	2.00%
Subtotal	\$ 4,199,026	\$ 4,067,443	\$ 4,270,720	\$ 4,466,364	\$ 4,671,431	\$ 4,886,387	\$ 5,111,719	\$ 5,347,937	4.60%
Total General Appropriations within "CAPS"	\$ 32,076,982	\$ 31,862,537	\$ 32,472,997	\$ 33,304,639	\$ 34,174,132	\$ 35,072,074	\$ 35,999,613	\$ 36,957,952	2.62%
GENERAL APPROPRIATIONS									
OPERATIONS & DEBT SERVICE EXCLUDED FROM "CAPS"									
<u>Maintenance of Free Public Library</u>									
Salaries & Wages	\$ 1,546,477	\$ 1,517,943	\$ 1,498,429	\$ 1,520,906	\$ 1,543,719	\$ 1,566,875	\$ 1,590,378	\$ 1,614,234	1.50%
Other Expenses	864,143	892,677	942,356	961,203	980,427	1,000,035	1,020,036	1,040,437	2.00%
Subtotal	\$ 2,410,620	\$ 2,410,620	\$ 2,440,785	\$ 2,482,109	\$ 2,524,146	\$ 2,566,911	\$ 2,610,414	\$ 2,654,671	1.69%
<u>Grants Appropriations - Offset by Revenues</u>									
Grants	\$ 193,812	\$ 654,864	\$ 144,315	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
Subtotal	\$ 193,812	\$ 654,864	\$ 144,315	\$ 0	0.00%				
<u>Interlocal Agreements</u>									
Joint Meeting - NPSM Emergency Dispatch Center	\$ 981,640	\$ 981,640	\$ 1,232,049	\$ 1,244,369	\$ 1,256,813	\$ 1,269,381	\$ 1,282,075	\$ 1,294,896	1.00%
Subtotal	\$ 981,640	\$ 981,640	\$ 1,232,049	\$ 1,244,369	\$ 1,256,813	\$ 1,269,381	\$ 1,282,075	\$ 1,294,896	1.00%
<u>Capital Improvements</u>									
Capital Improvement Fund	\$ 210,000	\$ 210,000	\$ 735,275	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	0.00%
Subtotal	\$ 210,000	\$ 210,000	\$ 735,275	\$ 200,000	-14.56%				
<u>Municipal Debt Service</u>									
Bond Principal	\$ 2,785,000	\$ 2,830,000	\$ 2,085,000	\$ 3,365,000	\$ 3,745,000	\$ 3,830,000	\$ 3,900,000	\$ 4,005,000	16%
Bond Anticipation Notes Principal	885,000	885,000	411,450	0	0	94,492	92,890	91,316	19%
Interest on Bonds	411,413	437,134	795,134	1,201,892	1,126,271	1,046,852	960,598	854,795	4%
Interest on Bond Anticipation Notes	413,340	413,340	710,520	73,860	206,850	201,850	188,170	181,680	53%
Downtown Business Improvement Loan	0	0	0	0	0	0	0	0	0%
Subtotal	\$ 4,494,753	\$ 4,565,474	\$ 4,002,104	\$ 4,640,752	\$ 5,078,121	\$ 5,173,194	\$ 5,141,658	\$ 5,132,791	5.29%

REVENUES & APPROPRIATIONS

FIVE YEAR PROJECTIONS

Adopted 2018	Final w/ Transfers 2018 as of 12/31/2018	Proposed 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Annual Average % Change
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School Debt Service

Bond Principal	\$ 4,255,000	\$ 4,400,000	\$ 4,435,000	\$ 4,460,000	\$ 3,205,000	\$ 3,255,000	\$ 3,260,000	\$ 3,020,000	-6.64%
Bond Anticipation Notes Principal	41,800	41,800	0	0	0	0	0	0	0.00%
Interest on Bonds	824,913	913,637	830,023	685,002	558,276	464,481	376,851	296,191	-18.61%
Interest on Bond Anticipation Notes	32,600	32,600	0	0	0	0	0	0	0.00%
Subtotal	\$ 5,154,313	\$ 5,388,037	\$ 5,265,023	\$ 5,145,002	\$ 3,763,276	\$ 3,719,481	\$ 3,636,851	\$ 3,316,191	-8.27%

Deferred Charges & Reserves

Deficit in Dedicated Assessment Budget	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
Deferred Charges (Capital Expenses Unfunded)	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	0.00%
Reserve for Tax Appeals	300,000	300,000	140,000	140,000	140,000	140,000	140,000	140,000	0.00%
Reserve for Salary Adjustments	90,000	0	190,000						
Reserve for Municipal Debt Service	0	0	0	0	0	0	0	0	0.00%
Subtotal	\$ 465,000	\$ 375,000	\$ 405,000	\$ 215,000	-9.38%				

Total General Appropriations excluded from "CAPS" Subtotal

\$ 13,910,138	\$ 14,585,635	\$ 14,224,551	\$ 13,927,233	\$ 13,037,356	\$ 13,143,967	\$ 13,085,998	\$ 12,813,548	-2.04%
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Reserve for Uncollected Taxes

\$ 5,386,796	\$ 5,386,796	\$ 5,287,251	\$ 5,392,996	\$ 5,500,856	\$ 5,610,873	\$ 5,723,091	\$ 5,837,552	2.00%
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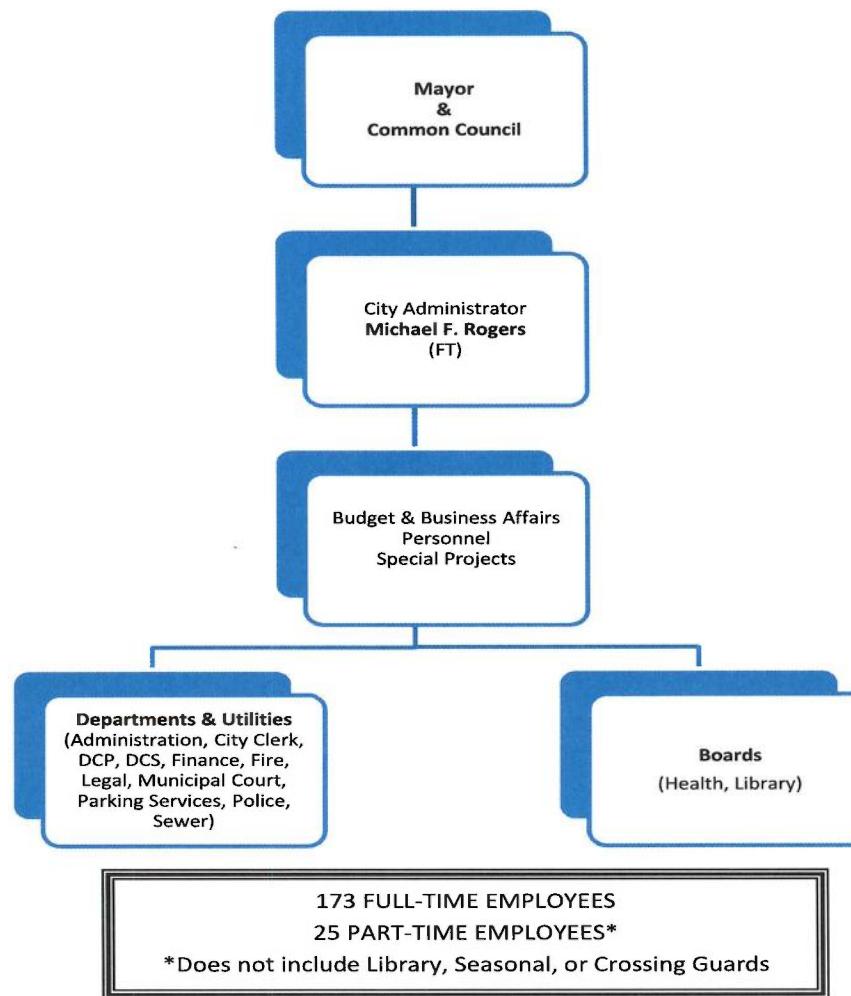
TOTAL GENERAL APPROPRIATIONS

\$ 51,373,916	\$ 51,834,968	\$ 51,984,799	\$ 52,624,868	\$ 52,712,343	\$ 53,826,913	\$ 54,808,702	\$ 55,609,052	1.36%
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ORGANIZATIONAL STRUCTURE

CITY ORGANIZATIONAL STRUCTURE

CITY OF SUMMIT



ADMINISTRATION

Office of the City Administrator

Michael F. Rogers, City Administrator



WHAT WE DO

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

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

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

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

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

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

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

2018 ACCOMPLISHMENTS

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

- Implemented human resources software solution (Primepoint) to better develop HR functionality citywide. The solution offers applicant tracking, payroll and benefits administration, time and attendance tracking and performance management functionality. The time and attendance module was of significant importance in 2018 and is now automated and centrally located.

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

The City of Summit achieved a perfect score and Gold Status in the 2018 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.

- Identified, acquired and implemented a new VoIP telephone system within all city facilities.

Additionally, City Administration achieved the following:

- Assisted the Common Council in developing the 2018 municipal budget that produced no increase in the city tax rate.
- Negotiated a collective negotiations agreement with the FMBA Local 54 that achieved a four-year average net cost under two percent (2.0%).
- Working with Parking Services Agency manager, implemented a ridesharing solution to help alleviate parking infrastructure congestion. In 2017, after one year in partnership with Uber Technologies, city administration conducted a second request for proposal as part of the competitive contracting process and awarded a contract to Lyft Inc. In 2018, Lyft Inc. was awarded a second, one-year contract for its dynamic technology platform to allow up to 300 Summit resident commuters and downtown employees to participate in the ridesharing program.

- In collaboration with city staff, planning professional consultants, planning board volunteers and elected officials, established a community-focused process where citizens were given multiple opportunities to provide feedback and share ideas for the Broad Street west designated area in need in redevelopment.

2019 PERFORMANCE GOALS

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

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

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

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

Goal 3 *Develop more proficient technology management.*

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

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

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

- Acquire real estate property (7 Cedar Street) for strategic redevelopment purposes.
- Planning Board acceptance and Common Council adoption of redevelopment plan.
- Designate redeveloper(s).
- Commence redeveloper agreement negotiations.

Goal 7 *Ensure that recommendations from the Master Plan re-examination are accessed during decision-making across all departments and integrated into existing project work.*

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

Goal 8 *Work with the Common Council and relevant city commissions/advisory committees, to create a strategic approach to develop a smart city planning framework to improve citizen quality of life and safety, facilitate economic growth, and advance environmental and fiscal resilience.*

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

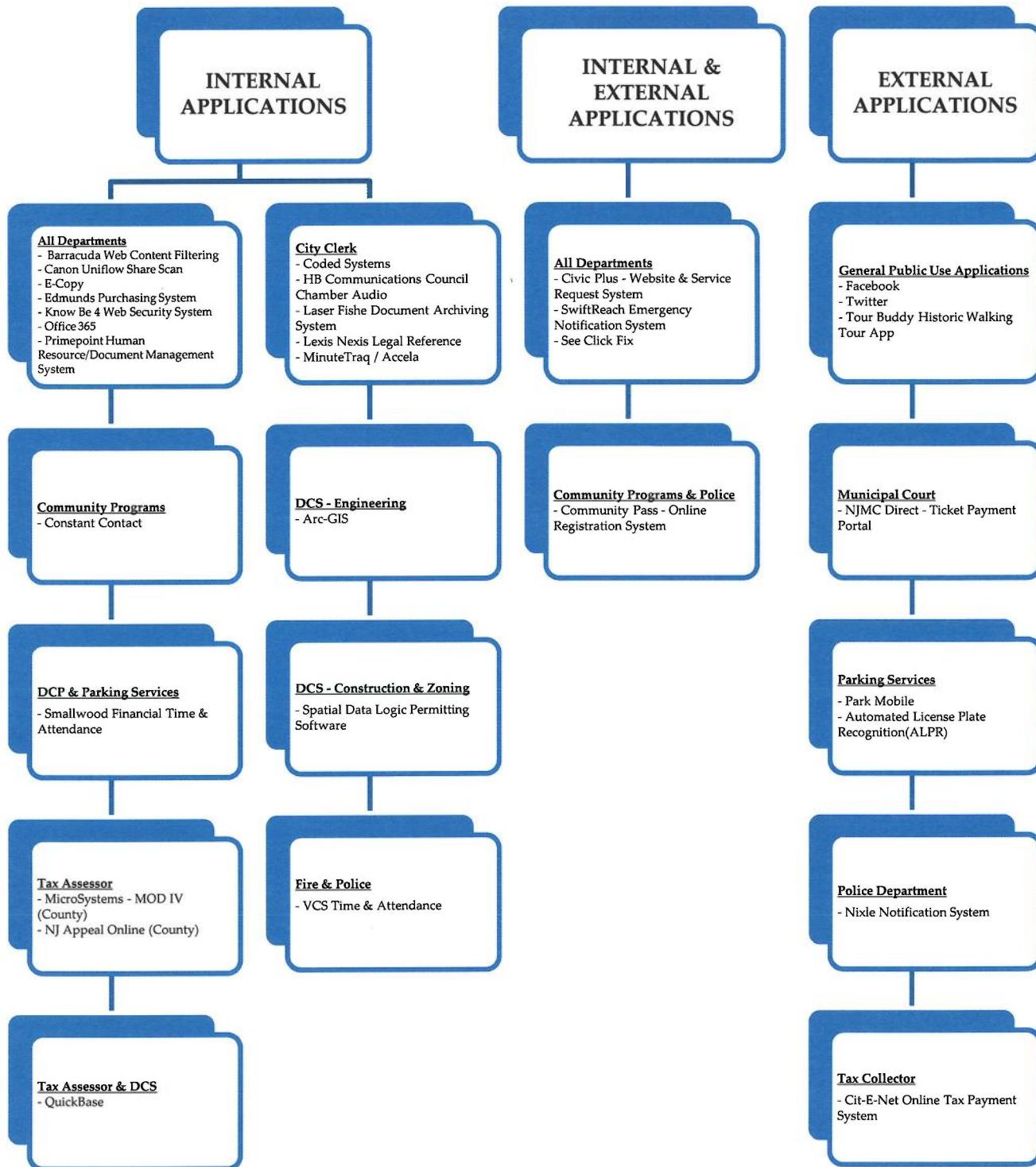
Goal 9 *Develop and implement succession plan for various department head and key personnel retirements.*

Goal 10 *Maximize the efficacy of the Joint Insurance Fund liability and worker's compensation management, providing training to improve service and minimize claims.*

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

CITY TECHNOLOGY SNAPSHOT

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



Communications Office

Amy Cairns, Chief Communications Officer



2018 Accomplishments

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

• • •

Develop messaging and vehicles for communications.

- 159 news releases in 2018 (147 in 2017).
- 147,060 citizens visited cityofsummit.org in 2018.
- 4,934 Facebook likes (3,868 in 2017); 5119 followers; weekly reach 20,000+ often as high as 30,000+; some videos receive 7K+ views.
- 2,039 twitter City of Summit followers (1,752 in 2017), consistent retweets; manage Parking Services twitter account.
- You Tube Channel with 133 videos (53 videos in 2017) has a total of 12,679 views (7,736 views in 2017).
- 10,913 Civic Send subscribers for targeted website content by category (4,882 subscribers in 2017).
- 150+ key stakeholder contacts in email distribution channels includes civic groups, non-profits, businesses and other organizations.
- 13,584 Swift Reach users for distribution of emergency information (6,000+ registered in 2017).

"Striving for new and enhanced forms of citizen engagement"

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

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

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

Provide ongoing strategy, recommendations and support.

Recipient of 2018 Best Print Media (Class C Municipality) in Municipal Public Information Contest sponsored by Rutgers for Government Services, New Jersey Municipal Management Association and the New Jersey League of Municipalities

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

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

• • •

2019 Performance Goals

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

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

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

- Work with Civic Plus to update design and functionality of city website.
- Integrate video from internal and external sources.

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

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

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

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

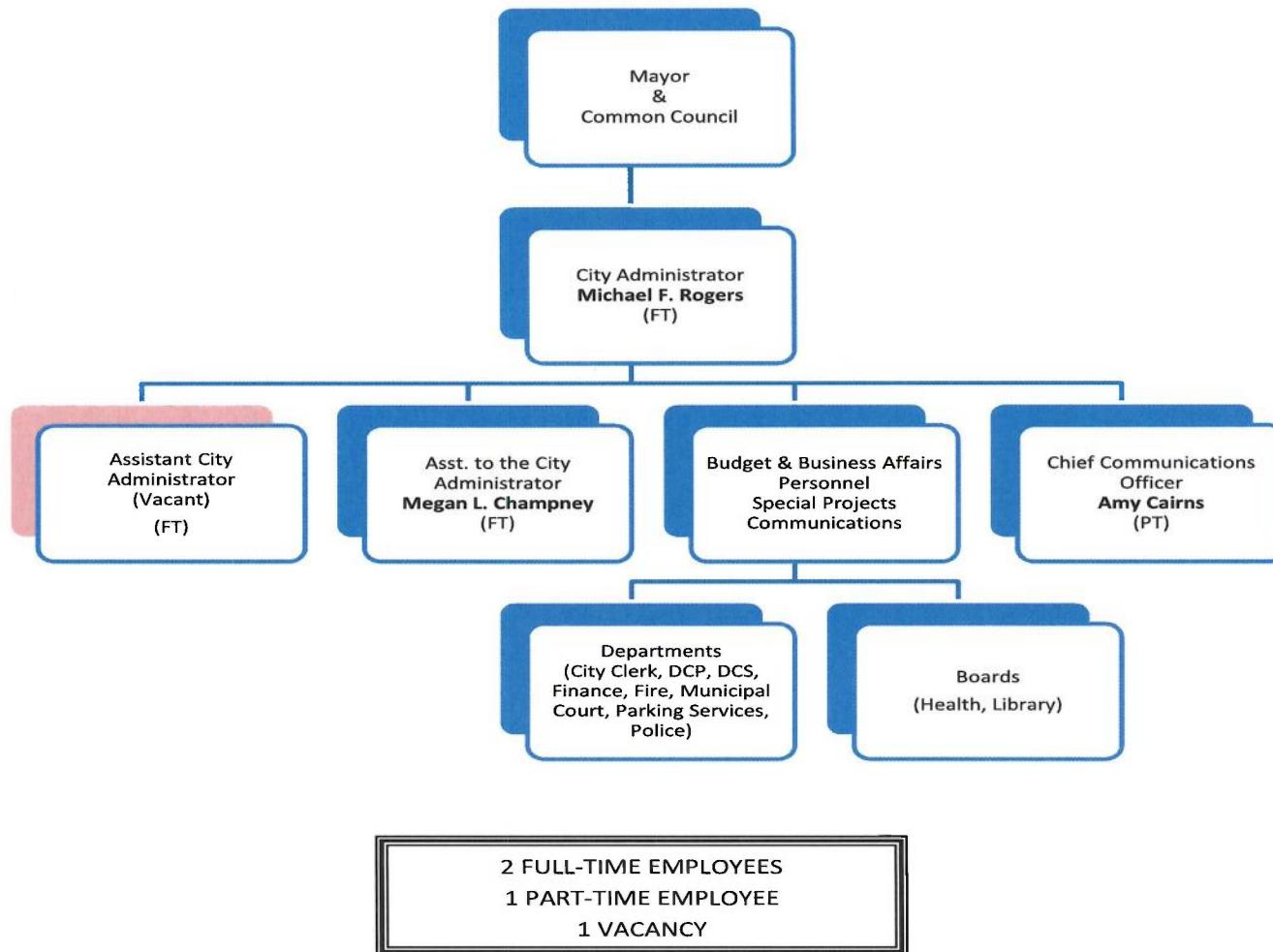
Goal 5 *Represent the city and its interests at various professional, industry, and community associations to further enhance positive relationships and partnerships.*

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

Goal 6 *Ongoing development of communications department staff.*

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

OFFICE OF THE CITY ADMINISTRATOR



		2018				2019		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>									
101	Full-Time	\$ 268,200	\$ 268,450 *	\$ 272,501	\$ (4,051)	\$ 269,350	\$ 269,350	\$ 1,150	0.43%
102	Part-Time	80,700	80,700	89,680	(8,980)	81,800	81,800	1,100	1.36%
103	Temporary Part-Time	20,000	16,500 *	3,272	13,228	13,000	13,000	(7,000)	-35.00%
	Total Salary & Wages	\$ 368,900	\$ 365,650	\$ 365,453	\$ 197	\$ 364,150	\$ 364,150	\$ (4,750)	-1.29%
* \$4,350 transferred from Reserve for Salary Adjustments, \$3,500 transferred to various other line items									
<u>Other Expenses</u>									
201	Supplies and Materials	\$ 7,000	\$ 7,000	\$ 6,978	\$ 22	\$ 10,000	\$ 10,000	\$ 3,000	42.86%
301	Printing	7,000	4,300 **	4,275	25	7,000	7,000	0	0.00%
309	Miscellaneous Services	1,500	1,380 **	1,250	130	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	3,510 **	5,084	(1,574)	10,000	10,000	0	0.00%
806	Memberships	3,000	3,000	2,296	704	3,000	3,000	0	0.00%
807	Subscriptions	500	500	491	9	750	750	250	50.00%
809	Conference & Meetings	4,500	4,500	3,754	0	6,000	6,000	1,500	33.33%
999	Miscellaneous	0	222	284	(62)	0	0	0	0.00%
	Total Other Expenses	\$ 75,500	\$ 66,412	\$ 66,412	\$ 0	\$ 80,250	\$ 80,250	\$ 4,750	6.29%
** \$9,088 transferred to Fire OT									
Department Total		\$ 444,400	\$ 432,062	\$ 431,865	\$ 197	\$ 444,400	\$ 444,400	\$ 0	0.00%

100-000 ADMINISTRATION & EXECUTIVE

LINE ITEM BUDGET

		2018				2019		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
		\$ 5,600	\$ 5,600	\$ 4,200	\$ 1,400	\$ 5,600	\$ 5,600	\$ 0	0.00%
100-001									
200	<u>Employee Assistance Program</u>	\$ 5,600	\$ 5,600	\$ 4,200	\$ 1,400	\$ 5,600	\$ 5,600	\$ 0	0.00%
100-002	<u>Postage - Other Expenses</u>								
201	Postage	\$ 35,000	\$ 21,378	*	\$ 21,238	\$ 141	\$ 30,000	\$ 30,000	\$ (5,000) -14.29%
202	Postage Meter	17,400	1,390	*	219	1,171	10,000	10,000	(7,400) -42.53%
203	Postage Machine	4,800	4,800		5,698	(898)	5,000	5,000	200 4.17%
204	Postage Fedex	0	0		381	(381)	600	600	600 100.00%
	Total Other Expenses	\$ 57,200	\$ 27,568		\$ 27,536	\$ 32	\$ 45,600	\$ 45,600	\$ (11,600) -20.28%
		* \$29,632 transferred to FD OT							
100-003									
200	<u>Physical Exams - Municipal Employees</u>	\$ 10,000	\$ 2,800	**	\$ 2,065	\$ 735	\$ 10,000	\$ 10,000	\$ 0 0.00%
		** \$7,200 transferred to FD OT							
100-004	<u>Technology - Other Expenses</u>								
200	Other Expenses	\$ 0	\$ 0		\$ 0	\$ 0	\$ 500	\$ 500	\$ 500 100.00%
210	Operation Support (Shared Svcs Agreement)	92,000	92,000		91,800	200	94,000	94,000	2,000 2.17%
230	Equipment & Hardware	15,000	10,000	***	15,000	(5,000)	15,000	15,000	(0) 0.00%
240	Supplies & Materials	2,500	2,500		0	2,500	2,500	2,500	0 100.00%
250	Tech & Software Licenses	110,000	70,000	***	67,484	2,516	110,000	110,000	0 0.00%
500	Contract Services	15,000	15,000		15,213	(213)	20,000	20,000	5,000 33.33%
804	Training & Seminars	5,000	0	***	0	0	5,000	5,000	0 100.00%
	Total Other Expenses	\$ 239,500	\$ 189,500		\$ 189,498	\$ 2	\$ 247,000	\$ 247,000	\$ 7,500 3.13%
		*** \$50,000 transferred to FD OT							
100-005									
200	<u>HomeTowne TV Service Agreement</u>	\$ 86,750	\$ 86,870	****	\$ 86,870	\$ 0	\$ 82,486	\$ 82,486	\$ (4,264) -4.92%
		**** \$120 transferred from Social Security							
30-420-000									
210	<u>Employee Appreciation Events</u>	\$ 5,000	\$ 5,000		\$ 3,942	\$ 1,058	\$ 5,000	\$ 5,000	\$ 0 0.00%
	Overall Admin. & Exec. Total	\$ 848,450	\$ 749,400		\$ 745,975	\$ 3,425	\$ 840,086	\$ 840,086	\$ (8,364) -0.99%

100-000 ADMINISTRATION & EXECUTIVE

EMPLOYEE SALARY & WAGES

	Status	Title	2018		2019			2019	
			Base + Longevity		Base	Grade	Step	Longevity	Total
Cairns, Amy	Part-Time	Chief Communications Officer	\$ 80,663		\$ 81,754	13	19	\$ 0	\$ 81,754
Champney, Megan	Full-Time	Assistant to the City Administrator	82,465		84,114	11	19		84,114
Rogers, Michael	Full-Time	City Administrator	181,570		185,201	21	19		185,201
<i>Salaries & Wages Total</i>			\$ 344,698		\$ 351,069			\$ 0	\$ 351,069

CITY CLERK

OFFICE OF THE CITY CLERK

Rosemary Licatese, City Clerk



WHAT WE DO

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

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

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

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

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

OUR FOCUS

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

OUR SERVICES & GOALS

SERVICE 1 Assist City Departments with Operational Needs

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

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

SERVICE 2 Provide Exemplary Customer Service

Goal 2A Provide efficient and timely assistance to applicants in the processing of licenses and permits issued by the City Clerk's Office. Continue to provide courteous and efficient service to customers. Because the City Clerk's Office department phone number is still considered by a vast majority of the public to be the main number for City Hall, the Clerk's Office for many is the first point of contact and many times the first experience a visitor or caller has with the city.

SERVICE 3 Reduce Paper

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

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

SERVICE 4 Records Management/Access to Public Records

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

SERVICE 5 Council Chamber WCR Equipment Upgrade

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

Performance Goals Review

SERVICE 1 Assist City Departments with Operational Needs

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

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

While the number of ordinances and resolutions varies from year to year, in 2018, the City Clerk's Office processed 477 resolutions, 20 regulatory ordinances, six (6) bond ordinances, approximately 44 "non-purchasing" related contracts. A majority of these items require significant follow-up by City Clerk staff, such as resolution and ordinance creation, follow-up with municipal, county and state agencies, placement of legal advertisements, processing of signatures, and conducting research of state regulations when necessary.

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

SERVICE 2 Customer Service

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

In 2018, the City Clerk's Office processed 18 property use applications for 36 events held on city property; approximately 290 licenses, consisting of restaurant/food establishments licenses; sidewalk café permits, peddler's licenses, taxi and limousine driver licenses; taxi & limo vehicle licenses, raffles and liquor licenses, etc. Understanding that many of these licenses are their livelihood, the City Clerk staff goes to great lengths to process such applications as efficiently as possible, which many times requires multiple follow-ups with the applicant and/or city departments.

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

SERVICE 3 Reduce Paper

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

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

Before the introduction of certain technology the City Clerk's Office produced approximately 27-30 paper agenda packets for each council meeting. These packets used several different colors of paper and were provided to each member of the governing body, department heads, the press; copies were also made available

for public inspection at city hall and at the public library. Due to staff reduction in 1998, the City Clerk's Office had to explore ways to maintain its high level service delivery which the governing body, city staff and the public expect, with less manpower. One way was to reduce the number of paper agenda packets being produced. In 2018 the total number of packets produced was three packets (a file copy and two public copies). In lieu of paper packets, the full public packet is made available by posting on the city website. While posting the full agenda in PDF format has been a practice for at least 10 years, the commitment to providing a paperless packet to the aforementioned groups was realized in 2018.

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

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

The Clerk's Office will continue the above procedures in 2019.

SERVICE 4 Records Management/Access to Public Records

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

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

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

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

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

Access to Public Records - OPRA Requests - In 2018 the City Clerk's Office received and processed approximately 250 OPRA requests, a slight decrease since 2017. The decrease can be attributed to providing public accessibility through the city's new construction permit software system recently launched in the Department of Community Services.

In 2018, the City Clerk's Office assisted the Department of Community Services in helping to raise public awareness of this new system and continues to do so by "spreading the word" when the opportunity presents itself.

To further improve efficiency in processing OPRA requests, in the last quarter of 2018, the City Clerk's Office explored technology to assist city departments in processing requests with an enhanced tracking system to monitor the progress and disposition of each request. The City Clerk's Office is currently in the process of implementing the newly acquired technology (GovPilot) and expects it to be operational by the end of the first quarter in 2019.

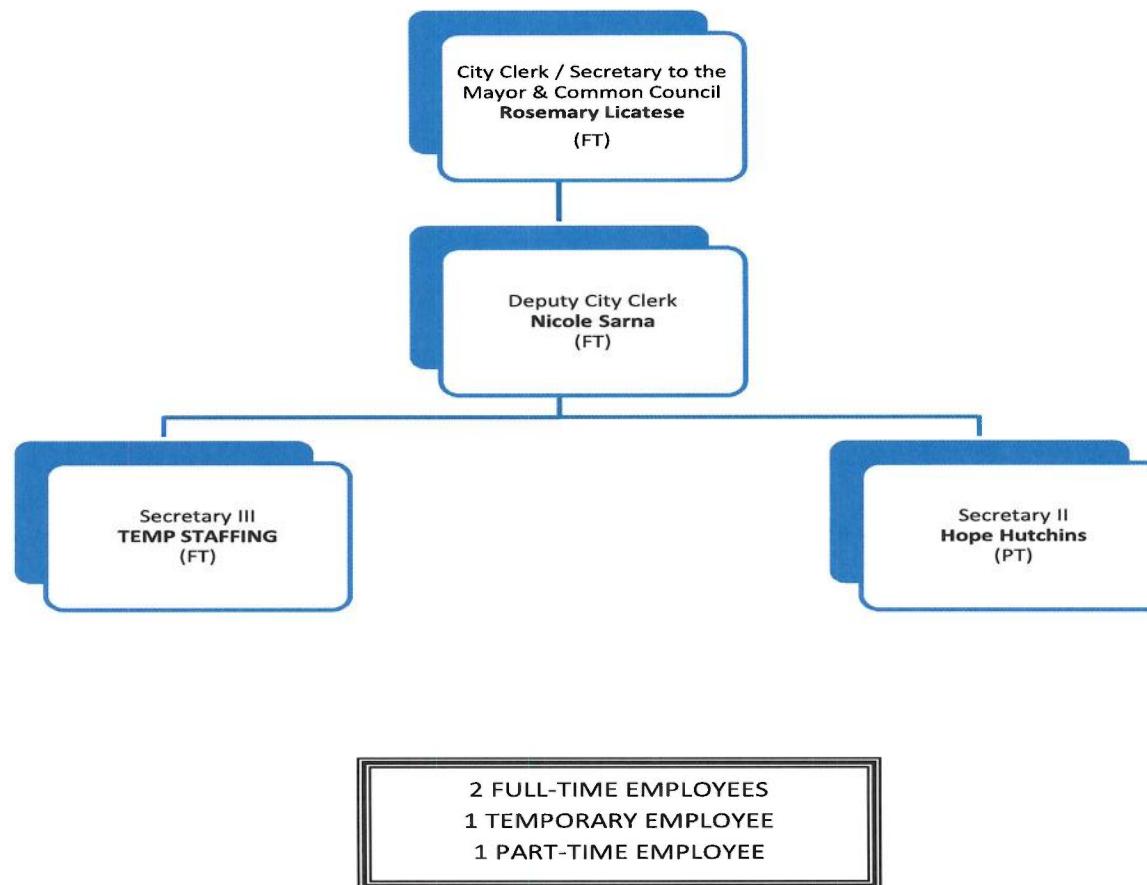
Archiving – Since 1999 the City Clerk's Office has archived permanent documents such as resolutions, ordinances, agendas, minutes, etc. into its state-certified imaging system. In 2019, the goal of the City Clerk's Office is to continue scanning archived documents into the imaging system, and work with other city departments to encourage the implementation of a scanning procedure similar to the Clerk's Office. Archiving plays an intrical and critical role in the retrieval of records, which has contributed to efficient and timely responses to OPRA requests.

SERVICE 5 Whitman Community Room Presentation Equipment

Goal 5A *Explore possibility of enhanced presentation capability in the Whitman Community Room*

Currently, presentations in the Whitman Room consist of using an overhead projector, screen and laptop. The Clerk's Office will explore enhancements to the Whitman Community Room by replacing the projection screen with flat screen televisions as is currently used in the Council Chamber for presentations.

OFFICE OF THE CITY CLERK



120-000 CITY CLERK

LINE ITEM BUDGET

		2018				2019		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>									
101	Full-Time	\$ 182,000	\$ 177,600	* \$ 178,017	\$ (417)	\$ 199,950	\$ 199,950	\$ 17,950	9.86%
102	Part-Time	33,000	33,000	39,461	(6,461)	32,700	32,700	(300)	-0.91%
103	Temporary	0	0	3,290	(3,290)	10,000	10,000	10,000	100.00%
114-115	Election Expenses	5,000	5,000	3,612	1,388	5,000	5,000	0	0.00%
Total Salary & Wages		\$ 220,000	\$ 215,600	\$ 224,379	\$ (8,779)	\$ 247,650	\$ 247,650	\$ 27,650	12.57%
* \$4,400.00 transferred from Reserve for Salary Adjustments									
<u>Other Expenses</u>									
201	Supplies and Materials	\$ 19,000	\$ 16,850	** \$ 12,019	\$ 4,831	\$ 17,000	\$ 17,000	\$ (2,000)	-10.53%
202	Mayor Expenses	1,000	1,000	801	199	1,000	1,000	0	0.00%
209	Miscellaneous Services	3,500	3,500	192	3,308	3,000	3,000	(500)	-14.29%
210	Legal Advertising	9,000	9,000	3,148	5,852	7,000	7,000	(2,000)	-22.22%
212	Dues	2,000	2,000	1,925	75	2,200	2,200	200	10.00%
213	Miscellaneous Boards	1,000	1,000	0	1,000	500	500	(500)	-50.00%
214	Election Expense	21,500	21,500	18,302	3,198	22,000	22,000	500	2.33%
403	Equipment Service	13,500	13,500	11,486	2,014	13,500	13,500	0	0.00%
429	Lease Equipment	7,300	7,300	3,898	3,402	8,200	8,200	900	12.33%
500	Contract Service	32,000	32,000	10,914	21,086	43,000	43,000	11,000	34.38%
700	Equipment	3,000	3,000	348	2,652	3,000	3,000	0	0.00%
808	Travel/Personal Expenses	500	500	277	223	750	750	250	50.00%
809	Conference & Meetings	7,500	7,500	5,140	2,360	7,000	7,000	(500)	-6.67%
810	Temporary Staffing	30,000	20,000	** 13,986	6,014	45,000	45,000	15,000	50.00%
811	Conference & Meetings Elected Officials	1,000	1,000	452	548	1,000	1,000	0	0.00%
Total Other Expenses		\$ 151,800	\$ 139,650	\$ 82,889	\$ 56,761	\$ 174,150	\$ 174,150	\$ 22,350	14.72%
** \$12,150 transferred to FD OT									
Department Total		\$ 371,800	\$ 355,250	\$ 307,269	\$ 47,981	\$ 421,800	\$ 421,800	\$ 50,000	13.45%
120-001									
200	<i>Codification of Ordinances</i>	\$ 10,000	\$ 10,000	\$ 0	\$ 10,000	\$ 10,000	\$ 10,000	\$ 0	0.00%
Overall City Clerk Total		\$ 381,800	\$ 365,250	\$ 307,269	\$ 57,981	\$ 431,800	\$ 431,800	\$ 50,000	13.10%

120-000 CITY CLERK

EMPLOYEE SALARY & WAGES

	Status	Title	2018		2019			2019	
			Base + Longevity		Base	Grade	Step	Longevity	Total
Hutchins, Hope	Part-Time	Secretary II	\$ 32,691	\$ 32,691	5	19			\$ 32,691
Licatese, Rosalia	Full-Time	City Clerk/Sec. to Mayor & Council	120,772	128,260	17	11-14		12,826	141,086
Sarna, Nicole	Full-Time	Deputy City Clerk	0	58,822	9	7-8			58,822
Resignation	Full-Time	Deputy City Clerk	60,675	0	9	10			0
<i>Salaries & Wages Total</i>			<u>\$ 214,138</u>	<u>\$ 219,773</u>				<u>\$ 12,826</u>	<u>\$ 232,599</u>

LEGAL SERVICES

LEGAL SERVICES

Prosecutor
Michael Mitzner
(PT)

Public Defender
John DeMassi
(PT)

2 PART-TIME EMPLOYEES

		2018				2019		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>									
101	Payroll	\$ 35,200	\$ 36,950	\$ 36,928	\$ 22	\$ 35,900	\$ 35,900	\$ 700	1.99%
	Total Salary & Wages	\$ 35,200	\$ 36,950 *	\$ 36,928	\$ 22	\$ 35,900	\$ 35,900	\$ 700	1.99%
* \$1,750 transferred from Reserve for Salary Adjustments									
<u>Other Expenses</u>									
500	Contract Services	\$ 210,000	\$ 195,000	\$ 155,188	\$ 39,812	\$ 210,000	\$ 210,000	\$ 0	0.00%
509	Miscellaneous Services	10,000	10,000	1,930	8,070	10,000	10,000	0	0.00%
	Total Other Expenses	\$ 220,000	\$ 205,000 **	\$ 157,118	\$ 47,882	\$ 220,000	\$ 220,000	\$ 0	0.00%
** \$15,000 transferred to Debt Service									
	Department Total	\$ 255,200	\$ 241,950	\$ 194,046	\$ 47,904	\$ 255,900	\$ 255,900	\$ 700	0.27%
43-495-000									
101	<u>Public Defender</u>	\$ 8,500	\$ 8,500	\$ 8,489	\$ 11	\$ 8,500	\$ 8,500	\$ 0	0.00%
	Overall Legal Services Total	\$ 263,700	\$ 250,450	\$ 202,535	\$ 47,915	\$ 264,400	\$ 264,400	\$ 700	0.27%

	Status	Title	2018	2019			2019	
			Base + Longevity	Base	Grade	Step	Longevity	Total
Mitzner, Michael	Part-Time	Prosecutor	\$ 35,161	\$ 35,864			\$ 0	\$ 35,864
			<hr/>	<hr/>			<hr/>	<hr/>
		<i>Salaries & Wages Total</i>	\$ 35,161	\$ 35,864			\$ 0	\$ 35,864
			<hr/>	<hr/>			<hr/>	<hr/>
DeMassi, John	Part-Time	Public Defender	\$ 8,500	\$ 8,500			\$ 0	\$ 8,500
			<hr/>	<hr/>			<hr/>	<hr/>
		<i>Salaries & Wages Total</i>	\$ 8,500	\$ 8,500			\$ 0	\$ 8,500
			<hr/>	<hr/>			<hr/>	<hr/>

FINANCE

FINANCE DEPARTMENT

Margaret V. Gerba, City Treasurer/CFO



WHAT WE DO

The Finance Department consists of four offices:

The Office of the Tax Collector is responsible for the collection of city tax levies. In 2018, the total tax levy was over \$135 million with an additional sewer utility levy of over \$3.8 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 of Summit. The assessor also handles appeals to property assessed values, interacts with property owners and county and state tax courts as needed.

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

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

OUR FOCUS

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

OUR SERVICES & GOALS

Provide Excellent Service

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

Fiscal Responsibility

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

Financial Management

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

Performance Goals Review

Office of Tax Collector

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

2018

- *Total Tax Levy (includes SID assessment) - \$136,084,810*
- *Added & Omitted - \$1,069,757*
- *Tax Collection Rate - 99.54%*

- Domestic sewer utility billing resulted in a levy of \$2,772,328 for Summit, and a levy of \$747,692 for New Providence.
- Special assessments billed and recorded for 37 confirmed open assessments.
- Tax sale had three parcels sold with a premium collected of \$115,900.
- Processed seven tax court and 52 county board judgments.

Office of the Tax Assessor

In 2018, the Office of the Tax Assessor processed over 2,200 permits received from the building department. Following the evaluation of 497 properties, 321 properties received an additional assessment, and the assessments of 176 properties remained unchanged.

In tax year 2018, there were 96 Union County tax appeals, a decrease in the number of cases filed from 113 in 2017. The cases filed included 80 regular appeals, 14 added appeals and two cross appeals. Thirteen cases were continued in state tax court with seven cases filed in 2018, and the remaining six cases pending from previous years.

On the state tax court level, 35 cases encompassing 23 properties were resolved in 2018. Currently, there are 67 open cases with four of the cases containing cross appeals. The carrying load of 63 cases is consistent with previous years.

Office of the Purchasing Agent

The Purchasing Agent is responsible for overseeing the purchasing activities of the City of Summit in accordance with applicable laws. Additional duties include assisting staff in identifying the most efficient, cost effective purchasing solutions for the taxpayer dollar and assisting vendors with navigating the complexities of public procurement laws. By ongoing meetings with each department and maintaining open communication, the Purchasing Agent has been able to assist with the needs of individual departments as well as evaluate city-wide needs on an ongoing basis. As a result several multi-year goods and services contracts have been awarded providing a standard pricing system and saving city staff time and resources by accommodating the needs of the city without needing to obtain quotes or conduct formal bids each time goods or services are needed.

By appointing a Qualified Purchasing Agent in 2017, the City of Summit was able to raise its bid threshold to \$40,000. The Purchasing Agent is responsible for ensuring all purchases under this threshold are in compliance with all applicable laws, but results in a cost savings for the city by allowing purchases to proceed without delay, need for formal action, preparation of formal specifications, requests for proposals, or paid legal advertisements.

The Purchasing Agent maintains the purchasing page of the city website with bid summaries and notifications of award, bid opportunities and a RFPs section. This frequently requested information is now more readily available to the public and 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 of Summit. Its internal goal is to assist all departments as they interface with the city's financial processing system. The treasurer's office also provides requested information and assistance to city residents and members of the business community in Summit.

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

The annual audit for the fiscal year 2017 (received in 2018) contained five recommendations. All have been addressed and resolved.

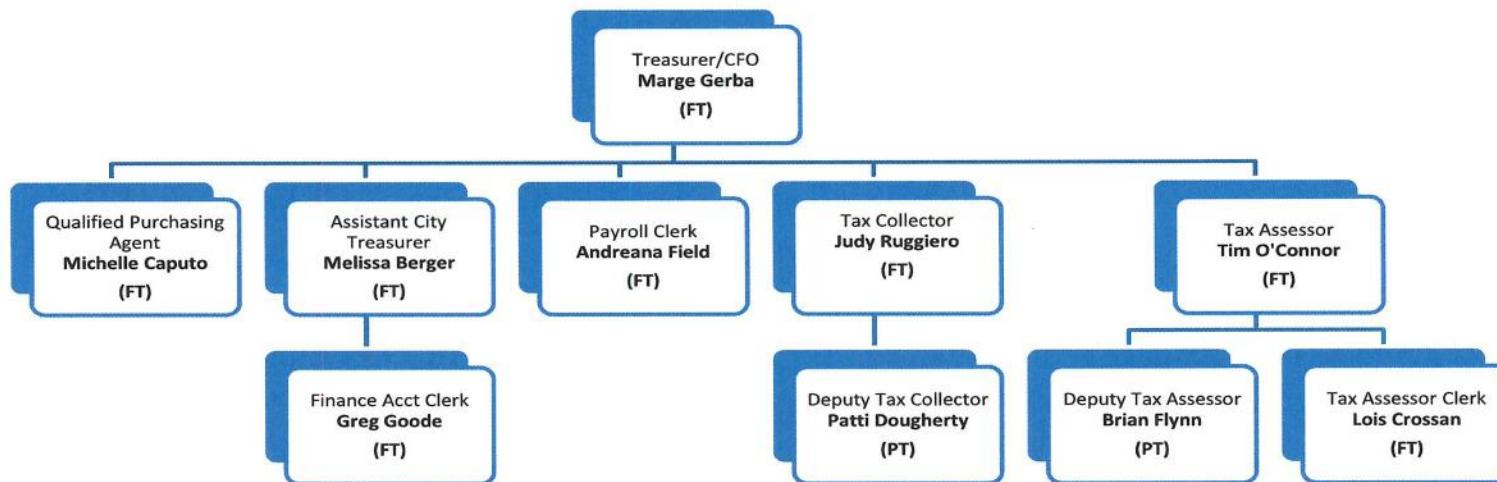
In 2018, the Treasurer's Office issued \$22,063,000 in Municipal Bond Anticipation Notes at 1.775% and the \$1,630,000 School Temporary Note was paid in full.

In 2019, general serial bonds will be issued for municipal, sewer, and parking uses, totaling \$31,955,000 and retiring the current Bond Anticipation Note of \$22,948,000 and funding the 2017 Bond Authorizations of \$4,639,000.

2019 Objectives

- Develop a municipal operating budget that keeps the municipal tax rate change at or below 1.00%.
- Maintain the city's AAA credit rating, and secure short-term and long-term financing through bond anticipation notes and general serial bonds.
- Review and revise formal processing and procedures manual for the finance department.
- Implement ACH vendor payments for selected vendors.
- Activate "positive-pay" ability for all checks issued by the City of Summit.
- Implement remote capture for all checks deposited by the City of Summit.
- Implement auto feeds from Smallwood and VCS time and attendance systems into Primepoint Payroll system.
- Integrate Primepoint Payroll System with Edmunds Financial System to allow Primepoint to generate the proper data file and auto update payroll totals in the Salary & Wages budget accounts.
- Establish policies and procedures for a procurement card program.
- Maintain the purchasing manual.
- Establish additional citywide purchasing contracts for goods or services.

FINANCE DEPARTMENT



8 FULL-TIME EMPLOYEES
2 PART-TIME EMPLOYEES

130-000 FINANCIAL ADMINISTRATION

LINE ITEM BUDGET

		2018				2019		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>									
101	Full-Time	\$ 403,100	\$ 399,600	* \$ 399,561	\$ 39	\$ 399,100	\$ 399,100	\$ (4,000)	-0.99%
102	Part-Time	0	0	0	0	0	0	0	100.00%
110	Overtime	0	0	0	0	0	0	0	100.00%
	Total Salary & Wages	\$ 403,100	\$ 399,600	\$ 399,561	\$ 39	\$ 399,100	\$ 399,100	\$ (4,000)	-0.99%
* \$3,500 transferred to FD OT									
<u>Other Expenses</u>									
201	Supplies and Materials	\$ 4,500	\$ 2,500	** \$ 1,721	\$ 779	\$ 4,500	\$ 4,500	\$ 0	0.00%
403	Financial Software Maintenance	8,000	8,000	7,329	671	8,000	8,000	0	0.00%
450	Financial Advisor Services	12,500	12,500	12,500	0	13,000	13,000	500	4.00%
500	Fixed Assets/OPEB Report	3,500	3,500	1,255	2,245	7,000	7,000	3,500	100.00%
501	Payroll Services (Clearing Acct)	20,000	0	0	0	20,000	20,000	0	0.00%
502	Alarm Registration Merchant Fees	1,000	1,000	1,139	(139)	1,200	1,200	200	20.00%
503	Court Merchant Fees (Fees Acct)	1,000	1,000	1,393	(393)	2,000	2,000	1,000	100.00%
505	Additional Financial Services	17,500	17,500	17,500	0	18,000	18,000	500	2.86%
506	Flex Account Fees	720	720	720	0	720	720	0	0.00%
808	Travel Expenses	1,500	1,500	1,247	253	1,500	1,500	0	0.00%
809	Conferences/Meetings/Dues/Training	9,000	9,000	8,961	39	7,500	7,500	(1,500)	-16.67%
840	Miscellaneous	200	200	299	(99)	200	200	0	0.00%
	Total Other Expenses	\$ 79,420	\$ 57,420	\$ 54,065	\$ 3,355	\$ 83,620	\$ 83,620	\$ 4,200	5.29%
** \$22,000 transferred to FD OT									
	Department Total	\$ 482,520	\$ 457,020	\$ 453,626	\$ 3,394	\$ 482,720	\$ 482,720	\$ 200	0.04%
<u>100-006 Municipal Purchasing</u>									
201	Office Supplies	\$ 1,000	\$ 938	*** \$ 100	\$ 838	\$ 400	\$ 400	\$ (600)	-60.00%
202	Copier Paper	11,500	3,500	*** 3,351	149	10,000	10,000	(1,500)	-13.04%
203	Medical Supplies	1,000	0	*** 0	0	100	100	(900)	100.00%
204	Office Water	2,500	2,500	2,796	(296)	3,500	3,500	1,000	40.00%
	Total Other Expenses	\$ 16,000	\$ 6,938	\$ 6,247	\$ 691	\$ 14,000	\$ 14,000	\$ (2,000)	-12.50%
*** \$9,062 transferred to FD OT									
20-135-000	<u>Audit Services</u>	\$ 42,000	\$ 42,000	\$ 42,000	\$ 0	\$ 45,000	\$ 45,000	\$ 3,000	7.14%
35-470-000	<u>Contingent</u>	\$ 1,500	\$ 0	**** \$ 0	\$ 0	\$ 1,500	\$ 1,500	\$ 0	0.00%
**** \$1,500 transferred to Debt Service									
	Overall Financial Admin. Total	\$ 542,020	\$ 505,958	\$ 501,873	\$ 4,084	\$ 543,220	\$ 543,220	\$ 1,200	0.22%

	Status	Title	Base + Longevity	2018			2019			2019	
				Base	Grade	Step	Longevity		Total		
Berger, Melissa	Full-Time	Assistant City Treasurer	\$ 81,395	\$ 89,023	13	14	\$ 0	\$ 89,023			
Caputo, Michelle	Full-Time	Qualified Purchasing Agent	75,013	79,776	12	11			79,776		
Field, Andreana	Full-Time	Payroll Clerk	0	45,826	6	1-2			45,826		
Gerba, Marge	Full-Time	Chief Financial Officer/Treasurer	121,115	128,350	18	15			128,350		
Goode, Gregory	Full-Time	Finance Account Clerk	52,748	56,081	6	10			56,081		
Moore Retirement	Full-Time	Senior Account Clerk	72,810	0	8	19			0		
<i>Salaries & Wages Total</i>			<u>\$ 403,081</u>	<u>\$ 399,056</u>			<u>\$ 0</u>	<u>\$ 399,056</u>			

		2018				2019		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>									
101	Full-Time	\$ 95,900	\$ 95,900	\$ 95,891	\$ 9	\$ 101,400	\$ 101,400	\$ 5,500	5.74%
102	Part-Time	62,200	62,200	62,154	46	66,100	66,100	3,900	6.27%
	Total Salary & Wages	\$ 158,100	\$ 158,100	\$ 158,045	\$ 55	\$ 167,500	\$ 167,500	\$ 9,400	5.95%
<u>Other Expenses</u>									
201	Supplies and Materials	\$ 5,000	\$ 4,700 *	\$ 4,670	\$ 30	\$ 5,000	\$ 5,000	\$ 0	0.00%
300	Printing Costs	3,000	2,300 *	2,288	12	3,000	3,000	0	0.00%
500	Collection Software Fees	4,200	4,200 *	4,177	23	5,495	5,495	1,295	30.83%
501	Credit Card Set-up Costs	1,200	600 *	600	0	1,200	1,200	0	0.00%
502	Collector Services	2,340	2,340	2,530	(190)	2,250	2,250	(90)	-3.85%
808	Travel Expenses	500	0 *	0	0	500	500	0	100.00%
809	Conferences/Meetings & Dues	2,500	2,250 *	2,039	211	2,500	2,500	0	0.00%
	Total Other Expenses	\$ 18,740	\$ 16,390	\$ 16,304	\$ 86	\$ 19,945	\$ 19,945	\$ 1,205	6.43%
* \$2,400 transferred to FD OT									
	Division Total	\$ 176,840	\$ 174,490	\$ 174,349	\$ 141	\$ 187,445	\$ 187,445	\$ 10,605	6.00%

Status	Title	Base + Longevity	2018			2019			2019 Total
			Base	Grade	Step	Longevity			
Dougherty, Patricia	Part-Time Deputy Tax Collector	\$ 62,154	\$ 66,100	12	11	\$ 0	\$ 66,100		
Ruggiero, Juliet	Full-Time Tax Collector	95,891	101,369	14	18			101,369	
		<hr/>	<hr/>			<hr/>	<hr/>	<hr/>	<hr/>
<i>Salaries & Wages Total</i>		\$ 158,045	\$ 167,469			\$ 0	\$ 167,469		
		<hr/>	<hr/>			<hr/>	<hr/>	<hr/>	<hr/>

		2018				2019		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>									
101	Full-Time	\$ 171,500	\$ 171,500	\$ 172,542	\$ (1,042)	\$ 175,250	\$ 175,250	\$ 3,750	2.19%
102	Part-Time	54,900	54,900	53,221	1,679	58,300	58,300	3,400	6.19%
	Total Salary & Wages	\$ 226,400	\$ 226,400	\$ 225,763	\$ 637	\$ 233,550	\$ 233,550	\$ 7,150	3.16%
<u>Other Expenses</u>									
201	Supplies and Materials	\$ 6,000	\$ 6,000	\$ 3,768	\$ 2,232	\$ 5,000	\$ 5,000	\$ (1,000)	-16.67%
300	Office Services Quick Base	2,400	2,400	60	2,340	2,400	2,400	0	0.00%
350	Field Inspections	5,000	5,000	0	5,000	5,000	5,000	0	0.00%
500	Contract Services Appraisers	100,000	80,000 *	75,000	5,000	80,000	80,000	(20,000)	-20.00%
503	Contract Services Legal	185,000	185,000	185,000	0	185,000	185,000	0	0.00%
504	Tax Appeals Legal Services	15,000	0 *	0	0	0	0	(15,000)	-100.00%
804	Appraisal Conference	2,000	2,000	725	1,275	2,000	2,000	0	0.00%
807	Subscriptions MLS	500	500	403	98	500	500	0	0.00%
808	Transportation	2,000	2,000	426	1,574	2,000	2,000	0	0.00%
809	Assessor Conference	1,500	1,500	0	1,500	1,500	1,500	0	0.00%
	Total Other Expenses	\$ 319,400	\$ 284,400	\$ 265,381	\$ 19,019	\$ 283,400	\$ 283,400	\$ (36,000)	-11.27%
* \$35,000 transferred to Debt Service									
	Division Total	\$ 545,800	\$ 510,800	\$ 491,144	\$ 19,656	\$ 516,950	\$ 516,950	\$ (28,850)	-5.29%

Status	Title	Base + Longevity	2018			2019			2019	
			Base	Grade	Step	Longevity			Total	
Crossan, Lois	Full-Time	Tax Assessor Clerk	\$ 67,417	\$ 66,421	8	19	\$ 0	\$ 66,421		
Flynn, Bryan	Part-Time	Deputy Tax Assessor	54,857	58,258	12	11-14		58,258		
O'Connor, Timothy	Full-Time	Tax Assessor	104,061	108,826	16	11-14		108,826		
<i>Salaries & Wages Total</i>			<u>\$ 226,335</u>	<u>\$ 233,505</u>			<u>\$ 0</u>	<u>\$ 233,505</u>		

POLICE



Summit Police Department

Robert K. Weck, Chief of Police

WHAT WE DO

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

OUR FOCUS ON EQUITY

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

MISSION STATEMENT

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

VALUE STATEMENT

Inscribed on our seal, the core values of the Summit Police Department 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 are measured against these ideals and expected to rise to these standards of *integrity, personal courage, duty, loyalty, respect and honor*.

OUR SERVICES AND GOALS

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

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

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

Goal 1: Continue with the License Plate Recognition (LPR) Camera System for strategic monitoring and high-volume data gathering within the city.

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

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

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

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

Goal 1: Reduce the incidence of crime.

Goal 2: Respond to police emergencies and calls for service quickly and efficiently.

PERFORMANCE GOALS REVIEW

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

Goal 1

Continue to enhance strong police and community relationships.

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

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

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

The Summit Police Department and Community Policing Unit will extend its outreach with a new program to be introduced later this spring, "Coffee with a Cop." Members of the department will visit various locations throughout Summit for a meet and greet with residents and business owners. Law enforcement agencies have been hosting these popular events for quite some time. It provides an opportunity for many who would not necessarily take the initiative to approach an officer to have an ice breaker moment. Residents and business owners are invited to sit down and have their questions answered in a relaxed atmosphere, or engage in casual conversation with the men and women of the Summit Police Department.

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

SERVICE 2

Goal 1

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

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

As technology continues to advance and introduce new and exciting innovations, the Summit Police Department will continue to look towards technology to add efficiency and assist officers in better serving our community. One type of technology that is being researched by the department is License Plate Recognition (LPR) Camera Systems for strategic monitoring and high-volume data gathering. This system would allow our department to proactively prevent crime and improve safety by strategically positioning LPR cameras at entries and exits, creating a virtual fence. The department would receive alerts when vehicles of interest (such as stolen motor vehicles) enter the City of Summit.

Goal 2

Upgrade all in-car patrol vehicle camera systems.

In coming months, the Summit Police Department will upgrade important, mainstream law enforcement technology. Received as a capital budget item, extensive research was done for utilizing a vendor to provide equipment for the department. This initiative will help officers to better serve the community and to increase transparency into police interactions. Through the use of in-car video camera systems, the Summit Police Department will be able to capture valuable evidence for investigations and trials, and better document scenes, interviews and encounters between police and citizens.

SERVICE 3

Goal 1

Manage public safety programs related to traffic safety.

Reduce the incidence of traffic collisions, injuries and fatalities.

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

TRAFFIC ENFORCEMENT/MOTOR VEHICLE LAW

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

PEDESTRIAN SAFETY CAMPAIGNS

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

ELECTRONIC MESSAGE BOARD MANAGEMENT

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

SPEED and VOLUME ROADWAY SURVEYS

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

ROADWAY ENGINEERING EVALUATIONS

In cooperation with the city's Engineering Division, the Traffic Unit's staff evaluates roadway engineering in order to ensure that intersections, traffic sign placement, and pedestrian pathways are established in compliance with State and Federal Department of Transportation Guidelines. The Traffic Unit also evaluates

and reviews high traffic volume areas and monitors activity in these areas to ensure pedestrians and motorists are afforded the safest possible roadway system while traveling in Summit.

MOTOR VEHICLE CRASH INVESTIGATION

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

Traffic Year in Review 2017 compared to 2018:

Traffic Enforcement		
<i>Motor Vehicle Summons Issued</i>	<i>Year: 2017</i>	<i>Year: 2018</i>
Motor Vehicle Stops	6,529	10,392
Moving Violations	3,447	3,369
Parking Violations	3,671	1,947
TOTAL	7,118 (violations)	5,316 (violations)

Motor Vehicle Accidents		
<i>Type of Accident</i>	<i>Year: 2017</i>	<i>Year: 2018</i>
Reportable Accidents	654	650
Non-Reportable Accidents	246	275
Number of Fatalities	0	0
TOTAL:	900	934

Pedestrian Involved Accidents*		
	<i>Year: 2017</i>	<i>Year: 2018</i>
Intersection	5	11
Injuries	3	8
Fatalities	0	0
Non-Intersection	5	1
Injuries	2	0
Fatalities	0	0
TOTAL ACCIDENTS:	10	12

Driving Under the Influence (D.W.I.)		
	<i>Year: 2017</i>	<i>Year: 2018</i>
TOTAL ARRESTS:	32	17

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

SERVICE 4 Manage public safety programs related to criminal activity.

Goal 1

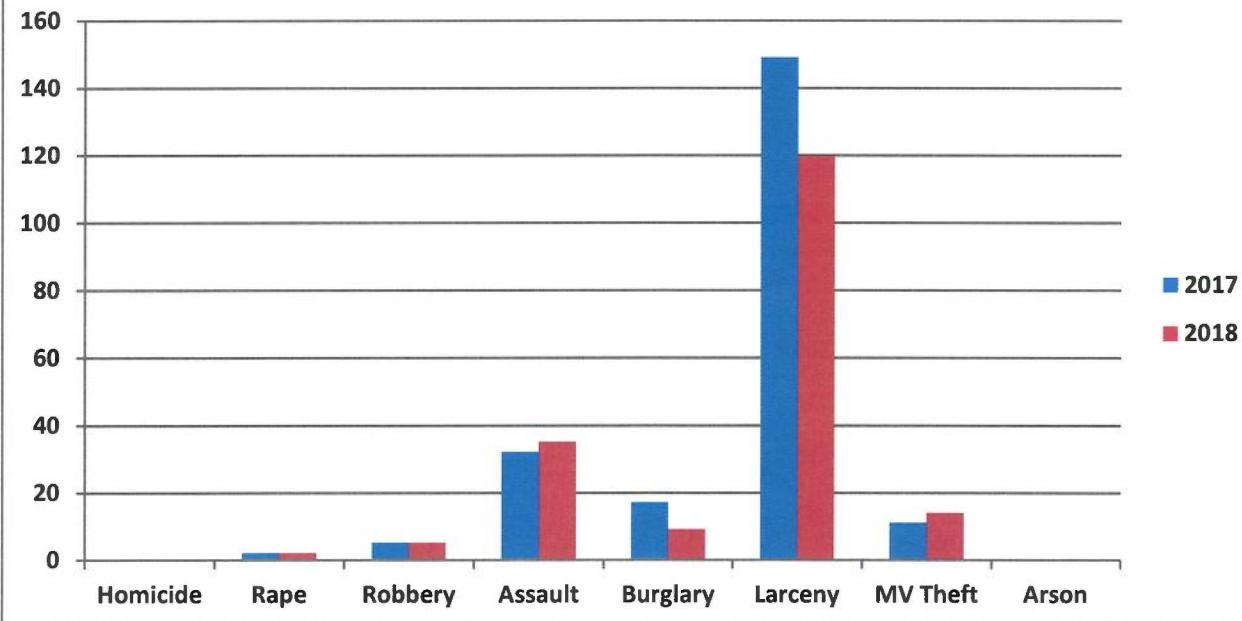
Reduce the incidence of crime.

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

State of New Jersey- Uniform Crime Reporting Statistics, 2017 v. 2018

Classification of Part I Offenses	Total 2017	Total 2018
Homicide	0	0
Rape	2	2
Robbery	5	5
Assault	32	35
Burglary	17	9
Larceny	149	120
Motor Vehicle Theft	11	14
Arson	0	0
TOTAL	216	185

U.C.R. Totals, 2017 v. 2018



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

Persons Arrested	Total 2017	Total 2018
Adult Arrests	278	188
Juvenile Arrests	9	8
TOTAL	287	196

Charges Filed (Criminal, Motor Vehicle and Municipal), 2017 v. 2018

Charges Filed	Total 2017	Total 2018
Adult Complaints	347	375
Juvenile Complaints	58	36
TOTAL	405	411

Goal 2

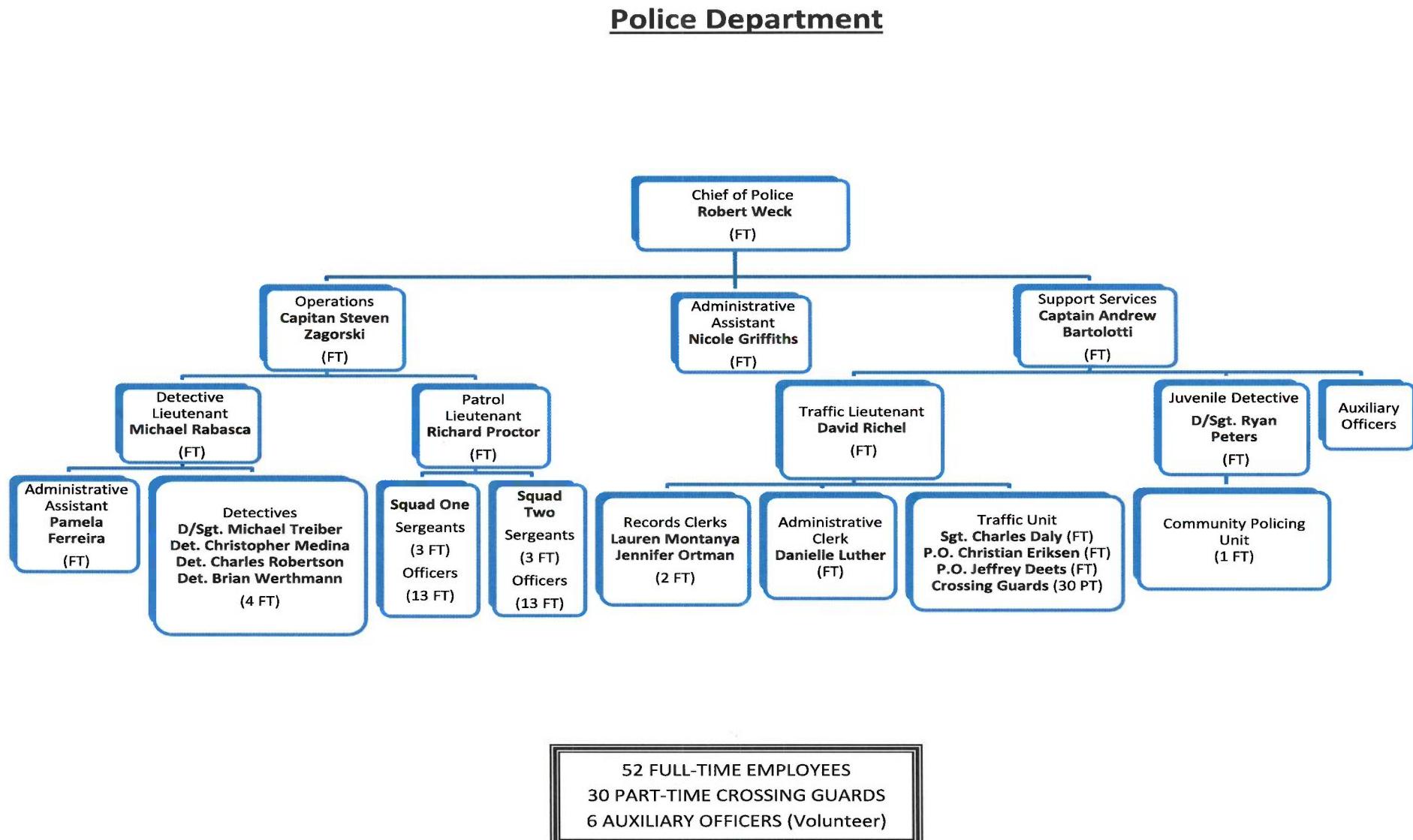
Respond to police emergencies and calls for service quickly and efficiently.

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

Calls for Service	Total
Year: 2016	25,518
Year: 2017	35,524
Year: 2018	45,875

SUMMARY:

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



240-000 POLICE DEPARTMENT

LINE ITEM BUDGET

		2018				2019				Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%		
		Salaries and Wages				2019				Adopted/Proposed Budget Variance	
101	Full-Time	\$ 5,158,545	\$ 5,158,545	\$ 5,151,975	\$ 6,570	\$ 5,125,700	\$ 5,125,700	\$ (32,845)	-0.64%		
104	Overtime	240,000	240,000	167,513	72,487	220,000	220,000	(20,000)	-8.33%		
106	Sick Leave Incentive	35,000	35,000	40,500	(5,500)	39,000	39,000	4,000	11.43%		
108	Special Law Enforcement Officer 1	20,000	20,000	9,347	10,653	10,000	10,000	(10,000)	-50.00%		
109	Other Pay - Court Overtime	10,000	10,000	4,830	5,170	5,000	5,000	(5,000)	-50.00%		
111	Auxiliary 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	314,640	314,640	313,674	966	322,350	322,350	7,710	2.45%		
141	Rabbi Trust Contribution	56,000	56,000	56,000	0	64,000	64,000	8,000	14.29%		
194	OT July 4th	6,000	6,000	6,000	0	6,000	6,000	(0)	0.00%		
	Total Salary & Wages	\$ 5,862,185	\$ 5,862,185	\$ 5,769,840	\$ 92,345	\$ 5,814,050	\$ 5,814,050	\$ (48,135)	-0.82%		
		2018				2019				Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%		
	Other Expenses										
201	Supplies and Materials	\$ 11,000	\$ 11,000	\$ 6,015	\$ 4,985	\$ 11,000	\$ 11,000	\$ 0	0.00%		
206	Street Signs	11,000	11,000	9,135	1,865	11,000	11,000	0	0.00%		
221	Memorial Ride Expenses	0	0	(803)	803	800	800	800	100.00%		
224	Ordnance & Range	29,000	29,000	28,256	744	29,000	29,000	0	0.00%		
225	Detective Bureau/Photo Equip	1,000	1,000	146	854	1,000	1,000	0	0.00%		
301	Printing	1,000	1,000	891	109	1,000	1,000	0	0.00%		
500	Contract Services	85,000	75,000	*	63,725	11,275	113,000	113,000	28,000	32.94%	
501	Revision Program	3,000	3,000	1,955	1,046	3,000	3,000	0	0.00%		
502	Community Policing	3,000	3,000	2,954	46	3,000	3,000	0	0.00%		
505	E-Ticketing	26,000	26,000	23,755	2,245	32,000	32,000	6,000	23.08%		
700	Equipment	14,000	14,000	13,990	10	21,000	21,000	7,000	50.00%		
703	Vehicle Maintenance	35,000	35,000	30,367	4,633	35,000	35,000	0	0.00%		
800	Employee Support	3,000	3,000	1,989	1,011	3,000	3,000	0	0.00%		
802	Body Armor	0	0	0	0	10,000	10,000	10,000	100.00%		
803	Clothing Allowance	9,000	9,000	7,398	1,602	17,000	17,000	8,000	88.89%		
804	Training & Seminars	20,000	20,000	18,934	1,066	15,000	15,000	(5,000)	-25.00%		
805	Tuition Reimbursement	35,000	35,000	21,736	13,264	35,000	35,000	0	0.00%		
806	Memberships	3,000	3,000	2,590	410	3,000	3,000	0	0.00%		
808	Personal Expenses	0	0	515	(515)	0	0	0	0.00%		
809	Clothing Allowance (Payroll Acct.)	76,000	76,000	69,700	6,300	76,000	76,000	0	0.00%		
841	Rabbi Trust Administration fees	3,800	3,800	3,181	619	3,000	3,000	(800)	-21.05%		
900	Miscellaneous (Promo. Exams)	5,000	5,000	2,942	2,059	5,000	5,000	0	0.00%		
	Total Other Expenses	\$ 373,800	\$ 363,800	\$ 309,371	\$ 54,429	\$ 427,800	\$ 427,800	\$ 54,000	14.45%		

* \$10,000 transferred to Debt Service

240-000 POLICE DEPARTMENT

LINE ITEM BUDGET

		2018				2019		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
240-001 Crossing Guards									
<i>Salaries and Wages</i>									
100	Crossing Guards	\$ 223,300	\$ 223,300	\$ 188,856	\$ 34,444	\$ 225,000	\$ 225,000	\$ 1,700	0.76%
110	Off Duty Coverage	13,000	13,000	13,000	0	15,000	15,000	2,000	15.38%
		\$ 236,300	\$ 236,300	\$ 201,856	\$ 34,444	\$ 240,000	\$ 240,000	\$ 3,700	1.57%
200	<i>Other Expenses</i>	\$ 4,000	\$ 4,000	\$ 1,621	\$ 2,379	\$ 4,000	\$ 4,000	\$ 0	0.00%
240-002	Police Vehicles	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
Overall Police Department Total		\$ 6,476,285	\$ 6,466,285	\$ 6,282,687	\$ 183,598	\$ 6,485,850	\$ 6,485,850	\$ 9,565	0.15%

240-000 POLICE DEPARTMENT

EMPLOYEE SALARY & WAGES

	Status	Title	2018		2019 Base	2019 Stipend	Long			2019 Longevity	2019	
			Base + Longevity				%	Grade	Step		Total	
Weck, Robert	Full-Time	Chief	\$ 184,159		\$ 167,983	\$ 3,000	10%	19	4	\$ 16,798	\$ 187,781	
Bartolotti, Andrew	Full-Time	Captain	159,514		153,495		6%	18	4	9,210	162,705	
Zagorski, Steven	Full-Time	Captain	165,534		153,495		10%	18	4	15,350	168,845	
Proctor, Richard	Full-Time	Patrol Lieutenant	140,848		140,848			3	2	0	140,848	
Rabasca, Michael	Full-Time	Detective Lieutenant	152,116		140,848		9%	3	2	12,676	153,524	
Richel, David	Full-Time	Traffic Lieutenant	154,933		140,848		10%	3	2	14,085	154,933	
Buntin, Matthew	Full-Time	Sergeant	126,495		126,495			2	2	0	126,495	
Byrne, Michael	Full-Time	Sergeant	136,615		126,495		8%	2	2	10,120	136,615	
Daly, Charles	Full-Time	Traffic Sergeant	126,495		126,495	2,000		2	2	0	128,495	
Frank, Peter	Full-Time	Sergeant	136,615		126,495		9%	2	2	11,385	137,880	
Martin, Ronald	Full-Time	Sergeant	139,145		126,495		10%	2	2	12,650	139,145	
Peters, Ryan	Full-Time	Detective Sergeant	127,195		126,495	700		2	2	0	127,195	
Rich, Thomas	Full-Time	Sergeant	134,085		126,495		6%	2	2	7,590	134,085	
Rutkowski, Sam	Full-Time	Sergeant	126,495		126,495			2	2	0	126,495	
Treiber, Michael	Full-Time	Detective Sergeant	134,785		126,495	700	6%	2	2	7,590	134,785	
Superior Officers Subtotal			\$ 2,145,027		\$ 2,035,972	\$ 6,400				\$ 117,452	\$ 2,159,824	

240-000 POLICE DEPARTMENT

EMPLOYEE SALARY & WAGES

	Status	Title	2018		2019 Base	2019 Stipend	Long			2019 Total
			Base	Longevity			%	Grade	Step	
Alesandro, Michael	Full-Time	Patrol Officer	\$ 46,314		\$ 51,940			1	1-2	\$ 51,940
Brunetto, John	Full-Time	Patrol Officer	80,076		85,702			1	7-8	85,702
Deets, Jeffrey	Full-Time	Patrol Officer	66,858		71,635	850		1	5	72,485
DeFilippis, Donald	Full-Time	Patrol Officer	110,731		110,731			1	11	110,731
DeMetro, Mark	Full-Time	Patrol Officer	49,127		54,754			1	2	54,754
Eriksen, Christian	Full-Time	Patrol Officer	111,581		110,731	850		1	11	111,581
Finnegan, Craig (retirement 7/1/2019)	Full-Time	Patrol Officer	121,804		55,366		10%	1	11	60,902
Franchino, Leonard	Full-Time	Patrol Officer	51,941		57,567			1	2-3	57,567
Freeman, R. Michael	Full-Time	Detective/Patrol Officer	121,139		110,731	1,550	9%	1	11	122,247
PBA Reimbursement					(110,731)	(1,550)	9%			(122,247)
Garcia, Jonathon	Full-Time	Patrol Officer	110,731		110,731			1	11	110,731
Garita, Ruddy	Full-Time	Patrol Officer	51,941		57,567			1	2-3	57,567
Griffin, Leland	Full-Time	Patrol Officer	110,731		110,731			1	11	110,731
Kotiga, David	Full-Time	Patrol Officer	110,731		110,731			1	11	110,731
Kwiatek, Keith	Full-Time	Patrol Officer	82,889		88,519			1	8	88,519
Ludena, Henry	Full-Time	Patrol Officer	80,076		85,702			1	8	85,702
Maggiulli, Kathleen	Full-Time	Patrol Officer	110,731		110,731			1	11	110,731
McDermott, Gerald	Full-Time	Patrol Officer	110,731		110,731			1	11	110,731
Medina, Christopher	Full-Time	Detective/Patrol Officer	112,281		110,731	1,550		1	11	112,281
O'Leary, Sean	Full-Time	Patrol Officer	119,590		110,731		9%	1	11	9,966
Pedersen, Raymond	Full-Time	Patrol Officer	121,090		110,731	1,500	8%	1	11	8,859
Peer, Jeffrey	Full-Time	Patrol Officer	118,875		110,731	1,500	6%	1	11	6,644
Pyzik, Anthony	Full-Time	Patrol Officer	0		51,940			1	1-2	51,940
Robertson, Charles	Full-Time	Detective/Patrol Officer	112,281		110,731	1,550		1	11	112,281
Santos, Paulo	Full-Time	Patrol Officer	110,731		110,731			1	11	110,731
Sauers, Jonathan	Full-Time	Patrol Officer	117,375		110,731		6%	1	11	6,644
Sauers, Karen	Full-Time	Patrol Officer	110,731		110,731			1	11	110,731
Scarpello, Collin	Full-Time	Patrol Officer	0		46,313			1	0-1	46,313
Stanek, Ryan	Full-Time	Patrol Officer	110,731		110,731			1	11	110,731
Tesorio, AJ	Full-Time	Patrol Officer	43,500		46,313			1	0-1	46,313
Thompson, Sean	Full-Time	Patrol Officer	52,791		57,567			1	2-3	57,567
Watson, Rodney	Full-Time	Patrol Officer	119,590		110,731		9%	1	11	9,966
Werthmann, Brian	Full-Time	Patrol Officer	118,875		110,731	1,500	6%	1	11	6,644
New Hire (DOH 3/2019)	Full-Time	Patrol Officer	0		49,127			1	1	
New Hire (DOH 3/2019)	Full-Time	Patrol Officer	0		49,127			1	1	
Retired PO 2018	Full-Time	Patrol Officer	73,445		0			1	11	0
Retired PO 2018	Full-Time	Patrol Officer	43,500		0			1	1	0
<i>Patrol Officers Subtotal</i>			\$ 3,013,518		\$ 2,902,297	\$ 9,300			\$ 54,260	\$ 2,965,857

240-000 POLICE DEPARTMENT

EMPLOYEE SALARY & WAGES

Status	Title	Base + Longevity	2018		2019		Long % Grade Step	Longevity	2019		
			Base	Stipend	Base	%			Grade	Step	Total
Ferreira, Pamela	Full-Time	Administrative Assistant	\$ 67,417		\$ 68,765		8	19			\$ 68,765
Griffiths, Nicole	Full-Time	Administrative Assistant	67,417		68,765		8	19			68,765
Luther, Danielle	Full-Time	Administrative Clerk	62,255		63,500		6	19			63,500
Montanya, Lauren	Full-Time	Records Clerk II	64,794		66,090		7	19			66,090
Ortman, Jennifer	Full-Time	Records Clerk I	52,748		55,201		6	10-13			55,201
<i>Civilian Administration Total</i>		\$ 314,631		\$ 322,321		\$ 0		\$ 322,321			
<i>Salaries & Wages Total</i>		\$ 5,473,176		\$ 5,260,590		\$ 15,700		\$ 171,712		\$ 5,448,002	

FIRE

Summit Fire Department

Eric Evers, Fire Chief



What We Do

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

The SFD responds to more than 2,800 calls each year and is responsible for providing fire protection and emergency services, including "first responder" emergency medical response.

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

KEY VALUES

People are our most valuable resource.

As an organization, we are committed to being responsive to 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 service is the standard of our performance.

OVERVIEW

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

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

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

DEPARTMENTAL GOALS FOR 2019

Operations

- Maintain minimum staffing levels for safe, effective operations for the public and to meet regional and national standards.
- Review the first responder medical program.

Facilities

- Move forward with the *Design, Development and Bidding Phase* of the new Fire House project.

Fire Department Shared Services

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

SERVICES PROVIDED

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



FIRE DEPARTMENT SHARED SERVICES

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

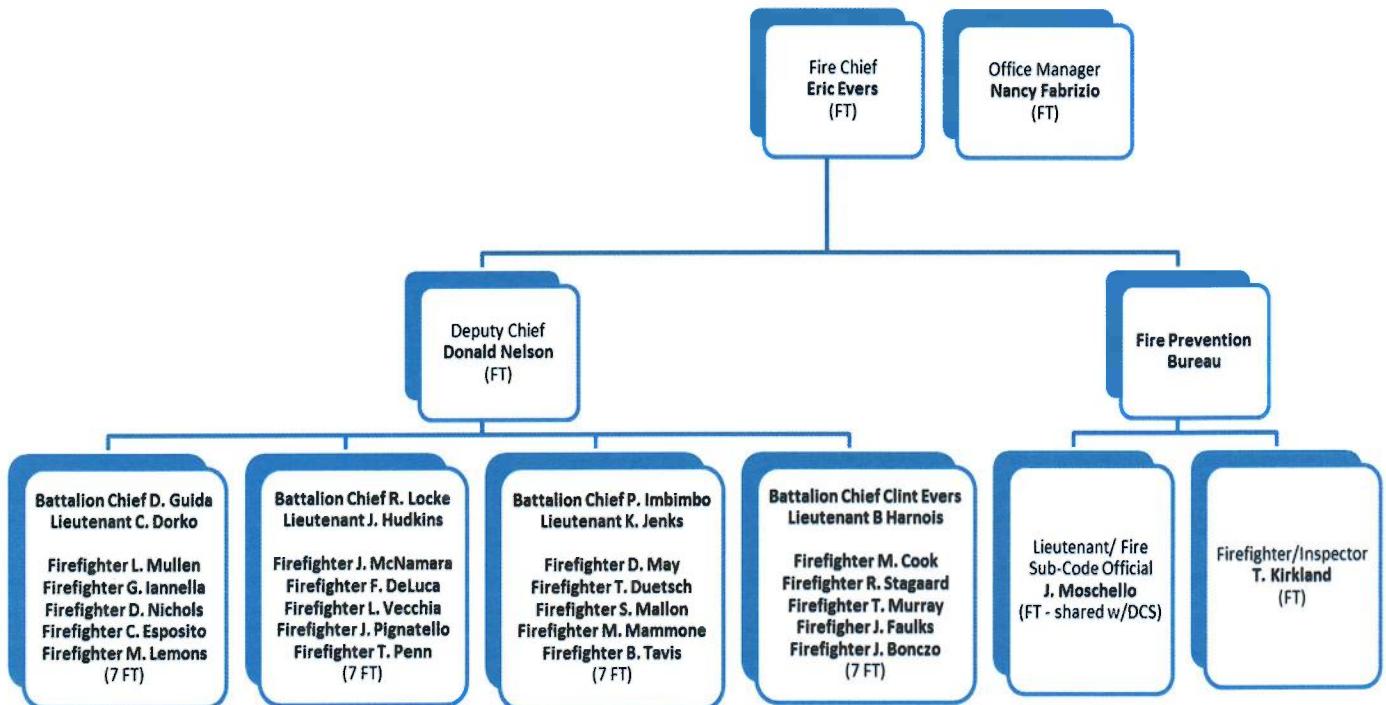


ORGANIZATIONAL STRUCTURE

32 full-time career members, 15 volunteer firefighters; Four (4) platoon systems 24/72:
Each platoon has one (1) Battalion Chief, one (1) Lieutenant, five (5) Firefighters.

Administration Staff on days:

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



RESPONSE ACTIVITY - 2018

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

Responses are broken down into different categories.

FIRES: This category includes all indoor and outdoor structure fires, as well as vehicle, hazardous-material, brush and other types of fires.

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

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

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

EMERGENCY MEDICAL (First Responder): These are backup calls to the Summit Volunteer First Aid Squad to provide patient care until an ambulance crew becomes available. The fire department does not provide for patient transport to a hospital.

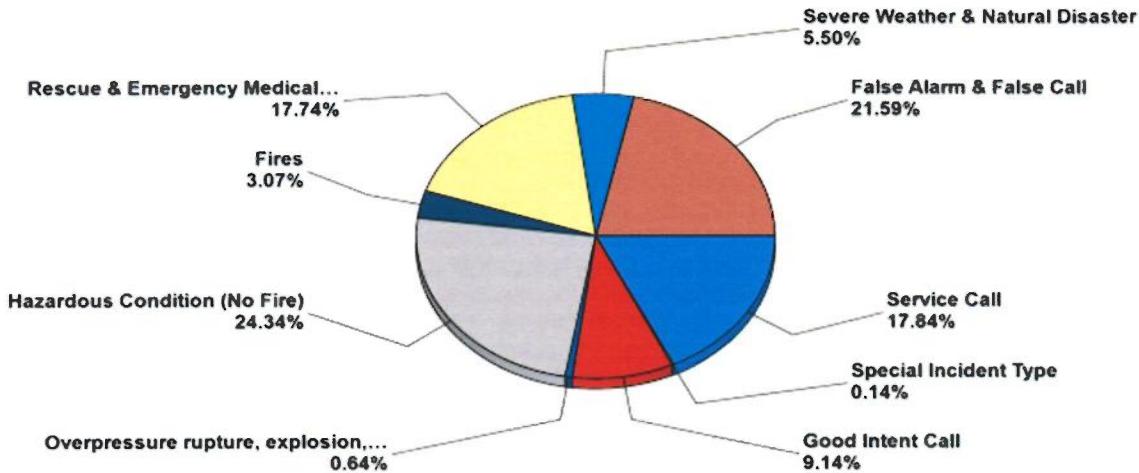
SERVICE CALLS: Service calls include water removal and water emergencies, house and vehicle lockouts and lock-ins, securing damaged property and calls for public assistance.

GOOD INTENT CALLS: This category includes calls where a caller believes something to be an emergency. Upon further investigation, the FD finds no immediate emergency but arranges for the right service to remediate the situation and help avoid future safety issues.

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

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

BREAKDOWN BY MAJOR INCIDENT TYPES
Start Date: 01/01/2018 | End Date: 12/31/2018



MAJOR INCIDENT TYPE	# INCIDENTS	% of TOTAL
Fires	86	3.07%
Overpressure rupture, explosion, overheat - no fire	18	0.64%
Rescue & Emergency Medical Service	497	17.74%
Hazardous Condition (No Fire)	682	24.34%
Service Call	500	17.84%
Good Intent Call	256	9.14%
False Alarm & False Call	605	21.59%
Severe Weather & Natural Disaster	154	5.50%
Special Incident Type	4	0.14%
TOTAL	2802	100.00%

STANDARD OF COVER (Start Date: 01/01/2018 | End Date: 12/31/2018)

MUTUAL AID		
Aid Type		Total
Aid Given		70
Aid Received		41
OVERLAPPING CALLS		
# OVERLAPPING		% OVERLAPPING
539		29.99
LIGHTS AND SIREN - AVERAGE RESPONSE TIME (Dispatch to Arrival)		
Station	EMS	FIRE
Fire Headquarters	0:06:44	0:07:48
AVERAGE FOR ALL CALLS		0:07:34
AGENCY		
Summit Fire Department	AVERAGE TIME ON SCENE (MM:SS)	
	20:39	

FIRE SAFETY EDUCATION & PREVENTION

EDUCATION and PREVENTION

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

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

These presentations include:

- School visits to the fire station where the SFD discuss' firefighting equipment.
- Demonstrations on how to put out fires on clothing by practicing "stop, drop & roll."
- Instructions on the importance of smoke detectors and how to test smoke detectors are in working order.
- How to create an emergency evacuation plan
- How to look for fire hazards in their home.



Specialized talks to various groups in the community:

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

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

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

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

CODE ENFORCEMENT

Within our community, the Summit Fire Department is required to inspect all buildings and structures, except for owner occupied one and two-family dwellings. This is done on a voluntary basis and at the request of the homeowner. The department's Bureau of Fire Prevention maintains records for over 950 buildings, structures, and occupancies that require inspection. The inspection program is comprised of Platoon In-Service Inspectors (four platoons) and the staff of the Fire Prevention Bureau (two inspectors). All required inspections are divided among the platoons in the department. Inspectors conducted over 650 of inspections in 2018. The bureau is also responsible for complaint investigations, fire safety permits, site-plan review and fire investigations.

COMMUNITY RISK ASSESSMENT/FIRE PRE-PLAN

Part of any valid assessment of fire and non-fire risks in a community 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 risk assessment. Data is obtained from several sources including on-site building pre-planning activities by in-service fire companies, records available from the fire department records management system, including inspection records & NFIRS reports, building information data made available by ISO, and the city's building records.

Data collected is inputted into a scoring software tool called VISION that helps the fire department to better assess the risks in our 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 individual occupancy risks, planning zone risk levels, and 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 or properties with construction or occupancy characteristics that could pose increased or extraordinary risk hazard to the community.

Each structure is analyzed using the following criteria:

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



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

APPARATUS & EQUIPMENT DIVISION

Purchasing of apparatus involves extensive research that includes an assessment of the needs of the department, determination of an acceptable quality standard, and development of specifications to promote a competitive bidding process.

Preventive maintenance includes scheduling and performance of all service and maintenance recommended by the manufacturer, completion of all repairs in a timely manner and assurance that 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 and scheduled maintenance such as pump and ladder tests is performed. Oil changes and engine lubrication is performed monthly. Annually, factory-certified mechanics inspect and service each piece of fire apparatus identifying potential problems early, decreasing the risk of catastrophic failure. The department maintains a four-year purchasing cycle for major fire apparatus with a maximum replacement age of 25 years. The 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

2018-19 CAPITAL EQUIPMENT STATUS & REQUESTS

FIREFIGHTER BAILOUT SAFETY EQUIPMENT

Each firefighter is issued bailout equipment. Current equipment is in need of replacement due to age and use. This equipment is an essential piece of personal and personnel safety and is worn with firefighting gear in situations when firefighters must rapidly escape from a fire situation.

REPLACED OF FIRE HEADQUARTERS

Current fire headquarters was initially constructed in 1901. Two, four-bay additions were added in 1948 and 1968. Apparatus bays are too small to accommodate current, state-of-art fire apparatus. Building systems are inefficient and its infrastructure is deteriorating. The current configuration and restrictions of the building negatively impact overall operations of the fire department. An assessment study of the facility has generated recommendations for construction of a new fire headquarters.

MULTI-YEAR REPLACEMENT PROGRAM OF FIREFIGHTER 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 each year. Maintaining a scheduled replacement program will avoid a large future capital expenditure to replace a large number of turn out gear sets at one time. This program will also provide a limited number of backup sets in the event of damage or contamination to firefighter gear.

REPLACEMENT OF SCBA BREATHING AIR CYLINDERS

Department of Transportation (DOT) regulations require that cylinders be removed from service and replaced every 10 years. This replacement schedule is phased in over three years.

REPLACEMENT OF FIRE PREVENTION VEHICLE

The replacement of a 2006 Ford Explorer is scheduled. Experience has shown that vehicles of this age begin to require major, costly and more frequent repairs and its operation is not cost effective. Annual maintenance costs would be reduced by replacing this vehicle.

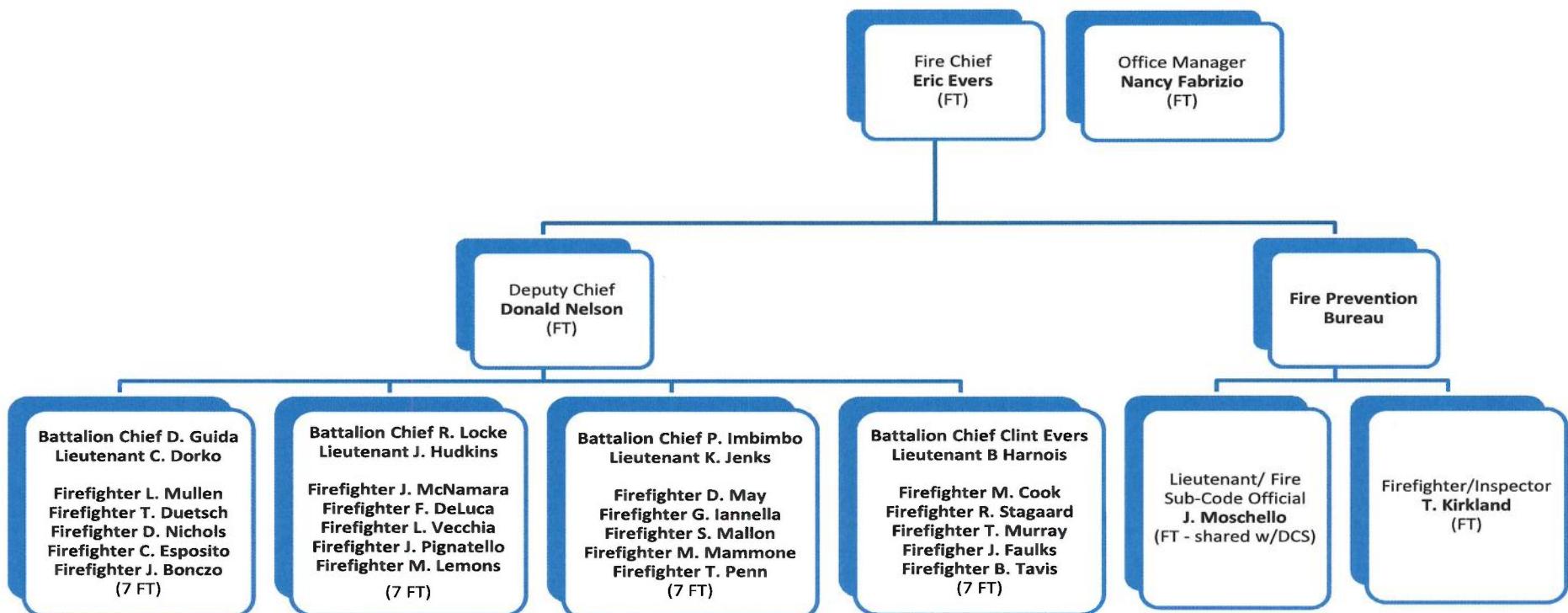
SUMMARY

The Summit Fire Department plays an instrumental part in providing emergency service and protection to the citizens of Summit, protecting vital businesses in the downtown and ensuring commercial properties are safe. The ability of the Summit Fire Department to respond anywhere in Summit in less than eight minutes is a major factor in reducing loss of life and property, and minimizing damage in the 2,802 emergency incidents the department responded to in 2018.

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

Expansions and changes have generated increased expectations and need for Summit Fire Department services. The Summit Fire Department is committed to meeting these challenges through the use of new training techniques and innovative approaches to increasing public safety, outreach and education, efficiency, and dependability with public and first responder safety as our number one priority.

FIRE DEPARTMENT



32.5 FULL-TIME EMPLOYEES

		2018				2019		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>									
101	Full-Time	\$ 3,637,000	\$ 3,637,000	\$ 3,615,328	\$ 21,672	\$ 3,734,500	\$ 3,734,500	\$ 97,500	2.68%
104	Overtime	230,000	490,000 *	507,052	(17,052)	325,000	325,000	95,000	41.30%
108	Volunteer FF's Allowance	4,000	4,000	3,260	740	4,000	4,000	0	0.00%
111	Emergency Management Coordinator	6,000	6,000	6,000	0	6,000	6,000	0	0.00%
121	Civilian Administration	77,300	77,300	78,845	(1,545)	80,306	80,306	3,006	3.89%
141	Rabbi Trust Contribution	32,000	32,000	32,000	0	32,000	32,000	0	0.00%
194	OT July 4th	4,000	4,000	4,000	0	4,000	4,000	0	0.00%
Total Salary & Wages		\$ 3,990,300	\$ 4,250,300	\$ 4,246,485	\$ 3,815	\$ 4,185,806	\$ 4,185,806	\$ 195,506	4.90%
* \$260,000 transferred from various sources									
<u>Other Expenses</u>									
201	Supplies and Materials	\$ 20,000	\$ 16,000 **	\$ 14,444	\$ 1,556	\$ 22,000	\$ 22,000	\$ 2,000	10.00%
402	Building Maintenance	15,000	15,000	12,303	2,697	15,000	15,000	0	0.00%
500	Contract Services	47,000	29,000 **	30,793	(1,793)	47,000	47,000	0	0.00%
700	Equipment	20,000	20,000	17,755	2,245	25,000	25,000	5,000	25.00%
705	Vehicle Maintenance	50,000	50,000	57,981	(7,981)	65,000	65,000	15,000	30.00%
800	Employee Support	8,000	2,000 **	2,100	(100)	8,000	8,000	0	0.00%
803	Clothing Allowance	7,000	5,000 **	3,132	1,868	7,000	7,000	0	0.00%
804	Training & Seminars	25,000	15,000 **	13,488	1,512	25,000	25,000	0	0.00%
805	Tuition Reimbursement	30,000	10,000 **	5,008	4,992	20,000	20,000	(10,000)	-33.33%
808	Personal Expenses	2,000	2,000	312	1,688	2,000	2,000	0	0.00%
809	Clothing Allowance (Payroll Acct)	63,000	63,000	62,700	300	63,000	63,000	0	0.00%
841	Rabbi Trust Administration Fee	3,200	3,200	2,630	570	2,700	2,700	(500)	-15.62%
Total Other Expenses		\$ 290,200	\$ 230,200	\$ 222,645	\$ 7,555	\$ 301,700	\$ 301,700	\$ 11,500	3.96%
** \$60,000 transferred to FD OT									
265-001	Uniform Fire Safety Act								
	<u>Salary & Wages</u>	\$ 36,545	\$ 36,545	\$ 36,545	\$ 0	\$ 36,545	\$ 36,545	\$ 0	0.00%
265-002	<u>Fire Hydrant Service</u>	\$ 280,000	\$ 280,000	\$ 280,000	\$ 0	\$ 300,000	\$ 300,000	\$ 20,000	7.14%
Overall Fire Department Total		\$ 4,597,045	\$ 4,797,045	\$ 4,785,675	\$ 11,370	\$ 4,824,051	\$ 4,824,051	\$ 227,006	16.01%

265-000 FIRE DEPARTMENT

EMPLOYEE SALARY & WAGES

	Status	Title	2018		2019 Base	2019 Stipend	Grade	Step	Long %	Longevity	2019	
			Base	Longevity							Total	
Evers, Eric	Full-Time	Chief	\$ 187,781		\$ 167,983	\$ 3,000	19	4	10%	\$ 16,798	\$ 187,781	
Nelson, Donald	Full-Time	Deputy Chief	169,349		151,226	3,000	17	4	10%	15,123	169,349	
Evers, Henry Clint	Full-Time	Battalion Chief	145,279		137,208		3	3	8%	10,977	148,185	
Guida, David	Full-Time	Battalion Chief	145,280		137,208		3	3	10%	13,721	150,929	
Imbimbo, Paul	Full-Time	Battalion Chief	142,589		137,208		3	3	6%	8,232	145,440	
Locke, Richard	Full-Time	Battalion Chief	147,970		137,208		3	3	10%	13,721	150,929	
Dorko, Christopher	Full-Time	Lieutenant	111,577		117,879		2	2			117,879	
Harnois, Brian	Full-Time	Lieutenant	119,558		121,949		2	3			121,949	
Hudkins, Jeffrey	Full-Time	Lieutenant	131,514		121,949		2	3	10%	12,195	134,144	
Jenks, Kenneth	Full-Time	Lieutenant	119,558		121,949		2	3			121,949	
Bonczo, John	Full-Time	Firefighter	68,016		74,592		1	5-6			74,592	
Cook, Michael	Full-Time	Firefighter	116,890		108,389		1	7	10%	10,839	119,228	
DeLuca, Frank	Full-Time	Firefighter	116,890		108,389		1	7	10%	10,839	119,228	
Duetsch, Timothy	Full-Time	Firefighter	114,765		108,389		1	7	8%	8,671	117,060	
Esposito, Christopher	Full-Time	Firefighter	100,748		108,389		1	7			108,389	
Faulks, Jeffrey	Full-Time	Firefighter	106,264		108,389		1	7			108,389	
Iannella, Gabriel	Full-Time	Firefighter	112,640		108,389		1	7	6%	6,503	114,892	
Kirkland, Thomas	Full-Time	FF/Inspector	108,655		108,389		2,439	1	7		110,828	
Lemons, Matthew	Full-Time	Firefighter	61,440		68,016		1	4-5			68,016	
Mallon, Scott	Full-Time	Firefighter	112,640		108,389		1	7	8%	8,671	117,060	
Mammone, Michael	Full-Time	Firefighter	106,264		108,389		1	7			108,389	
May, David	Full-Time	Firefighter	116,890		108,389		1	7	10%	10,839	119,228	
McNamara, Jeffrey	Full-Time	Firefighter	116,890		108,389		1	7	10%	10,839	119,228	
Moschello, Joseph (50% charged to UCC)	Full-Time	LT/Fire Sub-Code Official	60,591		117,879		12,481	2	2		65,180	
Mullen, Lonn	Full-Time	Firefighter	114,765		108,389		1	7	9%	9,755	118,144	
Murray, Thomas III	Full-Time	Firefighter	112,640		108,389		1	7	6%	6,503	114,892	
Nichols, Dwight	Full-Time	Firefighter	106,264		108,389		1	7			108,389	
Penn, Thomas	Full-Time	Firefighter	61,440		68,016		1	4-5			68,016	
Pignatello, James	Full-Time	Firefighter	106,264		108,389		1	7			108,389	
Stagaard, Richard	Full-Time	Firefighter	114,765		108,389		1	7	9%	9,755	118,144	
Tavis, Brian	Full-Time	Firefighter	64,728		71,304		1	5			71,304	
Vecchia, Louis	Full-Time	Firefighter	112,640		108,389		1	7	6%	6,503	114,892	
Fire Department Subtotal			\$ 3,633,544		\$ 3,594,187	\$ 20,920				\$ 190,484	\$ 3,740,411	
<u>Fire Administration</u>												
Fabrizio, Nancy	Full-Time	Office Manager	\$ 77,300		\$ 73,005	\$ 0	9	19	10%	\$ 7,301	\$ 80,306	
Salaries & Wages Total			\$ 3,710,844		\$ 3,667,192	\$ 20,920				\$ 197,785	\$ 3,820,717	

EMERGENCY MANAGEMENT

		2018				2019		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Other Expenses</u>									
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	1,300	1,300	75	1,225	1,000	1,000	(300)	-23.08%
	Total Other Expenses	\$ 13,500	\$ 13,500	\$ 6,070	\$ 7,430	\$ 13,200	\$ 13,200	\$ (300)	-2.22%
	Division Total	\$ 13,500	\$ 13,500	\$ 6,070	\$ 7,430	\$ 13,200	\$ 13,200	\$ (300)	-2.22%

**COMMUNITY
SERVICES
(DCS)**

Department of Community Services (DCS)

Paul Cascais, Director



WHAT WE DO

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

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

OUR FOCUS

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

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

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

MISSION STATEMENT

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

OVERVIEW

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

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

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

How We Performed in 2018

SERVICE GOAL	Maintain and upgrade critical city infrastructure and municipal resources critical for pedestrian/vehicular safety, maintaining property values and emergency services
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Drainage & Storm Sewer System

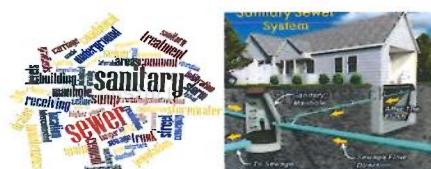
Engineering created the citywide Drainage Assessment Report (DAR) as a guide to track areas in the city with drainage problems. The report is revised annually and serves as the ongoing list of projects to be considered for drainage improvements. During rainfall events, these locations are assessed to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



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

Sanitary Sewers System

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



With the exception of 17 parcels, all properties within the city are serviced by its sanitary sewer system. DCS is responsible for oversight and management of 2,300 sanitary sewer structures and 82 miles of sanitary sewer. The city's sanitary sewer system includes a network of various sized pipes, four pumping stations, and a main trunk line that conveys all city sewage to a sewage treatment plant in Elizabeth, NJ. Engineering partners with public works to identify sewer infrastructure projects using closed-circuit camera inspections and visual field inspections. In addition to emergency repairs and sewer upgrades completed in conjunction with roadway

improvement projects, engineering completes approximately three sanitary sewer improvement projects from design through construction each year. In addition, the city also receives sewage from New Providence and works closely with the New Providence DPW to monitor flow volumes.

Road Maintenance and Projects

Each year, the city approves capital funding for infrastructure projects with the largest portion being dedicated to roadway improvements. Engineering is responsible for maintaining an ongoing inventory of 63 miles of city-owned roadways and schedules these roads for improvements in a six-year Capital Plan through the annual Pavement Rating System (PRS). DCS completes the design and conducts an annual inspection of several roadway improvement projects. Public works is responsible for roadway and infrastructure maintenance and repair, including paving, micro-surfacing, pothole repair, curb work, thermoplastic applications and seasonal work such as snow and ice control, removal and plowing. Public works also ensures compliance with NJ state storm water regulations. Additionally, proposals for qualifying roads are submitted annually to the NJDOT for potential grant funding; engineering has secured at least \$200,000 in funding for 10 consecutive years.

Pedestrian Safety

Pedestrian safety remains a top priority. Through technical analysis and studies, the engineering division works with public works and safety committees to identify and oversee projects from conceptual design through construction, including labor-intensive monitoring, evaluation and implementation. Projects are completed annually and often include sidewalk installation/improvements, implementation of ADA requirements, flashing beacons, speed humps, signage, upgrade of pedestrian traffic signals and striping. Public works executes sidewalk installations and repairs as needed on city property, along with the proper operation of more than 460 traffic and pedestrian signal light heads and 121 Central Retail Business District (CRBD) decorative (street, pedestrian, etc.) lights. Pedestrian safety is also addressed within roads projects annually.

Parks and Recreation

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

GIS (Geographic Information System)

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

Fleet Maintenance

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

City Infrastructure/Properties Maintenance

Public works is responsible for the daily care and maintenance of over 8,000 city trees, numerous parking lots and garages, parks and recreation areas, city buildings and properties, athletic fields using

integrated pest management (IPM) where applicable, art installations, playgrounds, CRBD work and public spaces. Public works contracts with a licensed forester who assists in maintaining the city's urban forest and also works with the Shade Tree Advisory Committee and the Environmental Commission to promote environmental best practices.

Sanitation and Solid Waste Management

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

	<u>2017</u>	<u>2018</u>	<u>% Change Annual</u>	<u>Monthly Avg. 2017</u>	<u>Monthly Avg. 2018</u>	<u>% Change Monthly</u>
ENGINEERING						
Grading permits	75	68	-9%	6	6	0%
Public Utilities	130	107	-18%	11	9	-19%
Storm/San. Sewers	6	14	133%	1	1	0%
Road Opening	10	5	-50%	1	0.5	-50%
Curb/Sidewalks	33	37	12%	3	3	0%
Total Engineering Permits	254	232	-9%	24	19	-19%
TREES						
Number of replacement trees	19	122	542%	2	10	481%
Tree Permits Approved/Fee	77	122	58%	6	10	69%
Tree Permits Approved/Exempt	144	124	-14%	12	10	-14%
Tree Permits Denied	4	6	50%	0	1	100%
Total Tree Permits	241	374	55%	20	31	56%
Linear Feet of Cleaned & Video Inspected Sewer Mains	20,000	5,000	75%			
Potholes	400	500	25%			
Microsurfacing (square yardage)	67,000	58,000	-13%			

Performance Goals Review

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

Master Plan Implementation

In early 2016, the City of Summit Planning Board embarked on an ambitious plan to develop and approve the 2016 Reexamination report of the Master Plan by the end of the year, a process mandated every 10 years for municipalities. On November 21, 2016, the Planning Board voted unanimously to approve the report. In 2017, the city began to implement Master Plan recommendations and in 2018, initiated the Broad Street West redevelopment project. To date, the city has met with potential developers, reviewed preliminary concepts for the area, and started preparing a redevelopment plan. Also in 2018, the city commenced revising the DRO to make it reflective of the 2016 Master Plan.

Construction

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

Land Use/Zoning

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

Planning and Zoning Boards

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

	<u>2017</u>	<u>2018</u>	<u>% Change Annual</u>	<u>Monthly Avg. 2017</u>	<u>Monthly Avg. 2018</u>	<u>% Change Monthly</u>
CONSTRUCTION						
Zoning CO Inspections	803	779	-3%	78	65	-16%
Zoning CO Re-Inspections	432	446	3%	47	37	-20%
Total Zoning CO Inspections	1,235	1,235	-1%	124	102	-18%
Total Zoning Reviews	709	724	2%	57	60	6%
UCC Plan Reviews	3,479	3,139	-10%	280	262	-7%
% completed within 20 days	93%	94%	1%	96%	94%	-1%
	<u>2017</u>	<u>2018</u>	<u>% Change Annual</u>	<u>Monthly Avg. 2017</u>	<u>Monthly Avg. 2018</u>	<u>% Change Monthly</u>
Total UCC Inspections	10,083	9,834	-2%	832	820	-1%
Construction Permit Rev.	\$1,304,848	\$ 1,156,180	-11%	\$99,083.08	\$96,348.33	-3%
Total Construction Value	\$ 110,054,566	\$122,888,256	12%	\$8,525,230	\$10,240,688	20%
Total Permits Issued	2,417	2,326	-4%	216	194	-10%
PLANNING & ZONING						
# of zoning board applications submitted	60	44	-27%	6	4	-38%
# of zoning board applications decided	54	48	-11%	6	4	-29%
ZB Application Fees Collected	\$27,737.50	\$ 19,529.97	-30%	\$2,382.29	\$1,627.50	-32%
ZB Escrow Deposits	\$112,371.56	\$ 104,444.71	-7%	\$8,253.86	\$8,703.73	5%
ZB Inspection Fees Collected	\$65,419.89	\$ 36,817.63	-44%	\$4,312.23	\$3,068.14	-29%
# of planning board applications submitted	3	6	100%	1	1	-45%
# of planning board applications decided	3	5	67%	1	0	-55%
PB Application Fees Collected	\$1,900.00	\$ 5,063.87	167%	\$1,363.56	\$421.99	-69%
PB Escrow Deposits	\$50,238.52	\$ 33,709.38	-33%	\$3,581.04	\$2,809.12	-22%
PB Inspection Fees Collected	\$ -	\$ -	0%	\$5,065.88	\$0.00	-100%

**SERVICE
GOAL**

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

Online Code/Construction Permitting Process

DCS launched its online building permit platform on January 1, 2018 and spent the year modifying and customizing it. There are currently 150 public users with plans in 2019 for greater outreach and engagement.

Affordable Housing

In October 2016, the city executed an agreement with Fair Share Housing Center (FSHC) to settle litigation between the city and the FSHC to establish the “fair share” of the regional need for low and moderate income housing. The settlement agreement also delineates actions that Summit must take to satisfy its legal requirement of fair share housing. Following endorsement, the city began creating and implementing zoning ordinances to support the plan. The City of Summit’s affordable housing multi-family set-aside ordinance was amended to include language to address a compensatory benefit for the imposition of affordable housing set aside. The city also established the Affordable Housing Ordinance creating a new Chapter, Chapter VIII, Affordable Housing of the Municipal Code of the City of Summit. The city authorized its funding commitment from the Affordable Housing Trust Fund for Affordable Housing projects. On March 19, 2018, Summit Common Council passed a resolution to amend the Housing Element and Fair Share Plan - removing certain units to be applied to the 36 unit RDP and unmet needs.

In October 2018, the city attended a compliance hearing with the Honorable Judge Kenny of the Union County Superior Court. On November 12, 2018, the City of Summit Common Council authorized a reimbursement in the amount of \$10,000 per unit for 40 units at the Glenwood Place development, funded by the Affordable Housing Trust Fund though its adopted Spending Plan. Morris Habitat for Humanity, located at 146 Morris Avenue, has an application before the Zoning Board of Adjustment for a minor subdivision and major site plan, requesting a variance for density and variances to develop twelve (12) affordable housing units. The application was approved at the February 4, 2019 council meeting.

On December 4, 2018, the City of Summit Common Council passed a resolution adopting an affirmative marketing plan for Affordable Housing in the city. On December 18, 2018, the city amended the current Article 11, “Affordable Housing Multifamily Set-Aside” of Chapter XXXV, “Development Regulations” of the city code with revised regulations and standards that govern the development of low and moderate income units for multifamily residential development of five units or greater that may be approved in the city for rental and for-sale projects to include all zones in Summit. On January 22, 2019, by consent of Fair Share Housing Center and Special Master Caton, Judge Kenny entered the city’s Final Round 3 Judgment of Compliance and Repose, meaning that the Round 3 Fair Share Plan is approved and it therefore has repose (i.e. immunity) from all Mount Laurel lawsuits through July 2, 2025.

Property Maintenance

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

Safe Homes

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

Resident Assistance

Each day, every DCS staffer provides direct assistance to city residents through phone calls, emails, site visits, preparation of maps, service calls, reviewing, issuing and inspecting engineering permits, public works emergencies, new resident/business information and scheduling inspections (building, plumbing, electrical, mechanical and fire).

Emergency Operations

DCS (engineering, public works and code administration) plays an integral role on the city's emergency management team. DCS provides on-call, immediate response 24/7 for emergencies including first response in storm events, accident response assistance efforts and building infrastructure damage. This includes everything from maintaining access to critical medical and first-responder facility locations during weather-related emergencies to determining the integrity and safety of a building in event of damage.

Environmental/Arts Initiatives

DCS manages and administers the city's arts and environmental programs. Further, DCS supports economic sustainability wherever possible in all city practices. The city won the first-ever Sustainability Champion Award for its Sustainable Jersey submission in 2009, spearheaded by the DCS department, tying for first place in the medium municipality category, and second place overall, winning this distinction for five years running. The Sustainable Jersey certification program recognizes a community's "green" accomplishments. DCS oversees the Summit Free Market, an environmental program that facilitates "free" goods exchange of yard-sale quality reusable items among residents.

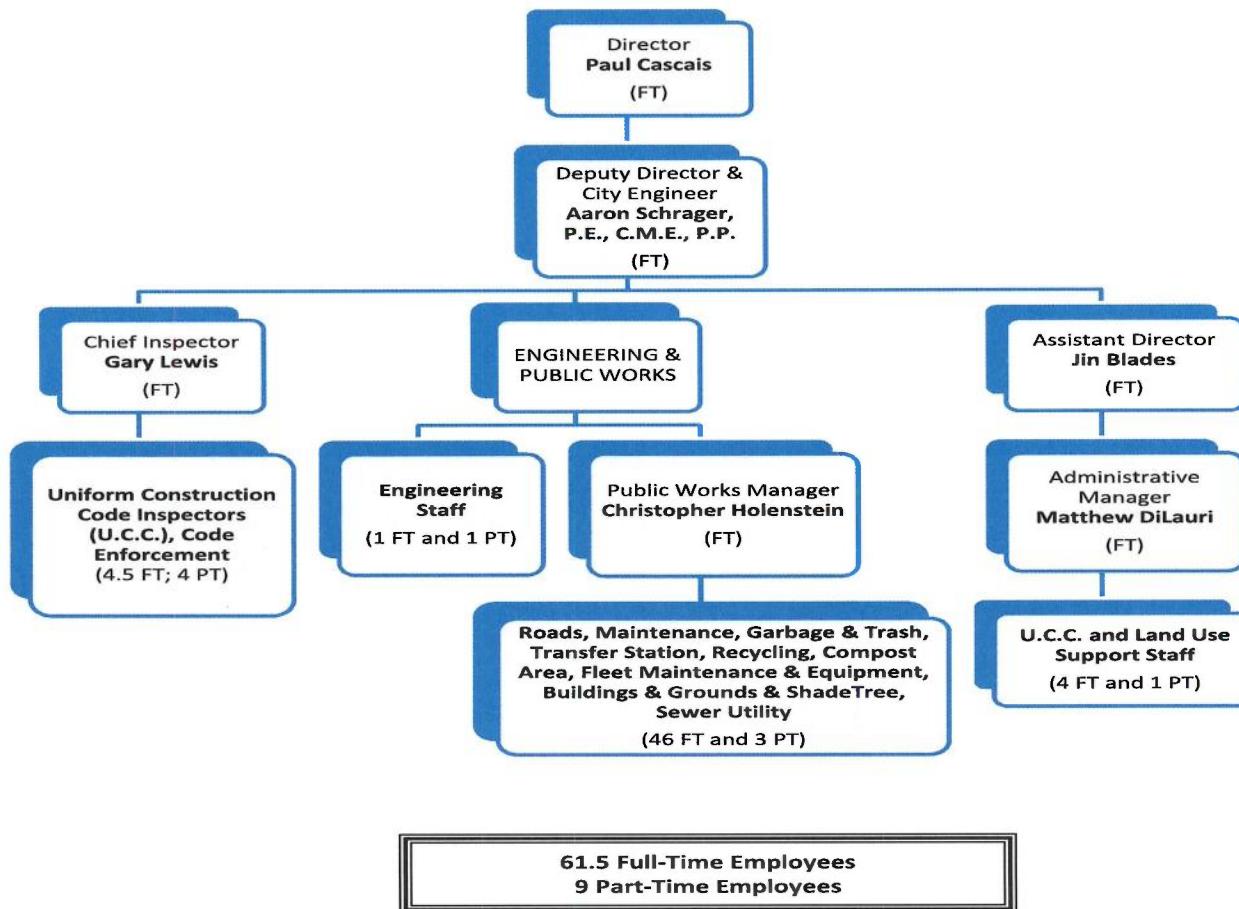
Agency Coordination

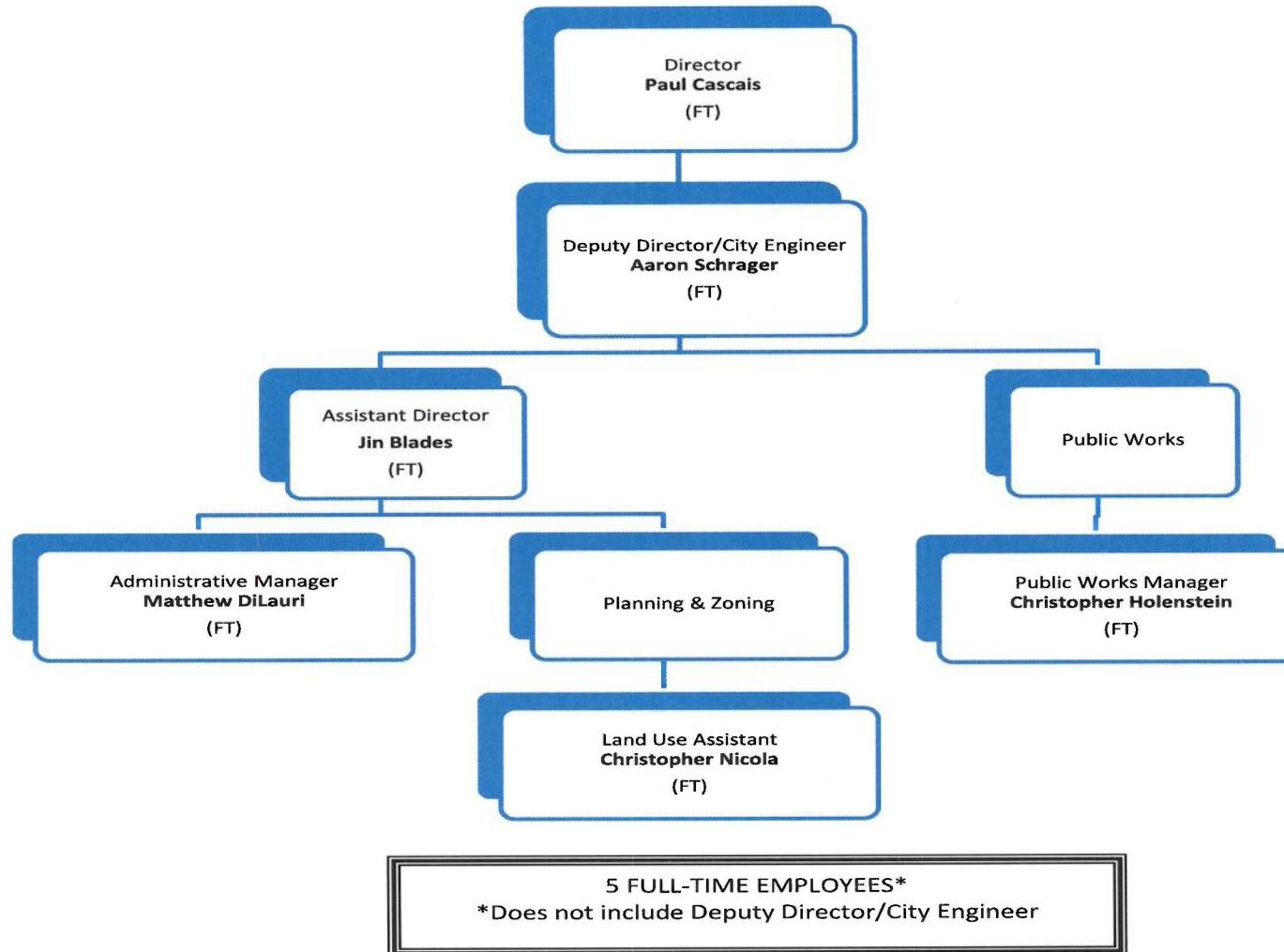
Coordination with the various federal, state, and county agencies with jurisdiction over some infrastructure within city limits is a vital responsibility of DCS. Open communication assures conformance to all current regulations and maintains a working relationship to ensure efficient projects.

	<u>2017</u>	<u>2018</u>	<u>% Change Annual</u>	<u>Monthly Avg. 2017</u>	<u>Monthly Avg. 2018</u>	<u>% Change Monthly</u>
SAFE HOMES/ Property Maintenance						
Code service calls-external	130	137	5%	14	11	-17%
Code service call-internal/proactive	82	132	61%	4	11	149%
Total service calls-code	212	269	27%	18	22	23%
Issues found from external referrals	9	45	400%	1	4	309%
Issues found from internal investigations	13	72	454%	1	6	500%
Total issues found	8	117	1363%	1	10	680%
Safe Homes Issue found (100% are resolved same day)	13	15	15%	1	1	-12%
# of written notices	119	164	38%	13	14	9%
# of summonses	3	13	333%	1	1	86%
# of service calls closed	102	135	32%	14	11	-21%

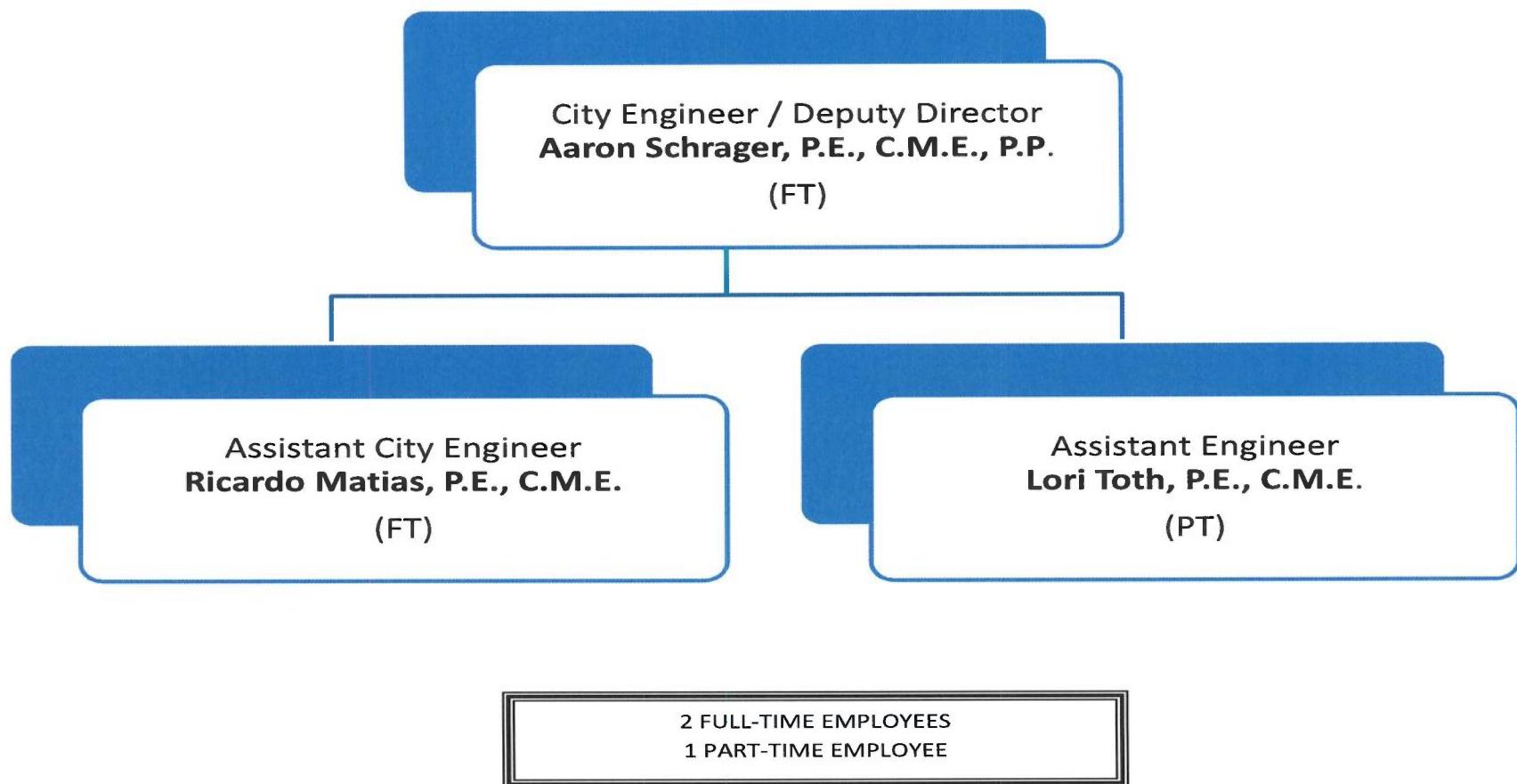
SUMMARY

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

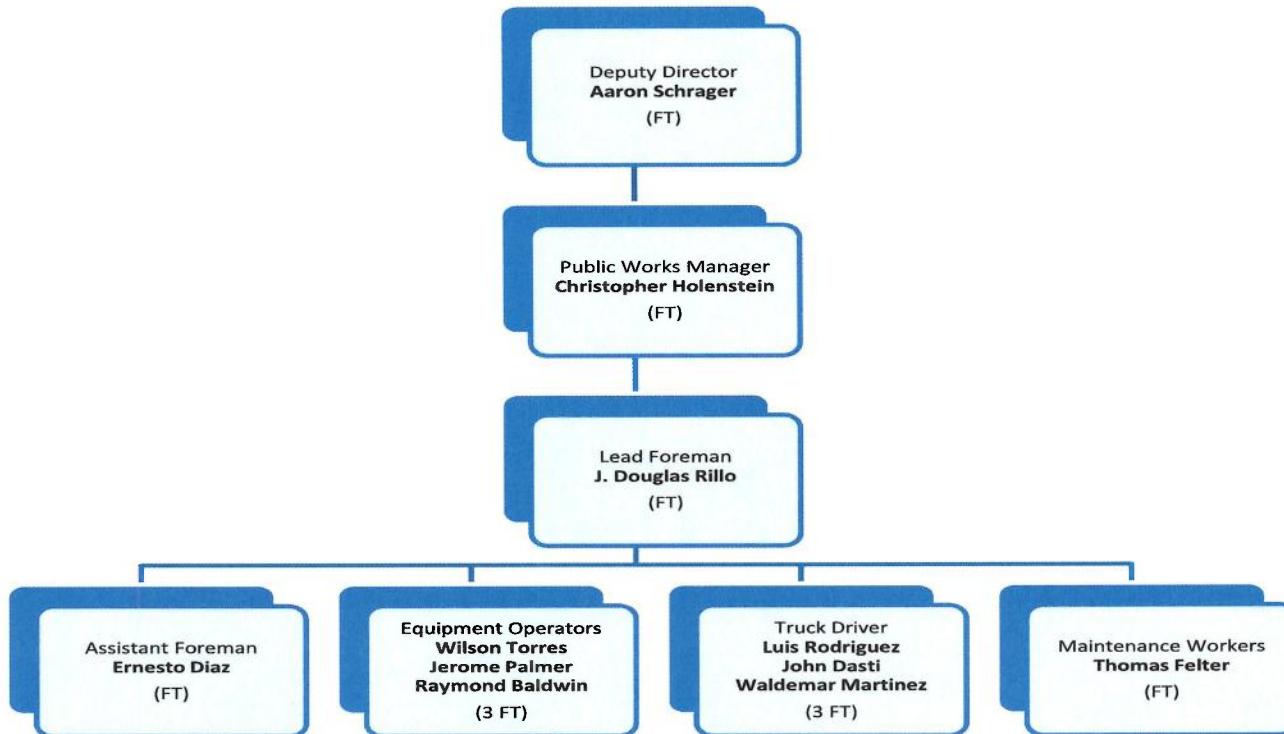
DEPARTMENT OF COMMUNITY SERVICES

DEPARTMENT OF COMMUNITY SERVICES**DCS ADMINISTRATION**

DEPARTMENT OF COMMUNITY SERVICES
ENGINEERING DIVISION



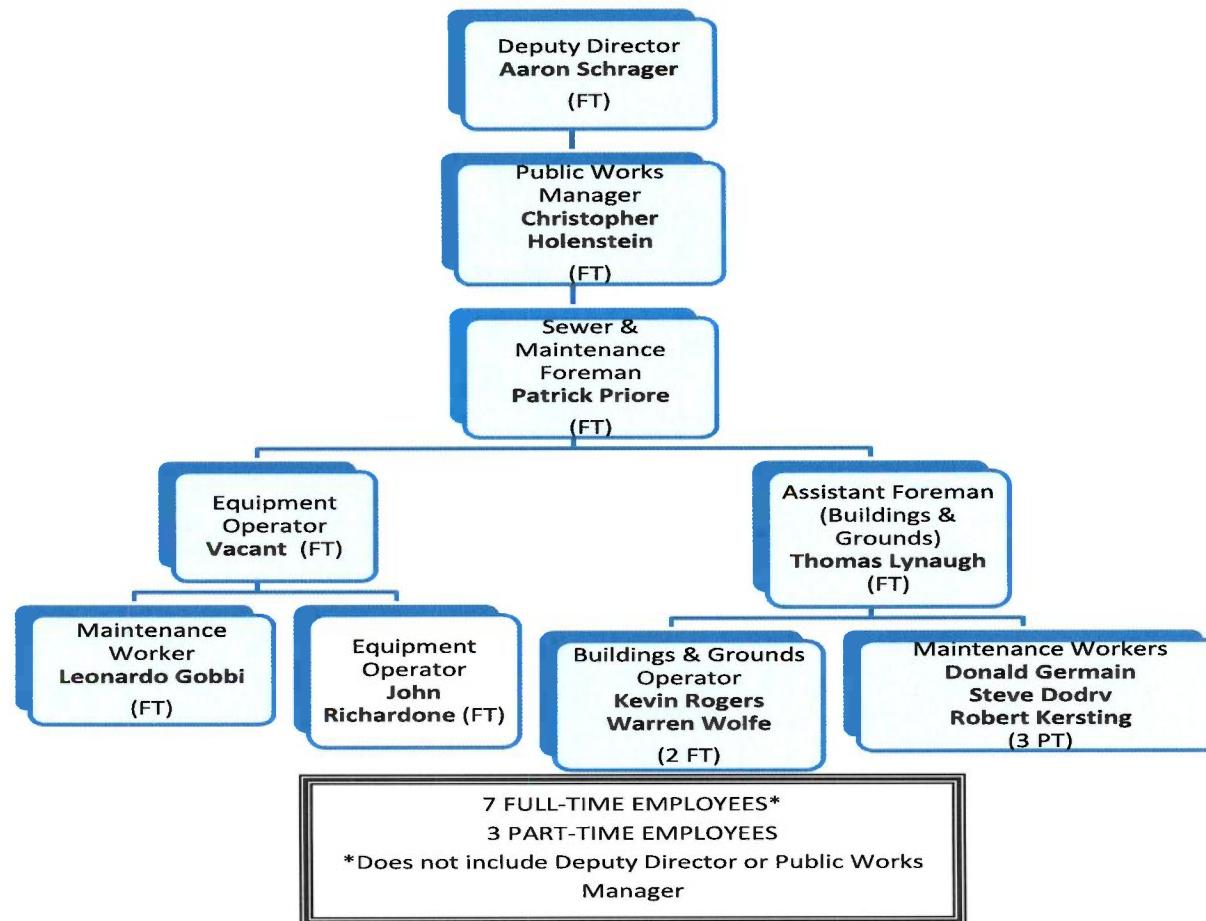
DEPARTMENT OF COMMUNITY SERVICES
DIVISION OF PUBLIC WORKS
ROADS UNIT



9 FULL-TIME EMPLOYEES*

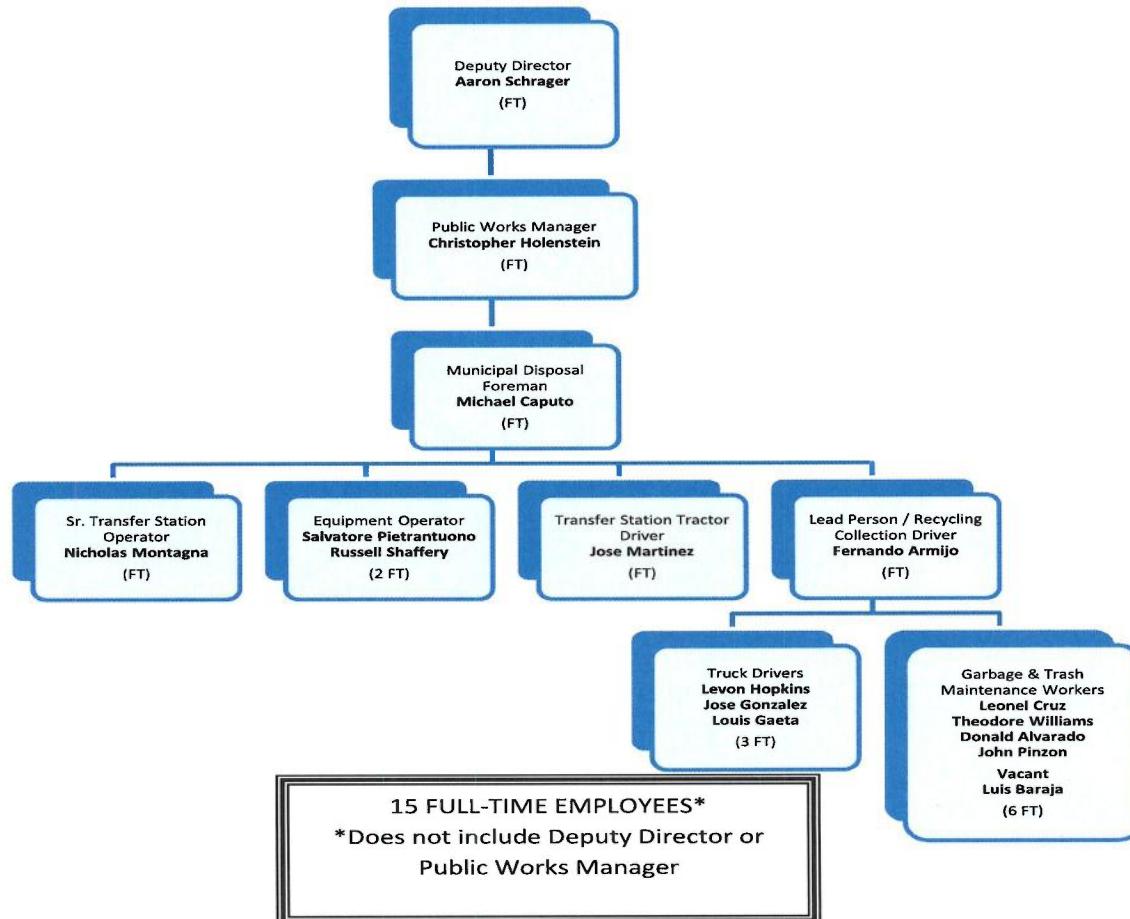
*Does not include Deputy Director or
Public Works Manager

DEPARTMENT OF COMMUNITY SERVICES
DIVISION OF PUBLIC WORKS
MAINTENANCE UNIT



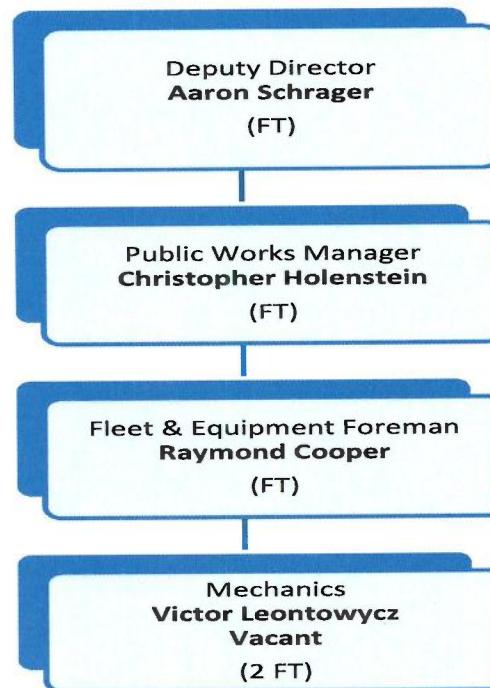
**DEPARTMENT OF COMMUNITY SERVICES
DIVISION OF PUBLIC WORKS**

GARBAGE & TRASH/TRANSFER STATION/RECYCLING/COMPOST AREA



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

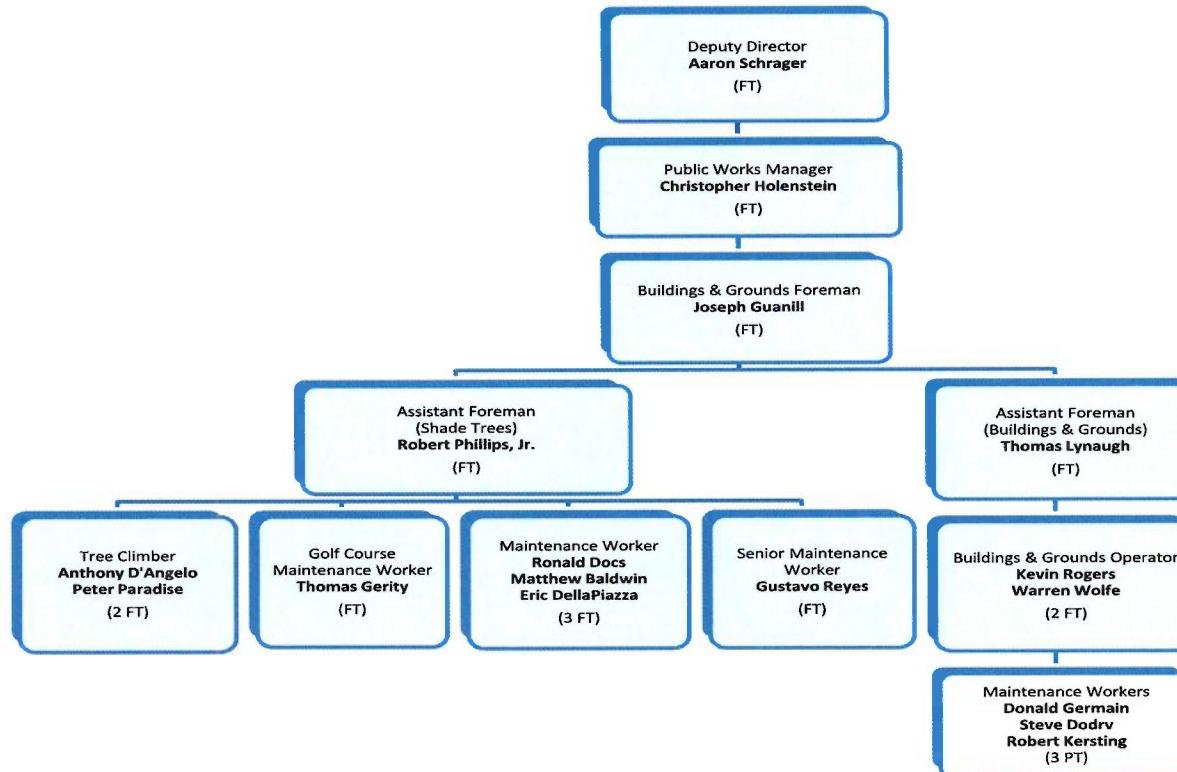
FLEET MAINTENANCE & EQUIPMENT UNIT



3 FULL-TIME EMPLOYEES*

*Does not include Deputy Director or
Public Works Manager

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

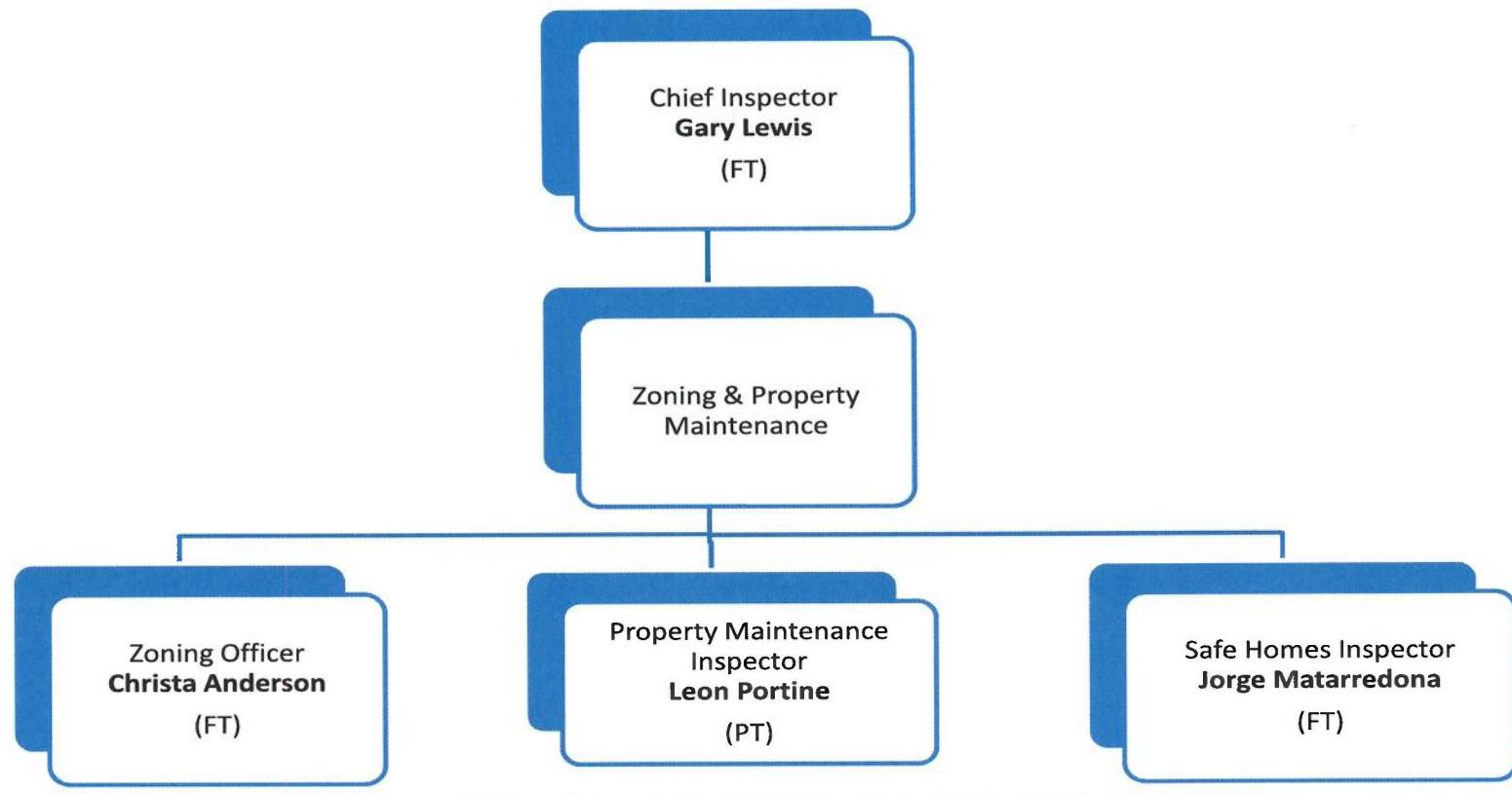


11 FULL-TIME EMPLOYEES*

3 PART-TIME EMPLOYEES

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

DEPARTMENT OF COMMUNITY SERVICES

CODE ENFORCEMENT

2 FULL-TIME EMPLOYEES*

1 PART-TIME EMPLOYEE

*Does not include Chief Inspector

465-000 DEPARTMENT OF COMMUNITY SERVICES (DCS)

LINE ITEM BUDGET

		2018				2019		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>									
101	Full-Time	\$ 482,000	\$ 482,000	\$ 516,632	\$ (34,632)	\$ 466,137	\$ 466,137	\$ (15,863)	-3.29%
102	Temps/Part Time	30,000	30,000	300	29,700	0	0	(30,000)	-100.00%
130	DCS Staff Support	35,000	35,000	11,901	23,099	0	0	(35,000)	-100.00%
194	Overtime - 4th July	6,000	6,000	3,502	2,498	3,600	3,600	(2,400)	-40.00%
195	National Night Out	4,000	4,000	3,892	108	3,900	3,900	(100)	-2.50%
Total Salary & Wages		\$ 557,000	\$ 557,000	\$ 536,227	\$ 20,773	\$ 473,637	\$ 473,637	\$ (83,363)	-14.97%
<u>Other Expenses</u>									
201	Supplies & Materials	\$ 6,800	\$ 6,800	\$ 6,230	\$ 570	\$ 7,500	\$ 7,500	\$ 700	10.29%
202	Marketing & Advertising	1,000	1,000	948	52	1,000	1,000	0	0.00%
205	Nat'l Night Out & 4th July Materials	0	0	0	0	1,000	1,000	1,000	100.00%
505	Condo/Apts Snow & Lighting	5,000	5,000	395	4,605	5,000	5,000	0	0.00%
509	Cell Services	3,000	3,000	58	2,942	2,500	2,500	(500)	-16.67%
701	Equipment	10,700	10,700	8,056	2,644	10,500	10,500	(200)	-1.87%
804	Training & Seminars	6,500	6,500	3,779	2,721	6,500	6,500	0	0.00%
806	Memberships	3,500	3,500	1,950	1,550	3,500	3,500	0	0.00%
808	Personal Expenses	3,600	3,600	0	3,600	3,600	3,600	0	0.00%
809	Conferences & Meetings	4,700	4,700	0	4,700	4,700	4,700	0	0.00%
810	Software Maintenance	44,000	44,000	43,440	560	44,000	44,000	0	0.00%
812	Licenses & Certifications	1,200	1,200	1,509	(309)	1,500	1,500	300	25.00%
Total Other Expenses		\$ 90,000	\$ 90,000	\$ 66,366	\$ 23,634	\$ 91,300	\$ 91,300	\$ 1,300	1.44%
Division Total		\$ 647,000	\$ 647,000	\$ 602,593	\$ 44,407	\$ 564,937	\$ 564,937	\$ (82,063)	-12.68%
29-401-000									
200	<u>Downtown Maintenance</u>	\$ 8,500	\$ 8,500	\$ 7,967	\$ 533	\$ 8,500	\$ 8,500	\$ 0	0.00%
Overall Community Services Total		\$ 655,500	\$ 655,500	\$ 610,560	\$ 44,940	\$ 573,437	\$ 573,437	\$ (82,063)	-12.52%

465-000 DEPARTMENT OF COMMUNITY SERVICES (DCS)

EMPLOYEE SALARY & WAGES

Status	Title	Base + Longevity	2018				2019			2019 Total
			Base	Grade	Step	Stipend	Longevity			
Blades, Jin	Full-Time	Assistant Director	\$ 95,380	\$ 95,380	13	19	\$ 0			\$ 95,380
Cascais, Paul	Full-Time	DCS Director	160,466	148,796	19	19		14,880		163,676
DiLauri, Matthew	Full-Time	Administrative Manager	0	46,355	10	6-7		0		46,355
Holenstein, Christopher	Full-Time	Public Works Manager	104,283	106,369	14	19		0		106,369
Nicola, Christopher	Full-Time	Land Use Assistant	45,825	47,994	6	3-4	10,000	0		57,994
Armstrong Retirement 2/1/2019	Full-Time	Office Manager	75,285	6,274	10	19		0		6,274
<i>Salaries & Wages Total</i>		<i>\$ 481,239</i>	<i>\$ 451,168</i>				<i>\$ 14,880</i>			<i>\$ 476,048</i>

		2018				2019		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>									
101	Full Time	\$ 252,050	\$ 252,950	\$ 254,753	\$ (1,803)	\$ 258,724	\$ 258,724	\$ 6,674	2.65%
102	Interns	17,000	17,000	13,345	3,655	17,000	17,000	0	0.00%
106	Part Time	88,250	88,250	90,001	(1,751)	90,001	90,001	1,751	1.95%
	Total Salary & Wages	\$ 357,300	\$ 358,200	* \$ 358,098	\$ 102	\$ 365,725	\$ 365,725	\$ 8,425	2.36%
* \$900 transferred from Reserve for Salary Adjustments									
<u>Other Expenses</u>									
201	Supplies and Materials	\$ 1,150	\$ 1,150	\$ 1,774	\$ (624)	\$ 1,150	\$ 1,150	\$ 0	0.00%
405	Vehicle Maintenance	1,500	1,500	241	1,259	1,500	1,500	0	0.00%
503	Contract Services	7,500	7,500	3,500	4,000	7,500	7,500	0	0.00%
504	GIS CAD Software License	7,450	7,450	3,161	4,289	8,000	8,000	550	7.38%
505	Printing	2,250	2,250	308	1,943	2,000	2,000	(250)	-11.11%
709	Miscellaneous Equipment	850	850	427	423	1,000	1,000	150	17.65%
809	Conferences/Meetings & Training	5,000	5,000	2,989	2,011	5,000	5,000	0	0.00%
	Total Other Expenses	\$ 25,700	\$ 25,700	\$ 12,400	\$ 13,300	\$ 26,150	\$ 26,150	\$ 450	1.75%
	Division Total	\$ 383,000	\$ 383,900	\$ 370,498	\$ 13,402	\$ 391,875	\$ 391,875	\$ 8,875	2.32%

Status	Title	Base + Longevity	2018			2019			2019	
			Base	Grade	Step	Base	Grade	Step	Longevity	Total
Matias, Ricardo	Full-Time	Assistant City Engineer	\$ 114,385			\$ 118,356	16	18-19	\$ 0	\$ 118,356
Schrager, Aaron	Full-Time	City Engineer/Deputy Director	137,616			140,368	18	19	0	140,368
Toth, Lori	Part-Time	Assistant Engineer	88,237			81,819	13	19	8,182	90,001
<i>Salaries & Wages Total</i>			\$ 340,238			\$ 340,543			\$ 8,182	\$ 348,725

		2018				2019		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>									
101	Full-Time	\$ 667,000	\$ 667,000	\$ 674,703	\$ (7,703)	\$ 681,050	\$ 681,050	\$ 14,050	2.11%
103	Seasonal	8,000	8,000	3,933	4,068	8,000	8,000	0	0.00%
104	Overtime	75,000	75,000	74,446	554	75,000	75,000	0	0.00%
107	Snow Removal	170,000	162,350	* 156,095	6,255	175,000	175,000	5,000	2.94%
	Total Salary & Wages	\$ 920,000	\$ 912,350	\$ 909,176	\$ 3,174	\$ 939,050	\$ 939,050	\$ 19,050	2.07%
* \$333 transferred to FD OT, \$7,317 transferred to Debt Service									
<u>Other Expenses</u>									
201	Supplies	\$ 8,000	\$ 8,000	\$ 5,165	\$ 2,835	\$ 5,000	\$ 5,000	\$ (3,000)	-37.50%
205	Tools	2,500	2,500	2,073	427	2,000	2,000	(500)	-20.00%
211	Road Materials	65,000	65,000	65,244	(244)	60,000	60,000	(5,000)	-7.69%
403/405	Equipment/Vehicle Maintenance	0	0	71	(71)	0	0	0	0.00%
407	Snow Removal Services	70,000	70,000	11,676	58,324	70,000	70,000	0	0.00%
408	Snow Removal Materials	75,000	75,000	78,974	(3,974)	75,000	75,000	0	0.00%
801	Clothing Purchase/Cleaning	4,100	4,100	2,762	1,338	0	0	(4,100)	-100.00%
	Total Other Expenses	\$ 224,600	\$ 224,600	\$ 165,964	\$ 58,636	\$ 212,000	\$ 212,000	\$ (12,600)	-5.61%
	Division Total	\$ 1,144,600	\$ 1,136,950	\$ 1,075,140	\$ 61,810	\$ 1,151,050	\$ 1,151,050	\$ 6,450	0.56%

Status	Title	Base + Longevity	2018		2019			2019	
			Base	Grade	Step	Longevity		Total	
Baldwin, Raymond	Full-Time	Equipment Operator	\$ 76,889	\$ 77,027	8	19	\$ 1,000	\$ 78,027	
Dasti, John	Full-Time	Truck Driver	71,126	71,178	6	14	1,000	72,178	
Diaz, Ernesto Jr.	Full-Time	Assistant Foreman	82,375	82,088	9	19	1,500	83,588	
Felter, Thomas	Full-Time	Maintenance Worker	46,446	47,607	5	2-3	0	47,607	
Martinez, Waldemar	Full-Time	Truck Driver	54,703	58,639	6	8	500	59,139	
Palmer, Jerome	Full-Time	Equipment Operator	77,889	77,027	8	19	2,000	79,027	
Rillo, J. Douglas	Full-Time	Lead Foreman	102,761	94,820	11	19	9,482	104,302	
Rodriquez, Luis	Full-Time	Truck Driver	71,126	71,178	6	14	1,250	72,428	
Torres, Wilson	Full-Time	Equipment Operator	82,719	77,027	8	19	7,703	84,730	
<i>Salaries & Wages Total</i>		\$ 666,034	\$ 656,591				\$ 24,435	\$ 681,026	

300-000 DCS - PUBLIC WORKS MAINTENANCE

LINE ITEM BUDGET

		2018				2019		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>									
101	Full-Time	\$ 304,310	\$ 280,045	*	\$ 239,355	\$ 40,690	\$ 243,400	\$ 243,400	\$ (60,910) -20.02%
104	Overtime	25,000	25,000		30,001	(5,001)	25,000	25,000	0 0.00%
106	Sick Leave Incentive	25,000	25,000		17,376	7,624	25,000	25,000	0 0.00%
	Total Salary & Wages	\$ 354,310	\$ 330,045		\$ 286,731	\$ 43,314	\$ 293,400	\$ 293,400	\$ (60,910) -17.19%
* \$24,265 transferred to Debt Service									
<u>Other Expenses</u>									
201	Supplies	\$ 2,200	\$ 2,200		\$ 1,989	\$ 211	\$ 2,200	\$ 2,200	\$ 0 0.00%
205	Tools	1,100	1,100		255	845	1,100	1,100	0 0.00%
211	Road Materials	5,200	5,200		3,356	1,844	5,200	5,200	0 0.00%
212	Sewer Materials	2,600	2,600		4,747	(2,147)	2,500	2,500	(100) -3.85%
215	Street Name Signs	5,000	5,000		3,931	1,069	5,000	5,000	0 0.00%
216	Storm Water Licenses	6,000	6,000		5,250	750	5,750	5,750	(250) -4.17%
403	Equipment Maintenance	0	0		43	(43)	0	0	0 0.00%
405	Vehicle Maintenance	0	0		6	(6)	0	0	0 0.00%
408	Traffic Signal Maintenance	28,000	24,000	**	20,132	3,868	25,000	25,000	(3,000) -10.71%
409	Street Light Maintenance	5,000	2,000	**	356	1,644	5,000	5,000	0 0.00%
502	Road Striping Contract Services	5,000	0	**	0	0	10,000	10,000	5,000 100.00%
801	Clothing Purchase/Cleaning	2,400	2,400		1,797	603	0	0	(2,400) -100.00%
	Total Other Expenses	\$ 62,500	\$ 50,500		\$ 41,862	\$ 8,638	\$ 61,750	\$ 61,750	\$ (750) -1.20%
** \$12,000 transferred to Fleet OE									
Division Total		\$ 416,810	\$ 380,545		\$ 328,594	\$ 51,951	\$ 355,150	\$ 355,150	\$ (61,660) -14.79%

300-000 DCS - PUBLIC WORKS MAINTENANCE

EMPLOYEE SALARY & WAGES

	Status	Title	Base + Longevity	2019				2019 Total
				Base	%	Grade	Step	
Gobbi, Leonardo	Full-Time	Maintenance Worker	\$ 0	\$ 45,872	5	1	\$ 0	\$ 45,872
Pietrantuono, Salvatore *	Full-Time	Equipment Operator	77,389	6,419	8	19	146	6,565
Priore, Patrick	Full-Time	Foreman	0	82,134	11	9-11	2,000	84,134
Richardone, John	Full-Time	Equipment Operator	47,019	53,395	8	1	0	53,395
New Hire	Full-Time	Equipment Operator	0	53,395	8	1	0	53,395
Caputo Retirement	Full-Time	Sewer & Maintenance Foreman	102,761	0	10%	11	19	0
Pacifico Retirement	Full-Time	Truck Driver	77,139	0	10%	6	19	0
<i>Salaries & Wages Total</i>			\$ 304,308	\$ 241,215			\$ 2,146	\$ 243,361

* Transferred to Compost 2/2/2019

		2018				2019		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>									
101	Full-Time	\$ 559,000	\$ 545,100	*	\$ 548,145	\$ (3,045)	\$ 572,000	\$ 572,000	\$ 13,000 2.33%
102	Per Diem	85,000	85,000		92,174	(7,174)	90,000	90,000	5,000 5.88%
104	Overtime	30,000	30,000		8,164	21,836	20,000	20,000	(10,000) -33.33%
105	Holiday Pay	30,000	30,000		13,360	16,640	30,000	30,000	0 0.00%
109	Leaf Pay	20,000	20,000		16,300	3,700	25,000	25,000	5,000 25.00%
	Total Salary & Wages	\$ 724,000	\$ 710,100		\$ 678,142	\$ 31,958	\$ 737,000	\$ 737,000	\$ 13,000 1.80%

* \$13,900 transferred to Debt Service

Other Expenses

209	Supplies & Materials	\$ 2,500	\$ 2,500		\$ 746	\$ 1,754	\$ 2,500	\$ 2,500	\$ 0 0.00%
404	Ground Maintenance	1,500	1,500		1,137	363	1,500	1,500	0 0.00%
801	Clothing Maintenance/ Cleaning	6,100	6,100		4,700	1,400	0	0	(6,100) -100.00%
	Total Other Expenses	\$ 10,100	\$ 10,100		\$ 6,583	\$ 3,517	\$ 4,000	\$ 4,000	\$ (6,100) -60.40%
	Division Total	\$ 734,100	\$ 720,200		\$ 684,725	\$ 35,475	\$ 741,000	\$ 741,000	\$ 6,900 0.94%

	Status	Title	Base + Longevity	2018			2019			2019	
				Base	Grade	Step	Longevity		Total		
Alvarado, Donald	Full-Time	Maintenance Worker	\$ 66,218	\$ 66,196	5	19	\$ 1,000		\$ 67,196		
Barajas, Luis	Full-Time	Maintenance Worker	46,446	47,607	5	2-3			47,607		
Cruz, Leonel	Full-Time	Maintenance Worker	47,019	50,634	5	5			50,634		
Gaeta, Louis	Full-Time	Truck Driver	71,626	71,178	6	19	1,500		72,678		
Gonzalez, Jose	Full-Time	Truck Driver	72,126	71,178	6	19	2,000		73,178		
Hopkins, Levon	Full-Time	Truck Driver	75,736	71,178	6	19	7,118		78,296		
Pinzon, John	Full-Time	Maintenance Worker	65,718	66,196	5	19	500		66,696		
Williams, Theodore	Full-Time	Maintenance Worker	47,607	48,797	5	3-4			48,797		
New Hire	Full-Time	Maintenance Worker	0	45,872	5	1			45,872		
Resignation	Full-Time	Maintenance Worker	66,218	0	5	19			0		
			—————	—————			—————		—————		
<i>Salaries & Wages Total</i>			\$ 558,714	\$ 538,837			\$ 12,118		\$ 550,955		

		2018				2019		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>									
101	Full-Time	\$ 76,900	\$ 76,900	\$ 68,017	\$ 8,883	\$ 78,100	\$ 78,100	\$ 1,200	1.56%
	Total Salary & Wages	\$ 76,900	\$ 76,900	\$ 68,017	\$ 8,883	\$ 78,100	\$ 78,100	\$ 1,200	1.56%
<u>Other Expenses</u>									
203	Supplies	\$ 2,500	\$ 2,500	\$ 488	\$ 2,012	\$ 2,250	\$ 2,250	\$ (250)	-10.00%
205	Tools	400	400	322	78	500	500	100	25.00%
512	Curbside Collection	250,000	250,000	225,312	24,688	250,000	250,000	0	0.00%
	Total Other Expenses	\$ 252,900	\$ 252,900	\$ 226,121	\$ 26,779	\$ 252,750	\$ 252,750	\$ (150)	-0.06%
	Division Total	\$ 329,800	\$ 329,800	\$ 294,139	\$ 35,661	\$ 330,850	\$ 330,850	\$ 1,050	0.32%

	Status	Title	2018	2019			2019	
			Base + Longevity	Base	Grade	Step	Longevity	Total
Armijo, Fernando	Full-Time	Lead Person / Recycling Collection Driver	\$ 76,889	\$ 77,027	8	19	\$ 1,000	\$ 78,027
			<u> </u>	<u> </u>			<u> </u>	<u> </u>
		<i>Salaries & Wages Total</i>	\$ 76,889	\$ 77,027			\$ 1,000	\$ 78,027
			<u> </u>	<u> </u>			<u> </u>	<u> </u>

		2018				2019		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>									
101	Full-Time	\$ 255,200	\$ 277,150	*	\$ 255,183	\$ 21,967	\$ 259,000	\$ 259,000	\$ 3,800 1.49%
104	Overtime	30,000	30,000		40,695	(10,695)	35,000	35,000	5,000 16.67%
109	Other Pay - Holiday Pay	0	0		6,100	(6,100)	0	0	0 0.00%
	Total Salary & Wages	\$ 285,200	\$ 307,150		\$ 301,979	\$ 5,171	\$ 294,000	\$ 294,000	\$ 8,800 3.09%
* \$ 21,950 transferred from Reserve for Salary Adjustments									
<u>Other Expenses</u>									
202	Supplies & Materials	\$ 4,000	\$ 4,000		\$ 3,885	\$ 115	\$ 5,000	\$ 5,000	\$ 1,000 25.00%
216	Facility Licenses	34,000	34,000		17,061	16,939	34,000	34,000	0 0.00%
223	Tolls	500	500		51	449	250	250	(250) -50.00%
402	Building Maintenance	10,000	10,000		9,499	501	10,000	10,000	0 0.00%
511	Computer Service	4,000	4,000		3,888	112	4,000	4,000	0 0.00%
801	Clothing Maintenance/ Cleaning	1,375	1,375		506	869	0	0	(1,375) -100.00%
809	Conferences & Meetings	1,200	1,200		0	1,200	1,500	1,500	300 25.00%
	Total Other Expenses	\$ 55,075	\$ 55,075		\$ 34,890	\$ 20,185	\$ 54,750	\$ 54,750	\$ (325) -0.59%
	Division Total	\$ 340,275	\$ 362,225		\$ 336,869	\$ 25,357	\$ 348,750	\$ 348,750	\$ 8,475 2.49%
308-000 Disposal Charges									
200	Disposal Charges	\$ 875,000	\$ 875,000		\$ 713,419	\$ 161,581	\$ 875,000	\$ 875,000	\$ 0 0.00%
	Overall Transfer Station Total	\$ 1,215,275	\$ 1,237,225		\$ 1,050,288	\$ 186,937	\$ 1,223,750	\$ 1,223,750	\$ 8,475 0.70%

Status	Title	Base + Longevity	2018			2019			2019 Total
			Base	Grade	Step	Longevity			
Caputo, Michael	Full-Time	Municipal Disposal Foreman	\$ 94,919	\$ 94,820	11	19	\$ 1,500	\$ 96,320	
Martinez, Jose	Full-Time	Transfer Station Tractor Driver	77,889	77,027	8	19	2,000	79,027	
Montagna, Nicholas	Full-Time	Senior Transfer Station Operator	82,375	82,088	9	19	1,500	83,588	
<i>Salaries & Wages Total</i>		\$ 255,183	\$ 253,935			\$ 5,000	\$ 258,935		

		2018				2019		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>									
101	Full-Time	\$ 156,800	\$ 158,125	\$ 157,783	\$ 342	\$ 171,950	\$ 171,950	\$ 15,150	9.66%
104	Overtime	4,000	4,000	4,340	(340)	4,000	4,000	0	0.00%
	Total Salary & Wages	\$ 160,800	\$ 162,125	\$ 162,123	\$ 2	\$ 175,950	\$ 175,950	\$ 15,150	9.42%
* \$1,325 transferred from Reserve for Salary Adjustments									
<u>Other Expenses</u>									
205	Tools	\$ 200	\$ 200	\$ 61	\$ 139	\$ 200	\$ 200	\$ 0	0.00%
402	Compost Station Maintenance	4,000	4,000	3,933	67	4,000	4,000	0	0.00%
403	Compost Equipment Maintenance	0	0	122	(122)	0	0	0	0.00%
801	Clothing Maintenance/ Cleaning	875	875	735	140	0	0	(875)	-100.00%
	Total Other Expenses	\$ 5,075	\$ 5,075	\$ 4,851	\$ 224	\$ 4,200	\$ 4,200	\$ (875)	-17.24%
	Division Total	\$ 165,875	\$ 167,200	\$ 166,974	\$ 226	\$ 180,150	\$ 180,150	\$ 14,275	8.61%

	Status	Title	2018		2019			2019	
			Base + Longevity		Base	Grade	Step	Longevity	Total
Pietrantuono, Salvatore *	Full-Time	Equipment Operator	\$ 77,389		\$ 70,608	8	19	\$ 1,604	\$ 72,212
Shaffery, Russell	Full-Time	Equipment Operator	73,309		77,027	8	14	1,500	78,527
DeDuka Retirement	Full-Time	Equipment Operator	83,478		19,257	8	19	1,926	21,182
			—————		—————			—————	—————
		<i>Salaries & Wages Total</i>	<u>\$ 234,176</u>		<u>\$ 166,892</u>			<u>\$ 5,030</u>	<u>\$ 171,921</u>

* Transferred from Public Works Maintenance on 2/2/19.

310-000 DCS - BUILDINGS & GROUNDS UNIT

LINE ITEM BUDGET

		2018				2019		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>									
101	Full-Time	\$ 201,000	\$ 219,100 *	\$ 207,606	\$ 11,494	\$ 210,300	\$ 210,300	\$ 9,300	4.63%
102	Temporary	58,000	58,000	57,362	638	101,000	101,000	43,000	74.14%
104	Overtime	5,000	5,000	16,865	(11,865)	6,000	6,000	1,000	20.00%
	Total Salary & Wages	\$ 264,000	\$ 282,100	\$ 281,833	\$ 267	\$ 317,300	\$ 317,300	\$ 53,300	20.19%
* \$18,100 transferred from Reserve for Salary Adjustments									
<u>Other Expenses</u>									
201	Supplies & Materials	\$ 27,200	\$ 27,200	\$ 26,609	\$ 591	\$ 27,500	\$ 27,500	\$ 300	1.10%
205	Tools	1,500	1,500	1,350	150	1,500	1,500	0	0.00%
410	Repairs - 71 Summit Avenue	2,500	2,500	0	2,500	2,000	2,000	(500)	-20.00%
411	Repairs - 41 Chatham Rd City Garage	12,500	12,500	8,218	4,282	12,500	12,500	0	0.00%
412	Repairs - 512 Springfield City Hall	38,800	31,800 **	12,946	18,854	35,000	35,000	(3,800)	-9.79%
418	Repairs - 100 Morris Ave Comm Cntr	1,000	1,000	0	1,000	2,500	2,500	1,500	150.00%
419	Repairs - 5 Myrtle Ave Cornog Bldg	7,000	7,000	5,832	1,168	2,500	2,500	(4,500)	-64.29%
420	Repairs - ButlerPkwy/Tatlock Flths	4,000	4,000	829	3,171	4,000	4,000	0	0.00%
421	Repairs - Wilson Park Pavilion	500	500	0	500	500	500	0	0.00%
501	Pest Control Contract Services	4,500	1,500 **	150	1,350	2,500	2,500	(2,000)	-44.44%
502	City Hall Maintenance Contracts	42,000	42,000	18,413	23,587	42,000	42,000	0	0.00%
503	Community Center Maintenance Contracts	0	0	0	0	5,000	5,000	5,000	100.00%
504	Cornog Bldg Maintenance Contracts	1,000	1,000	840	160	1,000	1,000	0	0.00%
801	Clothing Maintenance/Cleaning	1,350	1,350	588	762	0	0	(1,350)	-100.00%
	Total Other Expenses	\$ 143,850	\$ 133,850	\$ 75,775	\$ 58,075	\$ 138,500	\$ 138,500	\$ (5,350)	-3.72%
** \$10,000 transferred to Debt Service									
	Division Total	\$ 407,850	\$ 415,950	\$ 357,609	\$ 58,341	\$ 455,800	\$ 455,800	\$ 47,950	11.76%

310-000 DCS - BUILDINGS & GROUNDS UNIT

EMPLOYEE SALARY & WAGES

	Status	Title	2018	2019			2019 Total
			Base + Longevity	Base	Grade	Step	
Lynaugh, Thomas	Full-Time	Assistant Foreman	\$ 82,875	\$ 82,088	9	19	\$ 84,088
Rogers, Kevin	Full-Time	Buildings & Grounds Operator	63,195	66,703	8	9-11	67,203
Wolfe, Warren	Full-Time	Buildings & Grounds Operator	54,730	58,938	8	5	58,938
<i>Salaries & Wages Total</i>			\$ 200,800	\$ 207,729		\$ 2,500	\$ 210,229
Dodrv, Steve	Temporary	Maintenance Worker	12,000	12,000		0	12,000
Germain, Donald	Temporary	Maintenance Worker	12,000	12,000		0	12,000
Kersting, Robert	Temporary	Maintenance Worker	12,000	12,000		0	12,000
DCP Maintenance Worker	Temporary	Maintenance Worker	11,000	11,000		0	11,000
DCP Maintenance Worker	Temporary	Maintenance Worker	11,000	11,000		0	11,000
Community Center Mtn Wrkr	Temporary	Maintenance Worker	0	43,000		0	43,000
<i>Salaries & Wages Total</i>			\$ 58,000	\$ 101,000		\$ 0	\$ 101,000

315-000 DCS - FLEET MAINTENANCE

LINE ITEM BUDGET

		2018				2019		Adopted/Proposed Budget Variance		
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%	
<u>Salaries and Wages</u>										
101	Full-Time	\$ 274,400	\$ 278,590	\$ 274,877	\$ 3,713	\$ 267,425	\$ 267,425	\$ (6,975)	-2.54%	
104	Overtime	4,000	4,000	7,711	(3,711)	8,000	8,000	4,000	100.00%	
	Total Salary & Wages	\$ 278,400	\$ 282,590	*	\$ 282,588	\$ 2	\$ 275,425	\$ 275,425	\$ (2,975)	-1.07%
* \$4,190 transferred from Reserve for Salary Adjustments										
<u>Other Expenses</u>										
201	Supplies & Materials	\$ 3,200	\$ 20,200	**	\$ 3,037	\$ 17,163	\$ 3,000	\$ 3,000	\$ (200) -6.25%	
205	Tools	1,000	1,000		138	862	1,500	1,500	500 50.00%	
209	Safety Gear	5,300	5,300		4,006	1,294	5,000	5,000	(300) -5.66%	
210	First Aid Supplies	0	0		0	0	2,000	2,000	2,000 100.00%	
214	Vehicle Supplies	9,000	9,000		9,435	(435)	9,000	9,000	0 0.00%	
403	Equipment Maintenance	0	0		26	(26)	0	0	0 0.00%	
601	Roads Equipment Maintenance	25,000	25,000		28,054	(3,054)	27,500	27,500	2,500 10.00%	
602	Public Works Equipment Maintenance	4,300	4,300		1,582	2,718	4,300	4,300	0 0.00%	
604	Recycling Equipment Maintenance	750	750		1,246	(496)	750	750	0 0.00%	
605	Transfer Station Equipment Maintenance	7,500	7,500		8,104	(604)	7,500	7,500	0 0.00%	
606	Compost Equipment Maintenance	9,000	9,000		8,461	539	10,000	10,000	1,000 11.11%	
607	PB&G Equipment Maintenance	700	700		693	7	1,000	1,000	300 42.86%	
608	Garage Equipment Maintenance	13,000	13,000		6,921	6,079	13,000	13,000	0 0.00%	
609	Parks Equipment Maintenance	20,000	20,000		13,028	6,972	20,000	20,000	0 0.00%	
611	Roads Vehicle Maintenance	30,000	30,000		29,505	495	30,000	30,000	0 0.00%	
612	Public Works Vehicle Maintenance	14,000	14,000		11,222	2,778	14,000	14,000	0 0.00%	
613	Garbage Vehicle Maintenance	14,800	14,800		20,341	(5,540)	14,000	14,000	(800) -5.41%	
614	Recycling Vehicle Maintenance	7,500	7,500		5,215	2,285	7,500	7,500	0 0.00%	
615	Transfer Station Vehicle Maintenance	22,000	22,000		24,156	(2,156)	22,000	22,000	0 0.00%	
616	Compost Vehicle Maintenance	3,200	3,200		4,613	(1,413)	5,000	5,000	1,800 56.25%	
617	PB&G Vehicle Maintenance	100	100		481	(381)	100	100	0 0.00%	
618	Garage Vehicle Maintenance	3,000	3,000		3,184	(184)	3,200	3,200	200 6.67%	
619	Parks Vehicle Maintenance	20,000	20,000		16,390	3,610	20,000	20,000	0 0.00%	
699	Diesel Vehicle Maintenance	900	900		1,397	(496)	1,000	1,000	100 11.11%	
700	Fuel System Equipment Maintenance	9,800	9,800		9,214	586	9,000	9,000	(800) -8.16%	
801	Clothing Purchase/Cleaning	1,150	1,150		1,316	(166)	18,200	18,200	17,050 1482.61%	
803	DPW Clothing Purchase/Cleaning	750	750		2,296	(1,546)	1,935	1,935	1,185 36.71%	
	Total Other Expenses	\$ 225,950	\$ 242,950		\$ 214,062	\$ 28,888	\$ 250,485	\$ 250,485	\$ 24,535	10.86%
** \$17,000 transferred from Public Works OE and Park & Shade Trees OE										
	Division Total	\$ 504,350	\$ 525,540		\$ 496,650	\$ 28,890	\$ 525,910	\$ 525,910	\$ 21,560	4.27%

	Status	Title	2018	2019			Stipend	Longevity	2019
			Base + Longevity	Base	Grade	Step			Total
Cooper, Raymond	Full-Time	Fleet & Equipment Foreman	\$ 103,011	\$ 94,820	11	19	\$ 250	\$ 9,482	\$ 104,552
Leontowycz, Victor	Full-Time	Mechanic	82,125	82,088	9	19	250	1,000	83,338
New Hire	Full-Time	Mechanic	0	56,898	9	1			56,898
Bilello Retirement	Full-Time	Mechanic	89,213	20,522	9	19	63	2,052	22,637
<i>Salaries & Wages Total</i>			<u>\$ 274,349</u>	<u>\$ 254,328</u>			<u>\$ 563</u>	<u>\$ 12,534</u>	<u>\$ 267,425</u>

		2018				2019		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>									
101	Full-Time	\$ 534,000	\$ 534,000	\$ 519,004	\$ 14,996	\$ 547,000	\$ 547,000	\$ 13,000	2.43%
103	Seasonal	7,500	7,500	7,540	(40)	7,500	7,500	0	0.00%
104	Overtime	16,500	16,500	22,393	(5,893)	17,500	17,500	1,000	6.06%
	Total Salary & Wages	\$ 558,000	\$ 558,000	\$ 548,937	\$ 9,063	\$ 572,000	\$ 572,000	\$ 14,000	2.51%
<u>Other Expenses</u>									
204	Grounds Maintenance Materials	\$ 40,000	\$ 35,000	\$ 26,970	\$ 8,030	\$ 40,000	\$ 40,000	\$ 0	0.00%
205	Tools	2,500	2,500	2,549	(49)	2,500	2,500	0	0.00%
226	Tree Planting	18,500	18,500	22,058	(3,558)	18,500	18,500	0	0.00%
504	Grounds Maintenance	77,500	77,500	63,570	13,930	80,000	80,000	2,500	3.23%
514	Contracted Tree Pruning Services	35,000	35,000	15,700	19,300	35,000	35,000	0	0.00%
515	Contracted Forester Services	40,000	40,000	39,500	500	40,000	40,000	0	0.00%
709	Equipment	1,500	1,500	1,120	380	1,500	1,500	0	0.00%
801	Clothing Purchase/Cleaning	3,500	3,500	2,831	669	0	0	(3,500)	-100.00%
809	Conferences & Meetings	750	750	759	(9)	2,000	2,000	1,250	166.67%
	Total Other Expenses	\$ 219,250	\$ 214,250	\$ 175,056	\$ 39,194	\$ 219,500	\$ 219,500	\$ 250	0.11%
	Division Total	\$ 777,250	\$ 772,250	\$ 723,993	\$ 48,257	\$ 791,500	\$ 791,500	\$ 14,250	1.83%

* \$5,000 transferred to Fleet OE

	Status	Title	Base + Longevity	2018			2019			2019 Total
				Base	Grade	Step	Longevity			
Baldwin, Matthew	Full-Time	Maintenance Worker	\$ 50,017	\$ 53,198	5	7	\$ 0			\$ 53,198
D'Angelo, Anthony	Full-Time	Tree Climber	77,389	77,027	8	19	1,500			78,527
DellaPiazza, Eric	Full-Time	Maintenance Worker	45,872	47,019	5	2	0			47,019
Docs, Ronald	Full-Time	Maintenance Worker	66,218	70,058	8	12	1,000			71,058
Guanill, Joseph	Full-Time	Buildings & Grounds Foreman	65,746	69,075	11	3	500			69,575
Paradise, Peter	Full-Time	Tree Climber	62,695	66,703	8	9-11	500			67,203
Phillips, Robert Jr.	Full-Time	Assistant Foreman	82,375	82,088	9	19	1,750			83,838
Reyes, Gustavo	Full-Time	Senior Maintenance Worker	83,478	77,027	8	19	7,703			84,730
<i>Salaries & Wages Total</i>			\$ 533,790	\$ 542,195			\$ 12,953			\$ 555,148

		2018				2019		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>									
101	Board Meetings	\$ 5,000	\$ 5,000	\$ 5,000	\$ 0	\$ 5,000	\$ 5,000	\$ 0	0.00%
199	Attorney	11,500	11,500	8,400	3,100	11,500	11,500	0	0.00%
	Total Salary & Wages	\$ 16,500	\$ 16,500	\$ 13,400	\$ 3,100	\$ 16,500	\$ 16,500	\$ 0	0.00%
<u>Other Expenses</u>									
201	Supplies and Materials	\$ 1,100	\$ 1,100	\$ 244	\$ 856	\$ 1,100	\$ 1,100	\$ 0	0.00%
210	Advertising	1,000	1,000	287	713	2,500	2,500	1,500	150.00%
301	Printing	2,500	2,500	0	2,500	4,000	4,000	1,500	60.00%
499	Planning Reporting Services	1,500	1,500	142	1,358	1,500	1,500	0	0.00%
500	Planning Legal Services	20,000	20,000	20,000	0	40,000	40,000	20,000	100.00%
510	Planning Services	70,000	70,000	50,558	19,443	70,000	70,000	0	0.00%
511	Special Projects	100,000	90,000	* 81,911	8,089	80,000	80,000	(20,000)	-20.00%
809	Conferences/Meetings & Training	650	650	235	415	650	650	0	0.00%
	Total Other Expenses	\$ 196,750	\$ 186,750	\$ 153,376	\$ 33,374	\$ 199,750	\$ 199,750	\$ 3,000	1.52%
* \$10,000 transferred to Debt Service									
	Division Total	\$ 213,250	\$ 203,250	\$ 166,776	\$ 36,474	\$ 216,250	\$ 216,250	\$ 3,000	1.41%

185-000 DCS - BOARD OF ADJUSTMENT

LINE ITEM BUDGET

		2018				2019		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>									
101	Board Meetings	\$ 5,000	\$ 5,000	\$ 5,000	\$ 0	\$ 5,000	\$ 5,000	\$ 0	100.00%
	Total Salary & Wages	\$ 5,000	\$ 5,000	\$ 5,000	\$ 0	\$ 5,000	\$ 5,000	\$ 0	0.00%
<u>Other Expenses</u>									
201	Supplies and Materials	\$ 500	\$ 500	\$ 500	\$ 0	\$ 500	\$ 500	\$ 0	0.00%
210	Advertising	700	700	197	503	700	700	0	0.00%
499	Reporting	6,000	6,000	2,516	3,484	6,000	6,000	0	0.00%
500	Contract Services	25,000	25,000	14,220	10,780	25,000	25,000	0	0.00%
809	Conferences/Meetings & Training	1,100	1,100	966	134	1,100	1,100	0	0.00%
	Total Other Expenses	\$ 33,300	\$ 33,300	\$ 18,399	\$ 14,901	\$ 33,300	\$ 33,300	\$ 0	0.00%
	Division Total	\$ 38,300	\$ 38,300	\$ 23,399	\$ 14,901	\$ 38,300	\$ 38,300	\$ 0	0.00%

		2018				2019		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>									
101	Full-Time	\$ 164,500	\$ 161,400	\$ 161,332	\$ 68	\$ 167,785	\$ 167,785	\$ 3,285	2.00%
102	Part-Time	33,400	33,400	31,374	2,026	33,989	33,989	589	1.76%
130	DCS Staff Support	0	0	0	0	20,000	20,000	20,000	100.00%
	Total Salary & Wages	\$ 197,900	\$ 194,800	* \$ 192,706	\$ 2,094	\$ 221,774	\$ 221,774	\$ 23,874	12.06%

* \$3,100 transferred to FD OT

Other Expenses

201	Supplies and Materials	\$ 1,000	\$ 1,000	\$ 780	\$ 220	\$ 1,000	\$ 1,000	\$ 0	0.00%
301	Printing	750	750	214	536	750	750	0	0.00%
405	Vehicle Maintenance	1,000	1,000	990	10	1,500	1,500	500	50.00%
804	Training & Seminars	500	500	0	500	500	500	0	0.00%
	Total Other Expenses	\$ 3,250	\$ 3,250	\$ 1,984	\$ 1,266	\$ 3,750	\$ 3,750	\$ 500	15.38%
	Division Total	\$ 201,150	\$ 198,050	\$ 194,690	\$ 3,360	\$ 225,524	\$ 225,524	\$ 24,374	12.12%

Status	Title	Base + Longevity	2018			2019			2019	
			Base	Grade	Step	Longevity			Total	
Anderson, Christa	Full-Time	Zoning Officer	\$ 99,701	\$ 92,450	12	19	\$ 9,245	\$ 101,695		
Matarredona, Jorge	Full-Time	Safe Homes Inspector	64,794	66,090	7	19		66,090		
Portine, Leon	Part-Time	Property Maintenance Inspector	33,323	33,989	7	19		33,989		
<i>Salaries & Wages Total</i>		\$ 197,818	\$ 192,529				\$ 9,245	\$ 201,774		
		\$ 197,818	\$ 192,529				\$ 9,245	\$ 201,774		

**COMMUNITY
PROGRAMS
(DCP)**

DEPARTMENT OF COMMUNITY PROGRAMS

Mark Ozoroski, Director

SHARE
THE
FUN !

summit community programs

WHAT WE DO

The Department of Community Programs:

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

MISSION

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

VISION

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

VALUES

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

OUR SERVICES AND GOALS

SERVICE 1 DCP Capital Projects

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

SERVICE 2 Corporate and Strategic Partnerships

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

SERVICE 3 Senior Services & Special Needs Programs

- Goal 3A Increase number of TryCAN communities
- Goal 3B Initiate *Americans with Disabilities* compliance
- Goal 3C Manage Senior Connections bus
- Goal 3D Reorganize TryCAN supervision in new DCP roles

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 2018



SERVICE 1

Manage DCP Capital Projects

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

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

2018 Major Accomplishments

- The Community Center Improvement project continued to be our top priority. The project schedule was adjusted for a April 2019 completion due to the poor winter weather conditions of 2018.
- Funded by Union County Parks, Glenside Field Artificial Turf was replaced using Shaw Turf. The county also provided new safety fencing at the complex. The field was available for use in spring 2018.
- Upper Tatlock Field Artificial Turf and perimeter fencing was successfully replaced in the summer of 2018 by Shaw Turf and was ready for the fall sports season. Safety netting was purchased separately and replaced by DPW, resulting in a savings to the city.
- The DCP Board completed a Tatlock Park Redevelopment Plan with Tom Miller from PPD Design. The DCP Advisory Board accepted the plan and shared it with the presidents of the various sports organizations.
- Cracks were repaired and lines were painted on Tatlock Park Basketball Courts
- Mark Ozoroski, Director and Elaine Anderson, DCP Advisory Board Chair conducted workshop meetings with the DCP Board and representatives of the various sports organizations on “An Examination of Field Needs” Report. The results will be used to establish priorities for future capital projects.
- The Cornog Field House Exterior Restrooms Rehabilitation was started in the summer of 2018 and completed in December 2018.
- HVAC upgrades made at Cornog Field House were completed.
- Wilson Park Basketball Court was resurfaced, backboards were upgraded and lines painted. Wilson Park also had some landscaping installed around new storage sheds. Attempts at repairs to the Platform Tennis Court are still pending as a responsible contractor has been difficult to secure.
- Two heaters were replaced in the main pool of the SFAC. New controllers that can be monitored electronically were installed resulting in a savings on chemical use.

2019 PERFORMANCE GOALS



SERVICE 1

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

Manage DCP Capital Projects

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

2019 Major Goals

- Complete the Community Center Project and move staff into the building in spring 2019.
- Seek additional funding through private donations and the 2019 Capital Budget to complete the bocce/fitness/special needs park adjacent to the Community Center.
- Complete ADA upgrades and esthetic improvements to the exterior public restrooms at Tatlock and Wilson parks.
- Follow the ADA Plan for park facilities and implement the recommendations throughout all improvements.
- If funded, rehab the Memorial Field Basketball Courts and work with residents on fundraising for backboard upgrades.
- Memorial Tennis Court surface rehabilitation will be completed in fall 2019.
- Accept bids for the new Senior Connections Bus.
- Make lighting, deck and ramp improvements at Wilson Park's platform tennis courts including striping for Pickle Ball.
- Resurface the two pools at the Summit Family Aquatic Center. Other capital improvements are planned if funding is provided, including additional shade, restrooms, pool filters and flooring.
- Conduct consensus building meetings on the proposed improvements in the Tatlock Park Redevelopment Plan.
- Mark Ozoroski, Director and Elaine Anderson, DCP Advisory Board Chair will actively participate in the Transfer Station study.
- Install security systems in new Community Center, if funded.
- Install dog waste stations throughout the park system.

HOW WE PERFORMED IN 2018



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

2018 Major Accomplishments

- Increased the number of sponsorships to 38 and added one new event, a Night in the Tropics. Welcomed six new corporate partners.
- Brought in a total of \$75,000 in sponsorship dollars for events produced by the DCP.
- Produced the following special events for the DCP as well as assisting other departments funded entirely on corporate sponsorships: concert and movie series, National Night Out, July 4 celebration, Night in the Tropics, and Miracle on Elm Street.
- Secured a *Kids Recreation Trust Fund Grant* for \$55,000 for use on the new bocce/fitness/special needs park adjacent to the new Community Center.
- Received a grant for \$20,900 from *CDBG* toward the new bocce/fitness/special needs park.
- Received \$3,000 from *CDBG* for the Senior Connections Bus operations.
- Received \$ 3,000 from *CDBG* for the After School Fun Club program.
- Collected \$153,642.01 in field restoration fees for use on field projects. \$100,000 from the artificial turf reserve was appropriated for replacement of Upper Tatlock Field artificial turf. Total fund balance as of 1/18 is: \$436,545. Turf Reserve: \$200,000.
- The Municipal Golf Course fell short of its revenue goal of \$190,000 due to poor weather conditions. Revenue was \$148,165. However, all direct expenses were recovered.
- A non-resident rate was established at the Summit Family Aquatic Center (SFAC) in 2016. In 2018, we had seven non-resident families and 16 individual non-resident memberships (with little external promotion). Numbers were similar in 2017.
- DCP was challenged to meet \$475,000 in revenue, and reached \$481,086 despite poor weather conditions. All direct expenses were recovered. Debt service extending back to 1996 was completely retired.
- 3,476 people participated in DCP-sponsored recreation programs resulting in \$356,228 collected.
- Collaborated with local businesses to add free specialized programs to the After School Fun Club. The DCP continued its partnership with St. John's Church and Pilgrim Baptist Church for temporary program locations.
- The *Luminary Fund* provided a grant of \$16,000 to offset the cost of a new Senior Connections Bus.
- The TryCAN program received a grant from the *State of New Jersey* of \$21,000.

2019 PERFORMANCE GOALS



SHARE THE FUN !

SUMMIT COMMUNITY PROGRAMS

SERVICE 2

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

Corporate and Strategic Partnerships

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

2019 Major Goals

- Continue the Community Center Improvement Project fundraising efforts for site furnishings and other program needs.
- Work with the city's grant manager to uncover new sources of funding for programming and capital improvements.
- Create a sponsorship campaign for SFAC improvements such as additional shade, flower beds etc.
- Explore advertising possibilities and new corporate opportunities in all areas of DCP operations.
- Investigate firms that secure corporate advertising on a commission-only basis.
- Increase marketing of both the Muni and SFAC through electronic media.
- Utilize optimization of both Facebook and website.
- Lease the Muni up to two times per year for outings to increase revenue.
- Research a co-operative agreement with Union County on golf course operations.
- Explore an outside management company for golf course operations.
- Increase marketing to businesses, Board of Education and SVFAS for SFAC memberships.
- Partner with local businesses to add additional programs as well as free offerings.
- Work with the Latino community to build on the success of the Night in the Tropics event.
- Work with non-profits and area organizations to hold a "Summit has Pride" event during LGBTQ pride month with all funding to be raised through corporate partners.
- Work with area realtors to promote SFAC and Muni Memberships.
- Research possible leases for Cornog Field House that will provide a funding source to support the building and provide possible revenue and/or new attractions at Memorial Field.
- Establish policies and procedures with associated fees for use of spaces in the new Community Center.

HOW WE PERFORMED IN 2018



SERVICE 3

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

Senior Services & Specials Needs Programs

- Increase number of TryCAN communities
- Initiate Americans with Disabilities compliance
- Manage Senior Connections Bus
- Reorganize Try CAN Supervision in new DCP roles

2018 Major Accomplishments

- 143 Summit seniors registered for annual memberships. Six non-resident seniors registered for annual memberships and to receive newsletters.
- The DCP hosted five senior programs for a total of 120 participants weekly, or 4800 participant segments. Despite a move to temporary locations in fall 2017, participation remained consistent.
- The SFAC had a total of three senior programs for a total of 140 participants weekly, or 1400 participant segments for the season.
- Senior Connections ridership holds steady at 60 per week for a total of over 3000 rides per year.
- Secured grants for the Senior Connections Bus through CDBG, Junior League, Luminary Fund and annual campaign. An additional \$28,200 of support was received from the city through the budget process. Capital Budget funding to purchase a new bus was secured. Search for the replacement bus started in fall 2018.
- Expanded the "Lunch Bunch" program with approximately 25 participants per month.
- TryCAN programs were moved to Springfield and New Providence locations in September but continued to thrive.
- TryCAN Collaboration has reached 13 municipal partners that pay an annual fee of \$750 for participation and contribute facilities, volunteers and marketing.
- 68 area youth were trained as teen peer mentors in 2018. Total number of volunteer hours for 2018 was over 1200. There were 9 adult volunteers involved in 2018.
- A total of 41 programs and events were offered for children with special needs including sports, academics, social skills and outings.
- A total of 200 youth participated in TryCAN with over 20 new participants.
- The TryCAN Coordinator position continues to be funded through grants from the State of New Jersey ROIID Program. Added a Program Assistant position for 15 hours per week.
- Held the fourth TryCAN swim event at the SFAC.
- Kevin Taylor, TryCAN Coordinator left the position in spring 2018. Responsibilities were absorbed by David Guida, Program Supervisor until DCP transition plan is in place.

2019 PERFORMANCE GOALS



SERVICE 3

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

Senior Services & Specials Needs Programs

- Increase number of TryCAN communities
- Initiate Americans with Disabilities compliance
- Manage Senior Connections Bus
- Reorganize TryCAN Supervision in new DCP Roles

2019 Major Goals

- Pursue new grant opportunities through local civic groups for both TryCAN and Summit Seniors.
- Maintain and resubmit ROI grant from State of New Jersey.
- Continue in temporary locations through spring 2019 for TryCAN and Summit Senior programming during community center construction.
- Train 100 new TryCAN teen peer mentors per year.
- Initiate new TryCAN programs for teens and young adults.
- Collaborate with Summit Police Department for a senior safety event.
- Secure advertising on the Senior Connections Bus.
- Hold two TryCAN swim events at the SFAC.
- Maintain the existing number of senior memberships despite program location changes.
- Hold the third TryCAN Easter Egg Hunt.
- Hold the second TryCAN Thanksgiving Dinner.
- Continue partnerships with TryCAN communities, FMBA and SPD/PAL in support of TryCAN programs.
- Work with the TryCAN parents organization to offer more parental support.
- Increase inclusion of TryCAN kids into typical programs.
- Purchase the replacement for the current Senior Connections Bus.
- Pursue senior trips and travel into the current program.
- When new Community Center opens, begin evening and weekend program activities for “active seniors”.

HOW WE PERFORMED IN 2018



SERVICE 4

Goal 4A
Goal 4B

Communications with the Public

Enhance brand development
Increase Constant Contact and Social Media Reach

2018 Major Accomplishments

- Increased Facebook page likes from 1717 to 2024 on Facebook.
- Increased Facebook page reach to a maximum of 4400 people for a single post.
- Continued to create content for YouTube channel "Shark Diddy TV".
- Facebook Live with Gretchen and David continues to build audiences.
- DCP staff received a World Waterpark Wave Review Award for special event flyers.
- David Guida received the New Jersey Recreation and Park Association Award for Young Professional of the Year.
- Refined our Constant Contact lists to ensure engagement with residents.
- Constant Contact email open rates were 33% higher than industry average of 15%.
- Constant Contact click rates were 6% higher than industry average of 3%.
- Refined content on summitcommunityprograms.com.
- Participated in World's Largest Swim Lesson and expanded the event to add a safety carnival.
- Retired Director Judith Josephs received the Kelly Ogle Safety Award for her advocacy on drowning prevention. Ms. Josephs also published her first book, Aquatic Center Marketing with the SFAC on its cover.
- Continued to create video content for promotion of the Summit FAC, the Muni, and the new Community Center project.
- Created advertising for our programs and thanked city agencies at each event.
- Shark Diddy and Judith Josephs visited Franklin School for Read Across America Day.
- Participated in SDI Farmers Market to promote SFAC and Golf Memberships.
- Participated in two (2) Latino outreach nights with the BOE.
- Participated in events for other organizations to promote brand awareness.
- David Guida championed a resident survey on new program initiatives for the new Community Center.

2019 PERFORMANCE GOALS



SERVICE 4

Goal 4A

Goal 4B

Communications with the Public

Enhance brand development

Increase Constant Contact and Social Media Reach

2019 Major Goals

- Continue to refine and add content to summitcommunityprograms.com.
- Use social media to bring new members to both Summit FAC and the Muni.
- Further develop “Shark Diddy TV” content.
- Participate in the World’s Largest Swim Lesson in June 2019.
- Facebook Live with Gretchen and David continues to grow in viewers/likes.
- Provide Home Towne TV with pre-made content for its channel.
- Continue engagement of residents on social media.
- Hold consensus building meetings with the public on proposed improvements to Tatlock Park.
- Collaborate with the City of Summit Communications Office to extend outreach and enhance marketing efforts.
- Continue to prepare the community for the opening of the new Summit Community Center through media updates and visuals.
- Produce more “fun” content to enhance the brand such as the Kiss Campaign and online contests.
- Prepare the transition plan for the retirement of Department of Community Programs Director, Judith Leblein Josephs.
- Hold various Community Center celebrations for the public, donors, neighbors and VIPs.

HOW WE PERFORMED IN 2018



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

Major 2018 Accomplishments

- Created new programs at the Summit Family Aquatic Center including paddle yoga and mermaid boot camp.
- Created new programs at parks, rented program spaces at Cornog Field House, including squirts golf, spring volleyball, fall tee ball, fall soccer and spring tennis.
- Hired an outside contractor to conduct Sharkey Swim School on an 80/20 split for the third year. Filled all classes and received good reviews from all 109 swim lessons provided; enrollment up from 80 participants in previous years when DCP ran lessons - an increase of 29 students in two years.
- Total program enrollment of 3,626 participants in DCP Programs.
- Mark Ozoroski trained 70 coaches from all DCP-run athletic programs with the Rutgers Youth Sports Safety Program.
- Conducted concussion training for Summit Junior Football coaches.
- Conducted AED Training with Summit EMS for 60 youth coaches.
- Served as a liaison and resource to affiliated sports organizations that provide athletic programs for 3,000 youth.
- Conducted a total of four tournaments at the Muni for women, youth, seniors and a club championship.
- Had 95 youth in the recreation swim team at the SFAC. Hosted the League Divisional Championship for the first time.
- Conducted employee morale and recognition programs including the summer safety event, and the holiday employee breakfast.
- Produced, assisted or participated in over 41 special events including concerts, movies, parades, pool parties, golf tournaments, senior breakfasts, holiday events, Mermaid Pop-up Party, Lifeguard Party and others. DCP partnered with the Summit PAL for its major events including the ping pong tournament, egg hunt, fishing derby, pet show, Halloween parade and Overlook Hospital 5K.
- Served on Shaping Summit Together and Junior League Community Boards.
- Held the fourth annual Doggie Dip to record crowds.

2019 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

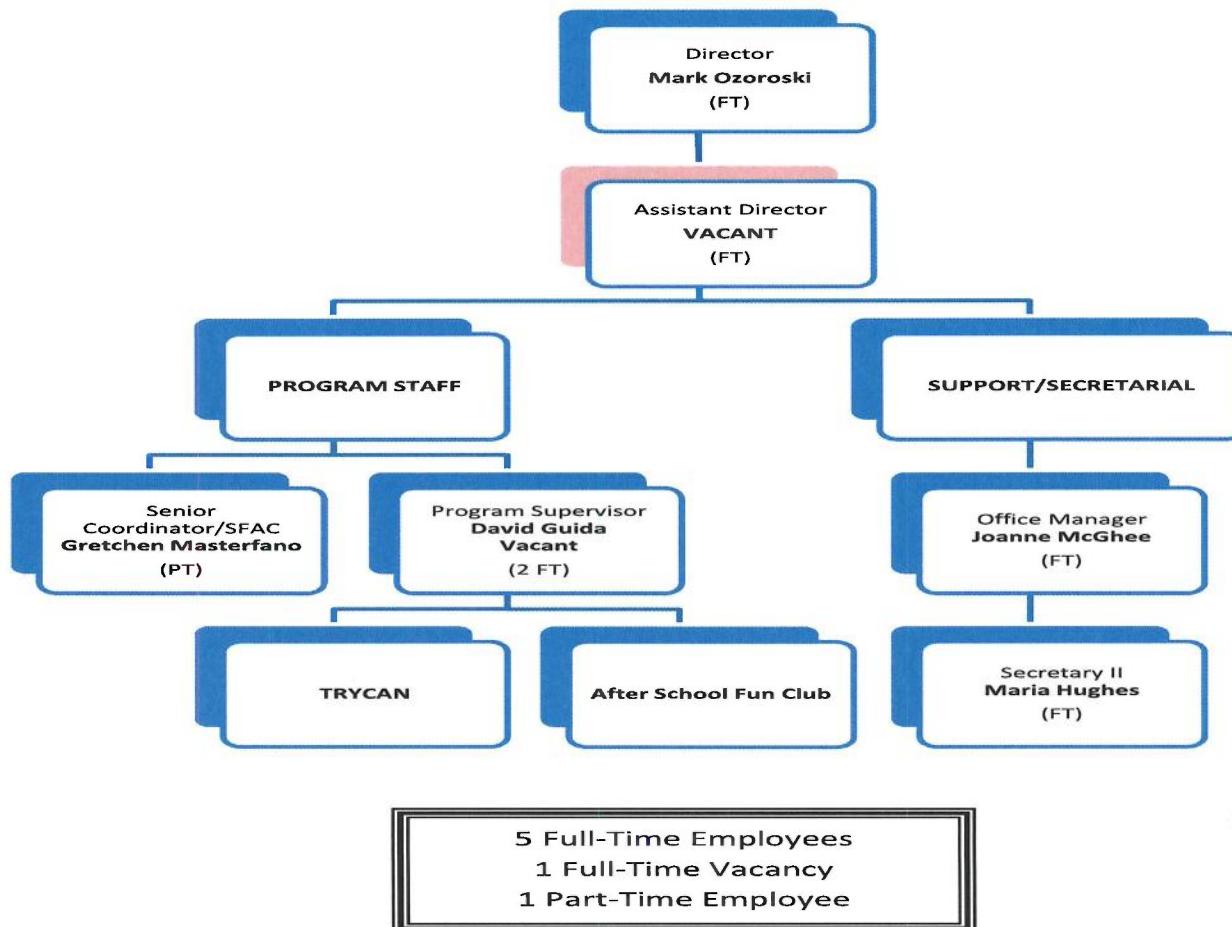
Serve as a resource for allied organizations

2019 Major Goals

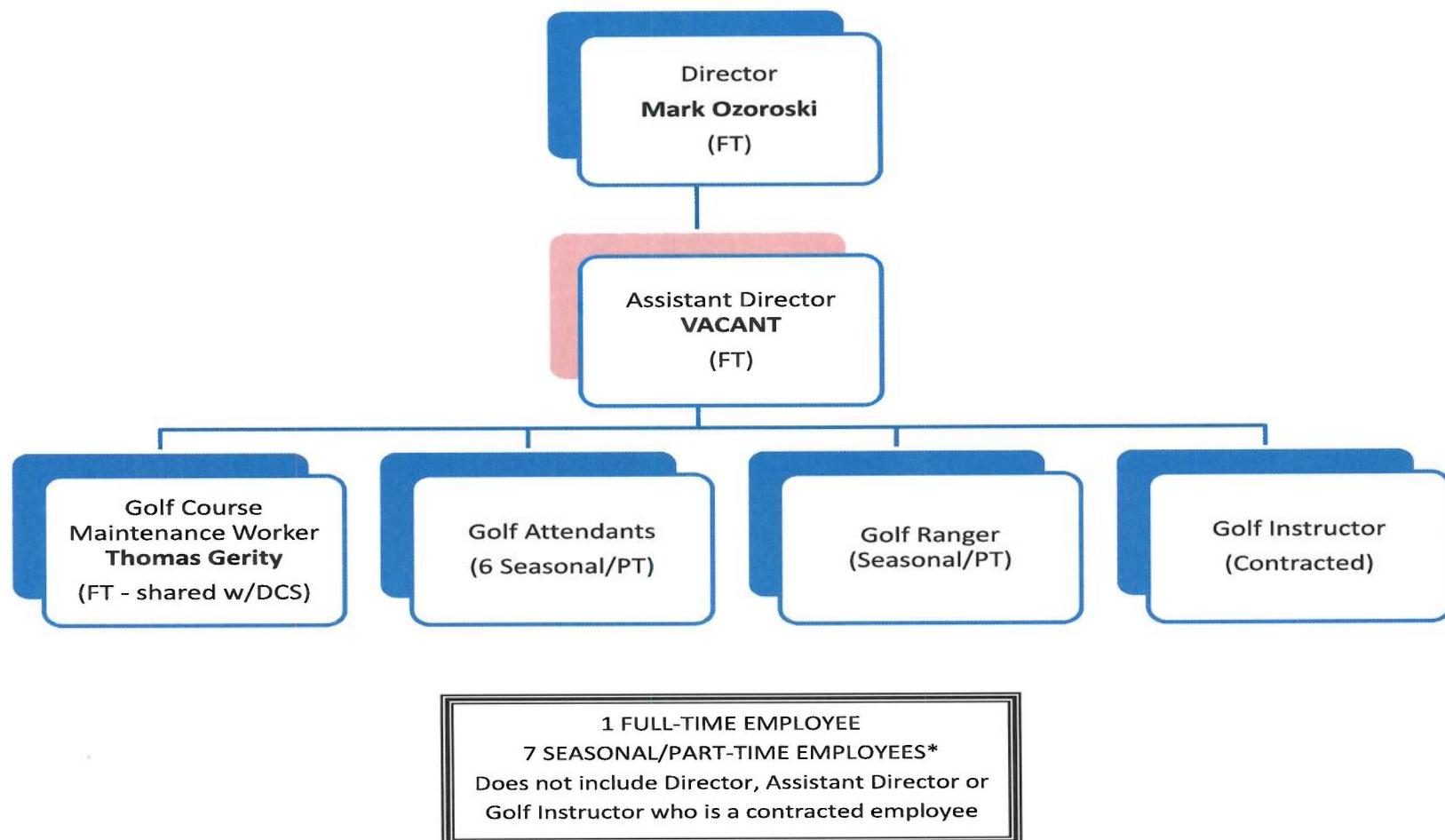
- Implement a history record for program planning.
- Train the new program supervisor and identify additional roles in program management.
- Keep more detailed statistics for use in future management reports.
- Conduct surveys of program participants following conclusion of programs.
- Hold smaller employee wellness events throughout the year.
- Expand theme of the holiday skating event at the Village Green.
- Implement new ticketed family programming and educational events at SFAC and Muni.
- Prepare program offerings and pricing strategies for the new Community Center.
- Plan for the celebration for the new Community Center.
- Enhance the Summer Camp Counselor-In-Training (CIT) Program.
- Maintain a quality recreation and enrichment program calendar for the City of Summit.
- Plan more evening and weekend programs for active adults/seniors.
- Introduce the following contracted programs: circus classes, fencing classes, and language instruction classes.
- Develop a more robust open gym program by:
 - ✓ Introducing allotted times for high school/college, men and women basketball open gym.
 - ✓ Introducing special Friday night teen nights.
 - ✓ Introducing daytime pre-school open gym.
 - ✓ Continuing family Zumba and yoga classes and introducing adult yoga and Zumba.
 - ✓ Introduce open game room play time.
 - ✓ Expand the Share the Fun Club hours until 5:30 PM.

DEPARTMENT OF COMMUNITY PROGRAMS

ADMINISTRATION

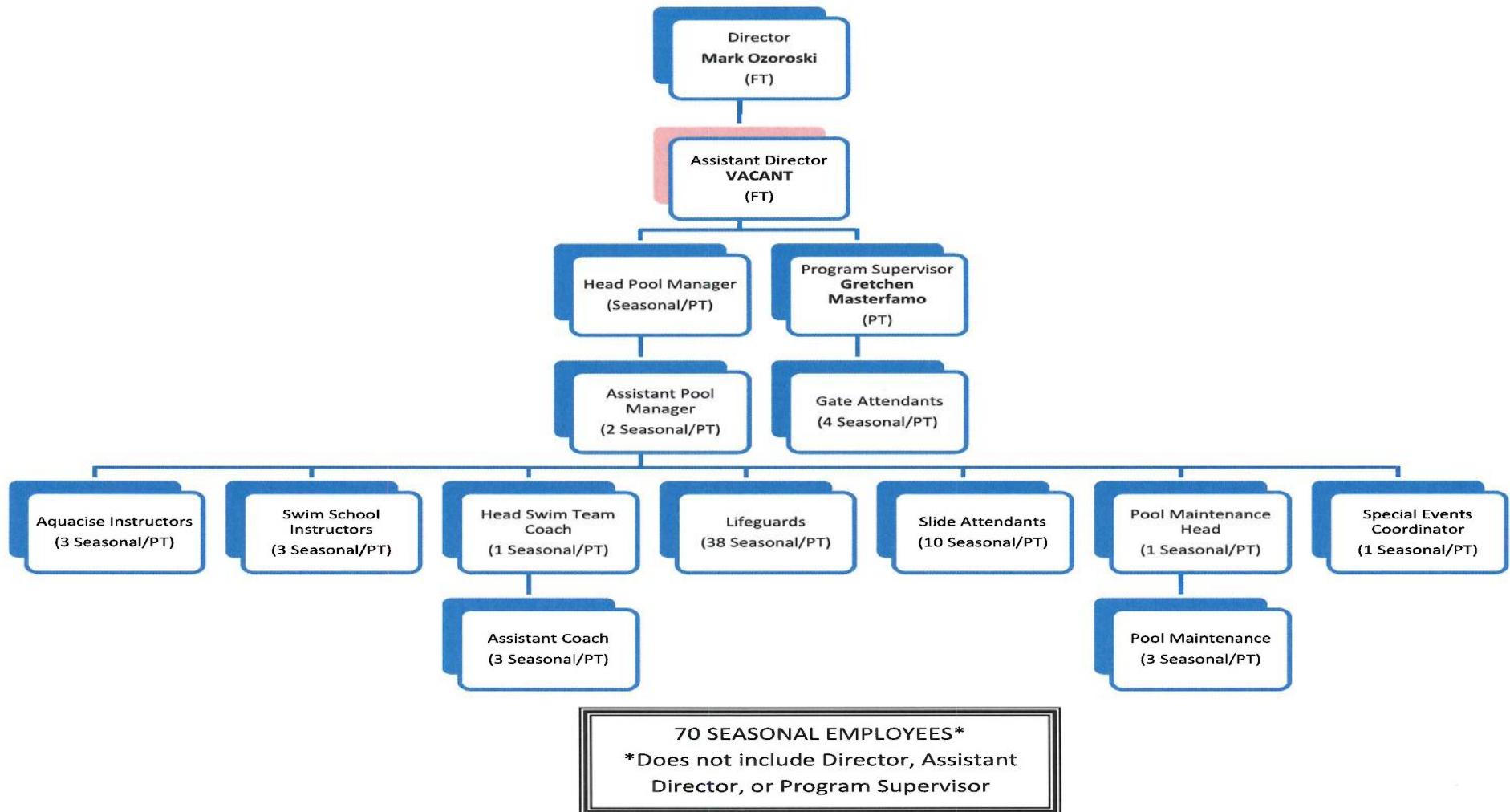


DEPARTMENT OF COMMUNITY PROGRAMS
MUNICIPAL GOLF COURSE
“MUNI”



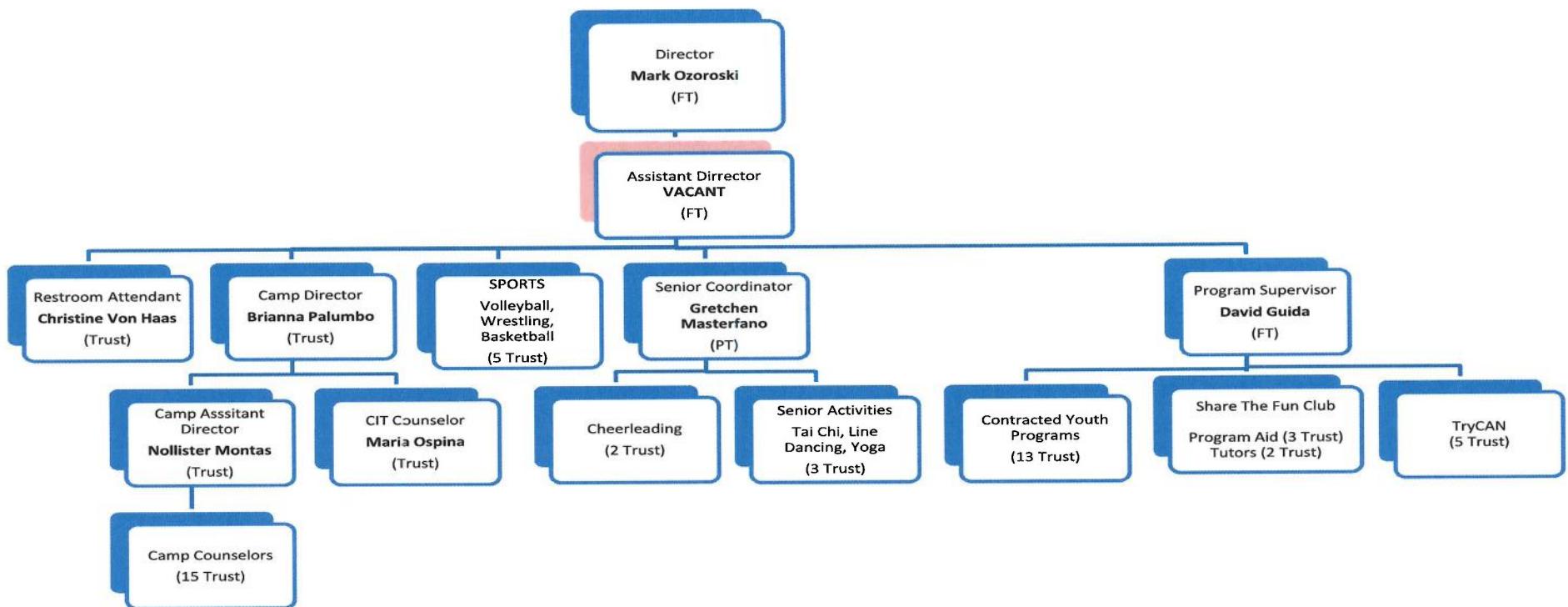
DEPARTMENT OF COMMUNITY PROGRAMS

FAMILY AQUATIC CENTER



DEPARTMENT OF COMMUNITY PROGRAMS

PROGRAM TRUST FUND



52 PROGRAM TRUST FUND EMPLOYEES*

*Does not include Director, Assistant Director, Sr.
Coordinator or Program Supervisor)

370-000 DEPARTMENT OF COMMUNITY PROGRAMS (DCP)

LINE ITEM BUDGET

		2018				2019		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>									
101	Full-Time	\$ 538,000	\$ 555,600	* \$ 552,162	\$ 3,438	\$ 520,200	\$ 520,200	\$ (17,800)	-3.31%
102	Part-Time	60,000	60,000	49,311	10,689	93,860	93,860	33,860	56.43%
104	Overtime	0	0	291	(291)	0	0	0	0.00%
105	After School Fun	0	0	11,825	(11,825)	15,000	15,000	15,000	100.00%
194	OT July 4th	4,000	4,000	3,014	986	4,000	4,000	0	0.00%
199	Recreation Trust S&W	0	0	2,177	(2,177)	0	0	0	0.00%
	Total Salary & Wages	\$ 602,000	\$ 619,600	\$ 618,780	\$ 820	\$ 633,060	\$ 633,060	\$ 31,060	5.16%
* \$17,600 transferred from Golf SW and Pool SW									
<u>Other Expenses</u>									
201	Supplies & Materials	\$ 4,000	\$ 4,000	\$ 4,068	\$ (68)	\$ 4,000	\$ 4,000	\$ 0	0.00%
301	Printing	4,500	4,500	3,742	758	4,500	4,500	0	0.00%
302	Postage	200	200	200	0	500	500	300	150.00%
309	Senior Services	13,000	13,000	13,000	0	13,000	13,000	0	0.00%
402	Building Maintenance	1,000	1,000	925	75	2,000	2,000	1,000	100.00%
405	Vehicle Maintenance	1,600	1,600	1,294	306	1,600	1,600	0	0.00%
500	Contract Services	6,500	6,500	5,356	1,144	6,500	6,500	0	0.00%
501	Senior Bus	28,200	28,200	28,200	0	28,200	28,200	0	0.00%
700	Equipment	2,000	2,000	1,942	58	2,000	2,000	0	0.00%
801	Clothing Purchase/ Cleaning	700	700	210	490	1,000	1,000	300	42.86%
804	Training & Seminars	10,300	10,300	10,300	0	10,000	10,000	(300)	-2.91%
808	Personal Expenses	2,700	2,700	1,921	779	2,700	2,700	0	0.00%
905	Employee Appreciation	0	0	0	0	0	0	0	0.00%
	Total Other Expenses	\$ 74,700	\$ 74,700	\$ 71,159	\$ 3,541	\$ 76,000	\$ 76,000	\$ 1,300	1.74%
	Division Total	\$ 676,700	\$ 694,300	\$ 689,938	\$ 4,361	\$ 709,060	\$ 709,060	\$ 32,360	4.78%

370-000 DEPARTMENT OF COMMUNITY PROGRAMS (DCP)

EMPLOYEE SALARY & WAGES

Status	Title	Base + Longevity	2018			2019			2019 Total
			Base	Grade	Step	Longevity			
Colucci, James	Full-Time Assistant Director	\$ 66,754	\$ 92,716	13	18			\$ 92,716	
Guida, David	Full-Time Program Supervisor	61,731	65,746	10	8-11			65,746	
Hughes, Maria	Full-Time Adminstrative Assistant	78,731	73,005	9	19	7,301		80,306	
Masterfano, Gretchen	Part-Time Program Supervisor	45,528	48,397	10	10-13			48,397	
McGhee, Joanne	Full-Time Office Manager	78,731	73,005	9	19	7,301		80,306	
Ozoroski, Mark	Full-Time Director	102,620	118,809	19	6	7,129		125,938	
New Hire	Part-Time Recreational Aide	0	45,455	10	1			45,455	
Josephs Retirement	Full-Time Director	144,800	49,805	19	19			49,805	
<i>Salaries & Wages Total</i>		<u>\$ 434,095</u>	<u>\$ 566,939</u>			<u>\$ 21,730</u>		<u>\$ 588,668</u>	

		2018				2019		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>									
101	Full-Time	\$ 82,900	\$ 82,900	\$ 82,875	\$ 25	\$ 84,100	\$ 84,100	\$ 1,200	1.45%
102	Part-Time	37,000	27,000 *	25,916	1,084	37,000	37,000	0	0.00%
104	Overtime	10,000	10,000	7,351	2,649	10,000	10,000	0	0.00%
	Total Salary & Wages	\$ 129,900	\$ 119,900	\$ 116,142	\$ 3,758	\$ 131,100	\$ 131,100	\$ 1,200	0.92%
* \$10,000 transferred to Community Programs SW									
<u>Other Expenses</u>									
201	Supplies & Materials	\$ 2,700	\$ 2,700	\$ 2,597	\$ 103	\$ 2,700	\$ 2,700	\$ 0	0.00%
203	Equipment Maintenance Supplies	9,784	9,784	9,043	741	7,500	7,500	(2,283)	-23.34%
204	Grounds Maintenance Supplies	29,717	29,717	29,539	178	32,000	32,000	2,284	7.68%
302	Postage	300	300	250	50	300	300	0	0.00%
402	Building Maintenance	4,200	4,200	4,180	20	4,200	4,200	0	0.00%
405	Vehicle Maintenance	1,000	1,000	66	934	1,000	1,000	0	0.00%
500	Contract Services	7,600	7,600	7,448	152	7,600	7,600	0	0.00%
700	Equipment	1,500	1,500	1,500	0	1,500	1,500	0	0.00%
801	Clothing Purchase/ Cleaning	500	500	35	465	500	500	0	0.00%
804	Registration Fees	200	200	200	0	200	200	0	0.00%
900	Rec Credit Card Fees	3,500	3,500	2,649	851	3,500	3,500	0	0.00%
	Total Other Expenses	\$ 61,000	\$ 61,000	\$ 57,506	\$ 3,494	\$ 61,000	\$ 61,000	\$ 0	0.00%
	Division Total	\$ 190,900	\$ 180,900	\$ 173,648	\$ 7,252	\$ 192,100	\$ 192,100	\$ 1,200	0.63%

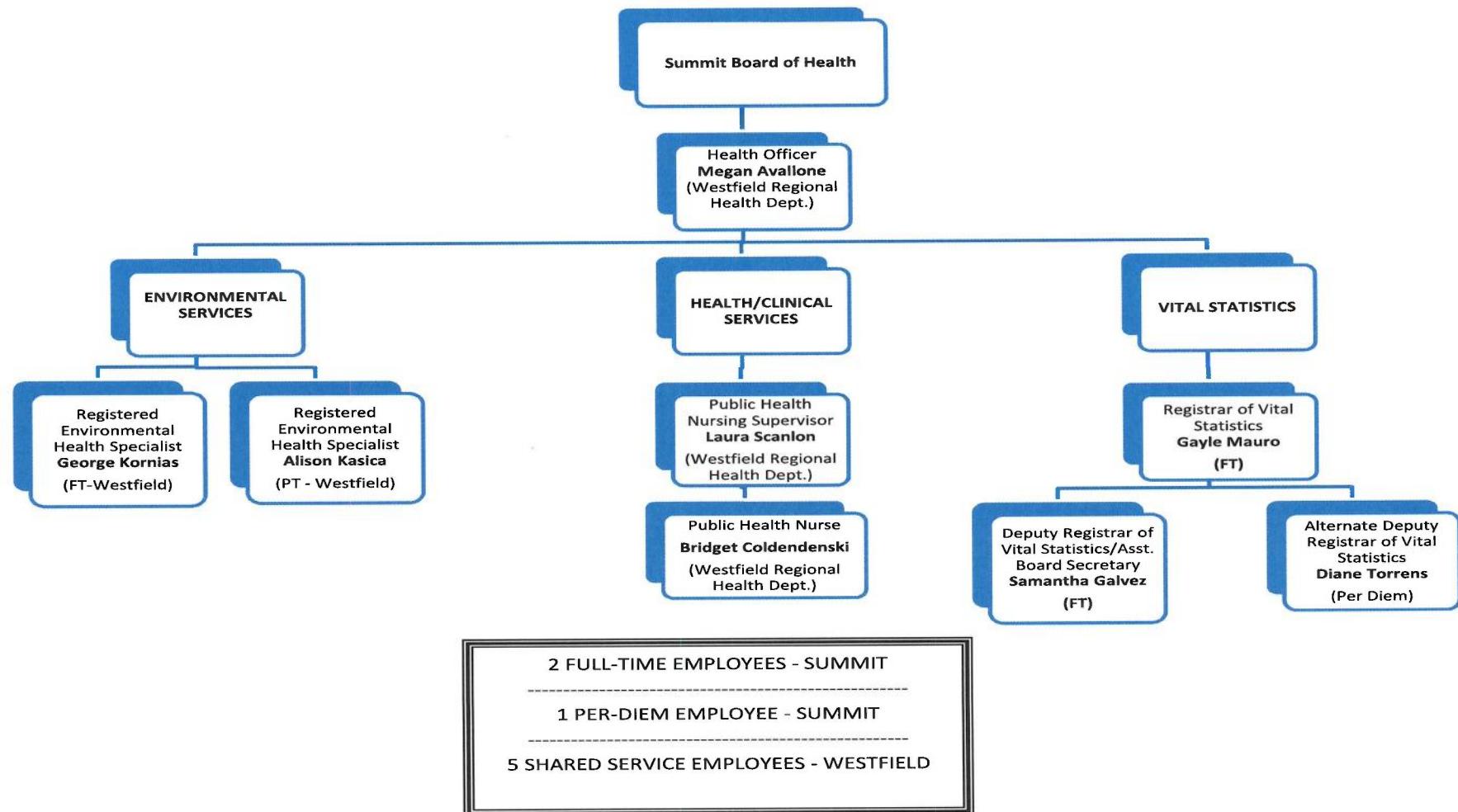
* \$400.00 transferred to Family Aquatic Center

Status	Title	Base + Longevity	2018		2019		2019	
			Base	Grade	Step	Longevity	Total	
Gerity, Thomas	Full-Time	Golf Course Maintenance Worker	\$ 82,875	\$ 82,088	9	19	\$ 2,000	\$ 84,088
			<hr/>	<hr/>			<hr/>	<hr/>
		<i>Salaries & Wages Total</i>	\$ 82,875	\$ 82,088			\$ 2,000	\$ 84,088
			<hr/>	<hr/>			<hr/>	<hr/>

		2018				2019		Adopted/Proposed	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	Budget	Variance
<u>Salaries and Wages</u>									
101	Full-Time	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
102	Part-Time	155,000	133,400	132,504	896	155,000	155,000	0	0.00%
104	Overtime	3,000	2,000	0	2,000	2,000	2,000	(1,000)	-33.33%
	Total Salary & Wages	\$ 158,000	\$ 135,400	* \$ 132,504	\$ 2,896	\$ 157,000	\$ 157,000	\$ (1,000)	-0.63%
* \$7,600 transferred to Community Programs SW, \$15,000 transferred to FD OT									
<u>Other Expenses</u>									
201	Supplies & Materials	\$ 40,000	\$ 40,000	\$ 40,000	\$ 0	\$ 40,000	\$ 40,000	\$ 0	0.00%
203	Equipment Maintenance Supplies	7,000	7,000	7,000	0	7,000	7,000	0	0.00%
204	Grounds Maintenance Materials	8,100	8,100	7,845	255	8,100	8,100	0	0.00%
301	Printing	1,000	1,000	1,000	0	1,000	1,000	0	0.00%
302	Postage	150	150	150	0	150	150	0	0.00%
400	Maintenance Services	16,000	16,000	15,615	385	16,000	16,000	0	0.00%
402	Building Maintenance	10,000	10,000	10,000	0	10,000	10,000	0	0.00%
500	Contract Services	17,400	17,400	17,294	106	17,400	17,400	0	0.00%
700	Equipment	9,500	9,500	7,528	1,972	9,500	9,500	0	0.00%
801	Clothing Purchase/ Cleaning	6,300	6,300	6,035	265	6,300	6,300	0	0.00%
804	Training & Seminars	7,900	7,900	7,900	0	7,000	7,000	(900)	-11.39%
900	Rec Credit Card Fees	8,000	8,000	8,000	0	11,000	11,000	3,000	37.50%
	Total Other Expenses	\$ 131,350	\$ 131,350	\$ 128,367	\$ 2,983	\$ 133,450	\$ 133,450	\$ 2,100	1.60%
	Division Total	\$ 289,350	\$ 266,750	\$ 260,871	\$ 5,879	\$ 290,450	\$ 290,450	\$ 1,100	0.38%

**HEALTH
DEPARTMENT**

DEPARTMENT OF HEALTH



330-000 BOARD OF HEALTH

LINE ITEM BUDGET

		2018				2019		Adopted/Proposed Budget Variance		
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%	
<u>Salaries and Wages</u>										
101	Full-Time	\$ 236,400	\$ 236,580	\$ 238,883	\$ (2,303)	\$ 136,800	\$ 136,800	\$ (99,600)	-42.13%	
102	Part-Time	6,000	6,000	2,365	3,635	4,000	4,000	(2,000)	-33.33%	
109	Inspectors	0	0	1,329	(1,329)	3,200	3,200	3,200	100.00%	
	Total Salary & Wages	\$ 242,400	\$ 242,580	*	\$ 242,577	\$ 3	\$ 144,000	\$ 144,000	\$ (98,400)	-40.59%
* \$180 transferred from BOH OE										
<u>Other Expenses</u>										
300	Office Services	\$ 5,000	\$ 4,820	\$ 4,302	\$ 518	\$ 4,820	\$ 4,820	\$ (180)	-3.60%	
302	Postage	300	300	300	0	300	300	0	0.00%	
500	Contract Services	2,000	2,000	1,518	482	1,700	1,700	(300)	-15.00%	
501/502	Westfield Shared Service Agreement	111,000	111,000	110,994	6	206,135	206,135	95,135	85.71%	
506	Management Services	500	500	54	446	100	100	(400)	-80.00%	
703	Automobiles	500	500	253	247	0	0	(500)	-100.00%	
804	Training & Seminars	0	0	67	(67)	0	0	0	0.00%	
806	Memberships	500	500	275	225	500	500	0	0.00%	
809	Conferences & Meetings	1,500	1,500	1,053	447	1,200	1,200	(300)	-20.00%	
900	Miscellaneous	100	100	0	100	100	100	0	0.00%	
	Total Other Expenses	\$ 121,400	\$ 121,220	**	\$ 118,816	\$ 2,404	\$ 214,855	\$ 214,855	\$ 93,455	76.98%
** \$180 transferred to BOH SW										
	Division Total	\$ 363,800	\$ 363,800	\$ 361,393	\$ 2,407	\$ 358,855	\$ 358,855	\$ (4,945)	-1.36%	
340-000										
200	<u>Dog Regulation</u>	\$ 40,000	\$ 40,000	\$ 40,000	\$ 0	\$ 40,000	\$ 40,000	\$ 0	0.00%	
350-000										
10	<u>Social Services - S.A.G.E.</u>	\$ 35,600	\$ 35,600	\$ 35,600	\$ 0	\$ 36,300	\$ 36,300	\$ 700	1.97%	
351-000										
200	<u>Prevention of Drug & Alcohol Abuse</u>	\$ 7,890	\$ 7,890	\$ 7,890	\$ 0	\$ 7,890	\$ 7,890	\$ 0	\$ 0	
	Overall Health Total	\$ 447,290	\$ 447,290	\$ 444,883	\$ 2,407	\$ 443,045	\$ 443,045	\$ (4,245)	-0.95%	

330-000 BOARD OF HEALTH

EMPLOYEE SALARY & WAGES

Status	Title	2018 Base + Longevity	2019			2019 Total
			Base	Grade	Step	
Galvez, Samantha	Full-Time	Deputy Registrar \$ 52,374	\$ 55,793	8	7	\$ 0 \$ 55,793
Mauro, Gayle	Full-Time	Registrar of Vital Statistics 77,513	74,281	10	17-19	6,695 80,976
DeMayo Retirement	Full-Time	Registered Environmental Health Specialist 106,492	0	13	19	0 0
<i>Salaries & Wages Total</i>		\$ 129,887	\$ 130,074			\$ 6,695 \$ 136,769

**MUNICIPAL
COURT**

MUNICIPAL COURT / VIOLATIONS BUREAU

Municipal Court Judge
Donald P. Bogosian
(PT)

1 PART-TIME EMPLOYEE

		2018				2019		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>									
103	Part-Time	\$ 56,300	\$ 56,300	\$ 55,440	\$ 860	\$ 56,300	\$ 56,300	\$ 0	0.00%
	Total Salary & Wages	\$ 56,300	\$ 56,300	\$ 55,440	\$ 860	\$ 56,300	\$ 56,300	\$ 0	0.00%
<u>Other Expenses</u>									
201	Supplies & Materials	\$ 8,000	\$ 8,000	\$ 0	\$ 8,000	\$ 9,000	\$ 9,000	\$ 1,000	12.50%
500	Contract Services	0	0	0	0	2,000	2,000	2,000	100.00%
501	Legal Services	2,000	2,000	0	2,000	2,000	2,000	0	0.00%
502	Shared Court Agreement	256,655	256,655	268,655	(12,000)	324,000	324,000	67,345	26.24%
509	Miscellaneous Svrs (Interpreters)	2,000	2,000	0	2,000	6,000	6,000	4,000	200.00%
	Total Other Expenses	\$ 268,655	\$ 268,655	\$ 268,655	\$ 0	\$ 343,000	\$ 343,000	\$ 74,345	27.67%
	Division Total	\$ 324,955	\$ 324,955	\$ 324,095	\$ 860	\$ 399,300	\$ 399,300	\$ 74,345	22.88%

Status	Title	2018		2019			2019	
		Base + Longevity		Base	Grade	Step	Longevity	Total
Bogosian, Donald	Part-Time	Municipal Court Judge	\$ 55,169	\$ 56,272			\$ 0	\$ 56,272
			<hr/>	<hr/>			<hr/>	<hr/>
		<i>Salaries & Wages Total</i>	\$ 55,169	\$ 56,272			\$ 0	\$ 56,272
			<hr/>	<hr/>			<hr/>	<hr/>

UTILITIES

		2018				2019		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
430-000	<u>Electricity</u>								
100	Electricity	\$ 320,000	\$ 300,000	\$ 293,341	\$ 6,659	\$ 335,000	\$ 335,000	\$ 15,000	4.69%
FAC	Family Aquatic Center	17,000	17,000 *	13,258	3,742	15,000	15,000	(2,000)	-11.76%
GLF	Golf Course	8,000	8,000	2,801	5,199	3,000	3,000	(5,000)	-62.50%
	Subtotal	\$ 345,000	\$ 325,000	\$ 309,400	\$ 15,600	\$ 353,000	\$ 353,000	\$ 8,000	2.32%
		* \$20,000 transferred to Debt Service							
435-000	<u>Street Lighting</u>								
	Street Lighting	\$ 162,000	\$ 162,000	\$ 143,025	\$ 18,975	\$ 160,000	\$ 160,000	\$ (2,000)	-1.23%
	Subtotal	\$ 162,000	\$ 162,000	\$ 143,025	\$ 18,975	\$ 160,000	\$ 160,000	\$ (2,000)	-1.23%
440-00	<u>Telephone</u>								
	Telephone	\$ 200,000	\$ 194,000 **	\$ 177,715	\$ 16,285	\$ 194,000	\$ 194,000	\$ (6,000)	-3.00%
	Subtotal	\$ 200,000	\$ 194,000	\$ 177,715	\$ 16,285	\$ 194,000	\$ 194,000	\$ (6,000)	-3.00%
		** \$6,000 transferred to Debt Service							
445-000	<u>Water</u>								
100	Water	\$ 55,000	\$ 55,000	\$ 41,086	\$ 13,914	\$ 50,000	\$ 50,000	\$ (5,000)	-9.09%
FAC	Family Aquatic Center	10,000	10,000	14,500	(4,500)	15,000	15,000	5,000	50.00%
GLF	Golf Course	1,500	1,500	1,353	147	2,000	2,000	500	33.33%
	Subtotal	\$ 66,500	\$ 66,500	\$ 56,939	\$ 9,561	\$ 67,000	\$ 67,000	\$ 500	0.75%
446-461	<u>Fuel</u>								
446	Natural Gas	\$ 58,000	\$ 58,000	\$ 55,191	\$ 2,809	\$ 64,000	\$ 64,000	\$ 6,000	10.34%
447	Heating Oil	38,000	28,000 ***	13,744	14,256	28,000	28,000	(10,000)	-26.32%
460	Gasoline	135,000	125,000 ***	114,655	10,345	125,000	125,000	(10,000)	-7.41%
461	Diesel	130,000	130,000	128,824	1,176	130,000	130,000	(0)	0.00%
	Subtotal	\$ 361,000	\$ 341,000	\$ 312,414	\$ 28,586	\$ 347,000	\$ 347,000	\$ (14,000)	-3.88%
		*** \$20,000 transferred to Debt Service							
	Utilities Total	\$ 1,134,500	\$ 1,088,500	\$ 999,494	\$ 89,006	\$ 1,121,000	\$ 1,121,000	\$ (13,500)	-1.19%

INSURANCE

	2018				2019		Adopted/Proposed Budget Variance	
	Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
210-000 General Liability								
General Liability	\$ 471,928	\$ 471,928	\$ 471,928	\$ 0	\$ 486,086	\$ 486,086	\$ 14,158	3.00%
Subtotal	\$ 471,928	\$ 471,928	\$ 471,928	\$ 0	\$ 486,086	\$ 486,086	\$ 14,158	3.00%
215-000 Workers Compensation								
Workers Compensation	\$ 561,833	\$ 561,833	\$ 561,833	\$ 0	\$ 578,688	\$ 578,688	\$ 16,855	3.00%
Subtotal	\$ 561,833	\$ 561,833	\$ 561,833	\$ 0	\$ 578,688	\$ 578,688	\$ 16,855	3.00%
220-000 Employee Group Health								
Medical and Dental	\$ 2,650,000	\$ 2,650,000	\$ 2,650,000	\$ 0	\$ 2,600,000	\$ 2,600,000	\$ (50,000)	-1.89%
Subtotal	\$ 2,650,000	\$ 2,650,000	\$ 2,650,000	\$ 0	\$ 2,600,000	\$ 2,600,000	\$ (50,000)	-1.89%
225-000 Unemployment								
Unemployment	\$ 50,000	\$ 50,000	\$ 50,000	\$ 0	\$ 50,000	\$ 50,000	\$ 0	0.00%
Subtotal	\$ 50,000	\$ 50,000	\$ 50,000	\$ 0	\$ 50,000	\$ 50,000	\$ 0	0.00%
230-000 Other Insurances								
Other Insurances	\$ 52,000	\$ 52,000	\$ 52,000	\$ 0	\$ 25,000	\$ 25,000	\$ (27,000)	-51.92%
Subtotal	\$ 52,000	\$ 52,000	\$ 52,000	\$ 0	\$ 25,000	\$ 25,000	\$ (27,000)	-51.92%
Insurance Total	\$ 3,785,761	\$ 3,785,761	\$ 3,785,761	\$ 0	\$ 3,739,774	\$ 3,739,774	\$ (45,987)	-1.21%

**PENSIONS /
SOCIAL SECURITY**

PENSIONS/SOCIAL SECURITY

LINE ITEM BUDGET

	2018				2019		Adopted/Proposed Budget Variance	
	Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
471-000 Public Employees Retirement System								
PERS	\$ 1,224,459	\$ 1,224,459	\$ 1,224,459	\$ 0	\$ 1,274,378	\$ 1,274,378	\$ 49,919	4.08%
Less : Library Contribution	(157,000)	(157,000)	(157,000)	0	(157,000)	(157,000)	0	0.00%
Less : Housing Authority Contribution	(26,000)	(26,000)	(26,000)	0	0	0	26,000	-100.00%
<i>Subtotal</i>	\$ 1,041,459	\$ 1,041,459	\$ 1,041,459	\$ 0	\$ 1,117,378	\$ 1,117,378	\$ 75,919	7.29%
475-000 Police Fire Retirement System								
PFRS	\$ 2,342,567	\$ 2,342,567	\$ 2,342,567	\$ 0	\$ 2,541,918	\$ 2,541,918	\$ 199,351	8.51%
<i>Subtotal</i>	\$ 2,342,567	\$ 2,342,567	\$ 2,342,567	\$ 0	\$ 2,541,918	\$ 2,541,918	\$ 199,351	8.51%
471-000 Defined Contribution Retirement Plan								
DCRP	\$ 15,000	\$ 11,000 *	\$ 10,722	\$ 278	\$ 15,000	\$ 15,000	\$ 0	0.00%
<i>Subtotal</i>	\$ 15,000	\$ 11,000	\$ 10,722	\$ 278	\$ 15,000	\$ 15,000	\$ 0	0.00%
* \$4,000 transferred to Debt Service								
472-000 Social Security/Medicare								
Social Security/Medicare	\$ 1,033,523	\$ 905,941 **	\$ 672,417	\$ 233,524	\$ 872,000	\$ 872,000	\$ (161,523)	-15.63%
Less : Library Contribution	(106,006)	(106,006)	0	(106,006)	(114,576)	(114,576)	(8,570)	8.08%
Less : Sewer Contribution	(30,000)	(30,000)	0	(30,000)	(33,000)	(33,000)	(3,000)	10.00%
Less : Parking Contribution	(44,517)	(44,518)	0	(44,518)	(63,000)	(63,000)	(18,483)	41.52%
Less : UCC Contribution	(53,000)	(53,000)	0	(53,000)	(65,000)	(65,000)	(12,000)	22.64%
<i>Subtotal</i>	\$ 800,000	\$ 672,417	\$ 672,417	\$ 0	\$ 596,424	\$ 596,424	\$ (203,576)	-25.45%
** \$127,463 transferred to Debt Service								
Pension/ Social Security Total	\$ 4,199,026	\$ 4,067,443	\$ 4,067,165	\$ 278	\$ 4,270,720	\$ 4,270,720	\$ 71,694	1.71%

**INTERLOCAL
AGREEMENTS /
GRANTS**

INTERLOCAL AGREEMENTS & GRANTS

LINE ITEM BUDGET

2018				2019		Adopted/Proposed Budget Variance	
Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%

25-265-003 INTERLOCAL AGREEMENTS

Interlocal Agreements

Joint Meeting - NPSM Emergency Dispatch Center	\$ 981,640	\$ 981,640	\$ 981,640	\$ 0	\$ 1,232,049	\$ 1,232,049	\$ 250,409	25.51%
Interlocal Agreements Total	\$ 981,640	\$ 981,640	\$ 981,640	\$ 0	\$ 1,232,049	\$ 1,232,049	\$ 250,409	25.51%

41-000-000 STATE AND FEDERAL GRANT APPROPRIATIONS

Grants

NJ Recycling Tonnage Grant	\$ 36,812	\$ 36,812	\$ 36,812	\$ 0	\$ 29,539	\$ 29,539	\$ (7,273)	-19.76%
NJ DLPS Tarentino Community Day	0	0	0	0	0	0	0	0.00%
NJ Body Armor Replacement Fund	0	0	0	0	4,776	4,776	4,776	100.00%
NJ Alcohol Ed Rehab Enforcement Grant	0	513	513	0	0	0	0	0.00%
NJ Forest Service Hazard Mitigation	0	0	0	0	0	0	0	0.00%
Investors Foundation for Community Center	0	30,000	30,000	0	0	0	0	0.00%
Junior League Share the Fun	0	7,000	7,000	0	0	0	0	0.00%
Union County Clean Communities	0	39,698	39,698	0	0	0	0	0.00%
Greening Union County	7,000	7,000	7,000	0	0	0	(7,000)	-100.00%
Union County Level the Playing Field	0	25,470	25,470	0	0	0	0	0.00%
Union County Kids Recreation Grant	50,000	50,000	50,000	0	0	0	(50,000)	-100.00%
Union County Infrastructure & Municipal Aid	100,000	100,000	100,000	0	0	0	(100,000)	-100.00%
State of New Jersey EMAA	0	9,400	9,400	0	10,000	10,000	10,000	100.00%
Union County Recycling Enhancement Grant	0	10,000	10,000	0	0	0	0	0.00%
NJ DOT Municipal Aid - Ashwood	0	55,000	55,000	0	0	0	0	0.00%
NJ DOT Municipal Aid - DeForest	0	50,000	50,000	0	0	0	0	0.00%
NJ DOT Municipal Aid - Summit & Elm	0	200,000	200,000	0	0	0	0	0.00%
NJ DOT Municipal Aid - Hobart	0	0	0	0	100,000	100,000	100,000	100.00%
NJ ROID Grant	0	20,721	20,721	0	0	0	0	0.00%
Sustainable Jersey Small Grants	0	5,000	5,000	0	0	0	0	0.00%
DDEF	0	8,251	8,251	0	0	0	0	0.00%
Grants Total	\$ 193,812	\$ 654,864	\$ 654,864	\$ 0	\$ 144,315	\$ 144,315	\$ (49,497)	-25.54%

DEBT SERVICE

DEBT SERVICE

LINE ITEM BUDGET

	2018				2019		Adopted/Proposed Budget Variance	
	Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
	\$ 210,000	\$ 210,000	\$ 210,000	\$ 0	\$ 735,275	\$ 735,275	\$ 525,275	250.13%
44-901-000 Capital Improvement Fund								
<u>Municipal Debt Service</u>								
45-920 Bond Principal	\$ 2,785,000	\$ 2,830,000	\$ 2,830,000	\$ 0	\$ 2,085,000	\$ 2,085,000	\$ (745,000)	-26.33%
45-925 Bond Anticipation Note Principal	885,000	885,000	885,000	0	411,450	411,450	(473,550)	-53.51%
45-930 Interest on Bonds	411,413	437,134	437,134	0	795,134	795,134	358,000	87.02%
45-935 Interest on Bond Anticipation Notes	413,340	413,340	413,340	0	710,520	710,520	297,180	71.90%
45-942 Downtown Business Improvement Loan	0	0	0	0	0	0	0	25.00%
<u>Municipal Debt Service Total</u>	<u>\$ 4,494,753</u>	<u>\$ 4,565,474</u> *	<u>\$ 4,565,474</u>	<u>\$ 0</u>	<u>\$ 4,002,104</u>	<u>\$ 4,002,104</u>	<u>\$ (563,370)</u>	<u>-12.34%</u>
* \$70,721 transferred from various sources								
<u>School Debt Service</u>								
48-920 Bond Principal	\$ 4,255,000	\$ 4,400,000	\$ 4,400,000	\$ 0	\$ 4,435,000	\$ 4,435,000	\$ 35,000	0.80%
48-925 Bond Anticipation Note Principal	41,800	41,800	41,800	0	0	0	(41,800)	-100.00%
48-930 Interest on Bonds	824,913	913,637	913,637	0	830,023	830,023	(83,614)	-10.14%
48-935 Interest on Bond Anticipation Notes	32,600	32,600	32,600	0	0	0	(32,600)	-100.00%
<u>School Debt Service Total</u>	<u>\$ 5,154,313</u>	<u>\$ 5,388,037</u> **	<u>\$ 5,388,037</u>	<u>\$ 0</u>	<u>\$ 5,265,023</u>	<u>\$ 5,265,023</u>	<u>\$ (123,014)</u>	<u>-2.28%</u>
** \$233,724 transferred from various sources								

DEFERRED CHARGES
&
RESERVES

DEFERRED CHARGES & RESERVES

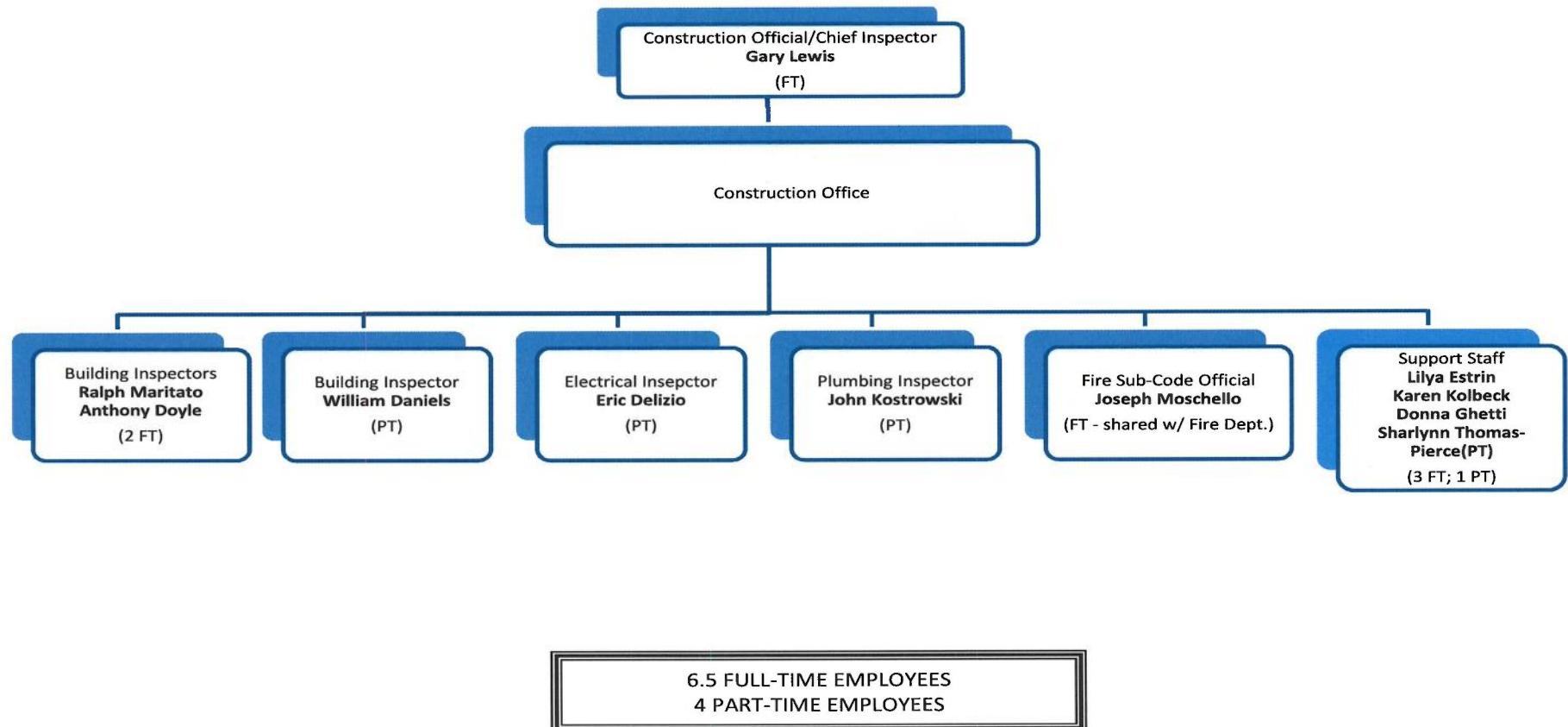
LINE ITEM BUDGET

	2018				2019		Adopted/Proposed Budget Variance	
	Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
Deferred Charges								
876-000 Deficit in Dedicated Assessment Budget	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
877-000 Deferred Charges (Capital Expenses Unfunded)	\$ 75,000	\$ 75,000	\$ 75,000	\$ 0	\$ 75,000	\$ 75,000	\$ 0	0.00%
Reserves								
899-001 Reserve for Tax Appeals	\$ 300,000	\$ 300,000	\$ 300,000	\$ 0	\$ 140,000	\$ 140,000	\$ (160,000)	-53.33%
899-002 Reserve for Salary Adjustments	\$ 90,000	\$ 0 *	\$ 0	\$ 0	\$ 190,000	\$ 190,000	\$ 100,000	111.11%
899-003 Reserve for Municipal Debt Service	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ (0)	100.00%
899-000 Reserve for Uncollected Taxes	\$ 5,386,796	\$ 5,386,796	\$ 5,386,796	\$ 0	\$ 5,287,251	\$ 5,287,251	\$ (99,545)	-1.85%

* \$90,000 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

<u>REVENUES</u>		2018			2019		Adopted/Proposed Budget Variance	
		ANTICIPATED	ANTICIPATED	ACTUAL as of 12/31/2018	Amount Over/(Under)	ANTICIPATED	\$	%
U.C.C. Fees		\$ 1,025,800	\$ 1,025,800	\$ 1,011,123	\$ (14,677)	\$ 1,121,700	\$ 95,900	9.35%
Interest on Investments		1,000	1,000	13,767	12,767	13,700	12,700	1270.00%
Total U.C.C. Revenues		\$ 1,026,800	\$ 1,026,800	\$ 1,024,890	\$ (1,910.21)	\$ 1,135,400	\$ 108,600	10.58%
<u>APPROPRIATIONS</u>		2018			2019		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Proposed Budget	\$	%
<i>Salaries and Wages</i>								
101	Full-Time	\$ 515,200	\$ 515,200	\$ 580,595	\$ (65,395)	\$ 532,200	\$ 17,000	3.30%
102	Part-Time	280,000	280,000	209,839	70,161	301,000	21,000	7.50%
104	Overtime	25,300	25,300	25,292	8	22,200	(3,100)	-12.25%
	Total Salary & Wages	\$ 820,500	\$ 820,500	\$ 815,726	\$ 4,774	\$ 855,400	\$ 34,900	4.25%
<i>Other Expenses</i>								
201	Supplies & Materials	\$ 5,600	\$ 5,600	\$ 2,366	\$ 3,234	\$ 5,600	\$ 0	0.00%
301	Printing	9,000	9,000	2,357	6,643	9,000	0	0.00%
405	Vehicle Maintenance	5,000	5,000	2,150	2,851	5,000	0	0.00%
500	Contract Services	13,500	13,500	5,445	8,055	20,500	7,000	51.85%
607	Telephone	3,300	3,300	3,110	191	3,300	0	0.00%
700	Equipment	12,400	12,400	10,041	2,359	18,200	5,800	46.77%
703	Automobiles	23,000	23,000	22,947	53	48,000	25,000	108.70%
801	Clothing Purchases	3,400	3,400	3,323	77	3,000	(400)	-11.76%
804	Training & Seminars	2,000	2,000	1,567	433	2,000	0	0.00%
806	Memberships	700	700	300	400	700	0	0.00%
807	Personal Expenses (Non-Payroll)	500	500	182	318	500	0	0.00%
808	Personal Expenses (Payroll)	8,700	8,700	6,202	2,498	8,700	0	0.00%
809	Conference & Meetings	6,000	6,000	3,618	2,382	6,000	0	0.00%
900	Share of Social Security & Medicare	53,000	53,000	53,000	0	65,000	12,000	22.64%
901	Share of Pension & Health/Dental Costs	49,000	49,000	49,000	0	70,000	21,000	42.86%
50-899	Reserve for Salary Adjustments	11,200	11,200	0	11,200	14,500	3,300	29.46%
55-271	Refunds of Payments	0	0	1,272	(1,272)	0	0	0.00%
	Total Other Expenses	\$ 206,300	\$ 206,300	\$ 166,880	\$ 39,424	\$ 280,000	\$ 73,700	35.72%
	U.C.C. Total Appropriations	\$ 1,026,800	\$ 1,026,800	\$ 982,606	\$ 44,199	\$ 1,135,400	\$ 108,600	10.58%

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

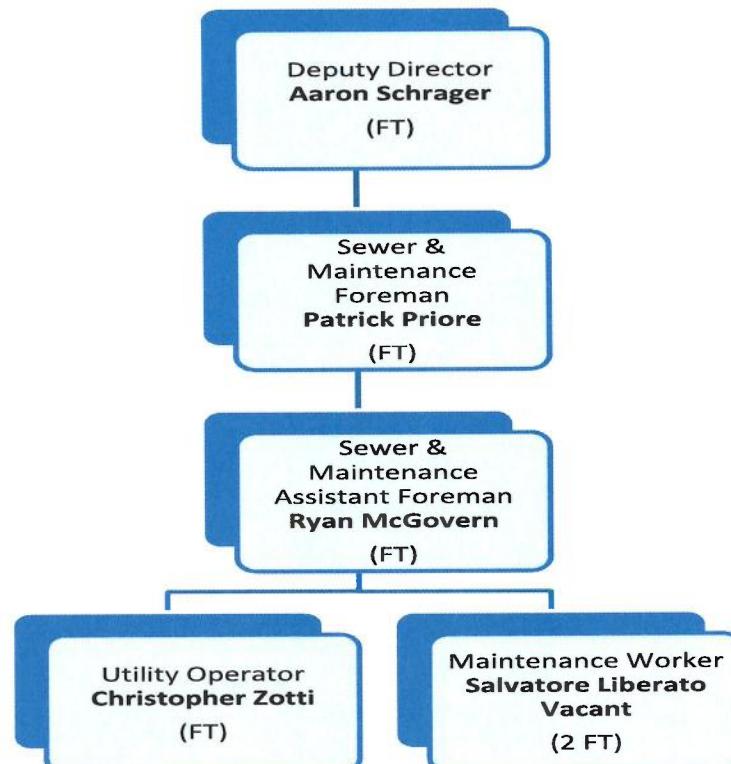
EMPLOYEE SALARY & WAGES

Status	Title	Base + Longevity	2018			2019			2019	
			Base	Grade	Step	Longevity			Total	
Doyle, Anthony	Full-Time	Building Inspector	\$ 90,637	\$ 92,450	12	19	\$ 0	\$ 92,450		
Estrin, Lilya	Full-Time	Secretary III	62,255	63,500	6	19	0	63,500		
Ghetti, Donna	Full-Time	Secretary III	62,255	63,500	6	19	0	63,500		
Kolbeck, Karen	Full-Time	Secretary II	58,067	59,228	5	19	0	59,228		
Lewis, Gary	Full-Time	Construction Official/Chief Inspector	133,031	123,356	16	19	12,336	135,692		
Maritato, Ralph	Full-Time	Building Inspector	90,637	92,450	12	19	0	92,450		
DiLauri, Matthew 25%	Full-Time	Office Manager	0	15,452	10	6-7	0	15,452		
Daniels, William	Part-Time	Building Inspector	46,945	48,306	12	15	0	48,306		
Delizio, Eric	Part-Time	Electrical Inspector	67,357	69,228	12	18	0	69,228		
Kostrowski, John	Part-Time	Plumbing Inspector	72,511	73,990	12	19	0	73,990		
Moschello, Joseph	Half-Time	Fire Sub-code Official	60,591	65,180			0	65,180		
Olinger, William	Part-Time	Building Inspector	0	20,000	12	19	0	20,000		
Thomas-Price, Sharlynn	Part-Time	Secretary II	23,820	24,422	5	1-2	0	24,422		
<i>Salaries & Wages Total</i>		<u>\$ 768,106</u>	<u>\$ 811,061</u>			<u>\$ 12,336</u>		<u>\$ 823,398</u>		

SEWER UTILITY

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

SEWER UTILITY



4 FULL-TIME EMPLOYEES*

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

501-000 DCS - SEWER UTILITY (SEWER ADMINISTRATION)

REVENUES & LINE ITEM BUDGET

REVENUES	2018				2019		Adopted/Proposed Budget Variance	
	Adopted		Anticipated		Actual as of 12/31/2018	Amount Over/(Under)	ANTICIPATED	\$ %
Fund Balance Anticipated (Surplus)	\$ 463,000	\$ 463,000	\$ 463,000	\$ 0	\$ 280,000	\$ (183,000)	-39.52%	
Domestic User Charges	3,290,000	3,290,000	2,773,904	(516,096)	3,922,287	632,287	19.22%	
Industrial User Charges (includes New Providence)	95,500	95,500	987,223	891,723	105,000	9,500	9.95%	
Interest on Sewer	1,500	1,500	6,097	4,597	6,000	4,500	300.00%	
Total Sewer Utility Revenues	\$ 3,850,000	\$ 3,850,000	\$ 4,230,224	\$ 380,224	\$ 4,313,287	\$ 463,287	12.03%	
APPROPRIATIONS								
SEWER ADMINISTRATION	2018				2019		Adopted/Proposed Budget Variance	
	Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<i>Salaries and Wages</i>								
101 Full-Time	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
109 Share of Various Salaries - Current Fund	115,000	115,000	115,000	0	120,000	120,000	5,000	4.35%
Total Salary & Wages	\$ 115,000	\$ 115,000	\$ 115,000	\$ 0	\$ 120,000	\$ 120,000	\$ 5,000	4.35%
<i>Other Expenses</i>								
55-205 Overpayments	\$ 0	\$ 0	\$ 1,734	\$ (1,734)	\$ 0	\$ 0	\$ 0	0.00%
201 Supplies & Materials	500	500	166	334	500	500	0	0.00%
210 Advertising, Printing & Postage	4,000	4,000	0	4,000	4,000	4,000	0	0.00%
401 TC Edmunds System	2,400	2,400	2,316	84	2,400	2,400	0	0.00%
402 TC WIPP	1,200	1,200	600	600	1,200	1,200	0	0.00%
403 TC Sewer Bills	700	700	687	13	700	700	0	0.00%
404 TC Envelopes	100	100	0	100	100	100	0	0.00%
504 Audit Services	9,500	9,500	9,500	0	10,000	10,000	500	5.26%
804 Training & Seminars	1,000	1,000	0	1,000	1,000	1,000	0	0.00%
Total Other Expenses	\$ 19,400	\$ 19,400	\$ 15,003	\$ 4,397	\$ 19,900	\$ 19,900	\$ 500	2.58%
Sewer Utility Administration Subtotal	\$ 134,400	\$ 134,400	\$ 130,003	\$ 4,397	\$ 139,900	\$ 139,900	\$ 5,500	4.09%

501-000 DCS - SEWER UTILITY (SEWER OPERATIONS)

LINE ITEM BUDGET

APPROPRIATIONS		2018				2019		Adopted/Proposed Budget Variance	
SEWER OPERATIONS		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>									
101	Full-Time	\$ 304,000	\$ 304,000	\$ 305,548	\$ (1,548)	\$ 271,000	\$ 271,000	\$ (33,000)	-10.86%
102	Part Time	15,000	10,000 *	0	10,000	25,000	25,000	10,000	66.67%
103	Seasonal	5,000	5,000	4,795	206	10,000	10,000	5,000	100.00%
104	Overtime	5,000	5,000	11,164	(6,164)	10,000	10,000	5,000	100.00%
Total Salary & Wages		\$ 329,000	\$ 324,000	\$ 321,507	\$ 2,493	\$ 316,000	\$ 316,000	\$ (13,000)	-3.95%
* transferred to Sewer Debt Service									
<u>Other Expenses</u>									
201	Supplies	\$ 1,000	\$ 1,000	\$ 589	\$ 411	\$ 1,000	\$ 1,000	\$ 0	0.00%
205	Tools	1,000	1,000	1,372	(372)	1,000	1,000	0	0.00%
212	Materials	5,000	5,000	5,814	(814)	5,000	5,000	0	0.00%
402	Building Maintenance	5,000	5,000	2,777	2,223	5,000	5,000	0	0.00%
403	Equipment Maintenance	10,000	10,000	6,518	3,482	10,000	10,000	0	0.00%
405	Truck Maintenance	10,500	10,500	4,068	6,432	10,000	10,000	(500)	-4.76%
460	Fuel	9,000	5,000 *	0	5,000	11,000	11,000	2,000	22.22%
490	Collection System Maintenance	0	0	0	0	0	0	0	0.00%
491	Odor Control	10,000	10,000	2,992	7,008	18,826	18,826	8,826	88.26%
492	Pumps Maintenance	25,000	15,000 *	7,187	7,813	20,000	20,000	(5,000)	-20.00%
493	Sanitary Sewer	5,000	5,000	2,395	2,605	5,000	5,000	0	0.00%
494	TV Sewer Inspection	7,500	5,500 *	3,095	2,405	5,000	5,000	(2,500)	-33.33%
495	Force Main Repairs	4,000	1 *	0	1	4,000	4,000	0	0.00%
496	Grease Disposal	0	0	0	0	5,000	5,000	5,000	100.00%
500	Contract Services	48,000	48,000	47,589	411	50,000	50,000	2,000	4.17%
509	Mobile Devices	2,000	2,000	2,074	(74)	2,200	2,200	200	10.00%
513	Sewer Service	170,000	170,000	169,489	511	185,000	185,000	15,000	8.82%
601	Pumps Electricity	70,000	70,000	69,502	498	70,000	70,000	0	0.00%
605	Water	1,000	1,000	467	533	1,000	1,000	0	0.00%
801	Clothing Purchase/Clean	1,700	1,700	1,175	525	2,080	2,080	380	22.35%
804	Training & Seminars	1,220	1,220	0	1,220	1,500	1,500	280	22.95%
Total Other Expenses		\$ 386,920	\$ 366,921	\$ 327,103	\$ 39,818	\$ 412,606	\$ 412,606	\$ 25,686	6.64%
* transferred to Sewer Debt Service									
Sewer Utility Operations Subtotal		\$ 850,320	\$ 825,321	\$ 778,612	\$ 46,709	\$ 868,506	\$ 868,506	\$ 18,186	2.14%

501-000 DCS - SEWER UTILITY (SEWER OPERATIONS)

LINE ITEM BUDGET

APPROPRIATIONS	2018				2019		Adopted/Proposed Budget Variance	
	Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>SEWER OPERATIONS</u>								
<u>Joint Meeting Charges</u>								
Joint Meeting Maintenance	\$ 2,067,725	\$ 2,067,725	\$ 2,067,725	\$ 0	\$ 2,187,732	\$ 2,187,732	\$ 120,007	5.80%
Joint Meeting Maintenance Add'l	0	0	0	0	0	0	0	0.00%
Total Joint Meeting	\$ 2,067,725	\$ 2,067,725	\$ 2,067,725	\$ 0	\$ 2,187,732	\$ 2,187,732	\$ 120,007	5.80%
<u>Health & Dental Insurances</u>								
	\$ 90,000	\$ 90,000	\$ 90,000	\$ 0	\$ 75,000	\$ 75,000	\$ (15,000)	-16.67%
<u>Capital Improvement Fund</u>								
	\$ 37,000	\$ 37,000	\$ 37,000	\$ 0	\$ 21,075	\$ 21,075	\$ (15,925)	-43.04%
<u>Deferred Charges</u>								
	\$ 56,560	\$ 56,560	\$ 56,560	\$ 0	\$ 56,560	\$ 56,560	\$ 0	0.00%
<u>Debt Service</u>								
Bond Principal	\$ 380,000	\$ 395,000	*	\$ 395,000	\$ 0	\$ 400,000	\$ 400,000	\$ 20,000 5.26%
Bond Anticipation Notes Principal	0	0		0	0	0	0	0.00%
Interest on Bonds	88,875	98,874	*	98,874	0	118,424	118,424	29,549 33.25%
Interest on Bond Anticipation Notes	9,520	9,520		9,520	0	24,990	24,990	15,470 162.50%
Reserve for Debt Service	0	0		0	0	0	0	0.00%
Total Debt Service	\$ 478,395	\$ 503,394		\$ 503,394	\$ 0	\$ 543,414	\$ 543,414	\$ 65,019 13.59%
* transferred from Sewer OE								
<u>Statutory Expenditures</u>								
Social Security & Medicare	\$ 30,000	\$ 30,000		\$ 0	\$ 30,000	\$ 33,000	\$ 3,000	10.00%
Contribution to PERS	40,000	40,000		40,000	0	38,000	38,000	(2,000) -5.00%
Total Statutory Expenditures	\$ 70,000	\$ 70,000		\$ 40,000	\$ 30,000	\$ 71,000	\$ 71,000	\$ 1,000 1.43%
<u>Contribution to Current Fund</u>								
	\$ 200,000	\$ 200,000		\$ 200,000	\$ 0	\$ 490,000	\$ 490,000	\$ 290,000 145.00%
Overall Sewer Utility Totals	\$ 3,850,000	\$ 3,850,000		\$ 3,773,292	\$ 76,709	\$ 4,313,287	\$ 4,313,287	\$ 463,287 12.03%

501-000 DCS - SEWER UTILITY (SEWER OPERATIONS)

EMPLOYEE SALARY & WAGES

	Status	Title	Base + Longevity	2018			2019			2019 Total
				Base	Grade	Step	Longevity			
Liberato, Salvatore	Full-Time	Maintenance Worker	\$ 0	\$ 45,872	5	1	\$ 0		\$ 45,872	
McGovern, Ryan	Full-Time	Assistant Forman	77,139	82,088	9	14	1,500		83,588	
Negri, Joseph (retire 4/1/2019)	Full-Time	Maintenance Worker	71,740	16,549	5	19	1,655		18,204	
Zotti, Christopher	Full-Time	Utility Operator	77,389	77,027	8	14	1,500		78,527	
Priore, Patrick	Full-Time	Equipment Operator	77,639	0	11	9-10	0		0	
New Hire (10 months)	Full-Time	Maintenance Worker	0	38,227	5	1	0		38,227	
Reserve for Salary Adjustments			0	6,000			0		6,000	
Assistant Forman Adjustment			5,000	0	9	1	0		0	
<i>Salaries & Wages Total</i>			\$ 308,907	\$ 265,763			\$ 4,655		\$ 270,418	

* Transferred from Public Works 2/2/2019

PARKING SERVICES

UTILITY

Parking Services Agency

Rita M. McNany, Parking Services Manager



WHAT WE DO

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

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

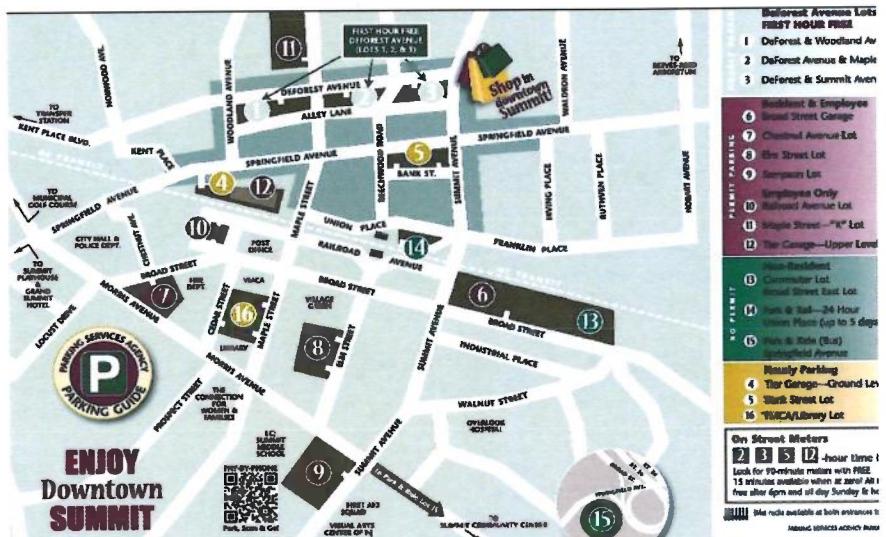
Parking Services collects all parking revenues, excluding parking tickets, to fully cover its operating expenses and all parking debt service while maintaining sufficient surplus for future snow removal and capital improvements.

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

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

OUR FOCUS ON EQUITY

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



OUR SERVICES & GOALS

SERVICE 1 Customer convenience and satisfaction

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

SERVICE 2 Form an interim parking and/or relocation plan during Redevelopment Project

Goal 2a The Broad Street West Redevelopment planning process contemplates building a new fire house on the current Broad Street East municipal parking lot next to the Broad Street Garage. Parking will be permanently displaced after the fire house is built.



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

Goal 3a LED light replacement project at the Springfield Avenue Tier Garage was recently completed.

Goal 3b To procure and install new surveillance, indoor way-finding signage, and lot counting equipment at both garages to notify when parking facilities are full.

Goal 3c Structural inspection of the Broad Street Garage will be conducted in 2019.

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

SERVICE 4 Dynamic ridesharing technology program

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



The current program has been increased to accommodate 300 participants. As of January 31, 2019 we have 255 participants with 248 Summit resident commuters and 7 Summit residents employed in the downtown.

Twenty-seven participants were removed from the program for inactivity over the last 90 days. Initially, the program opened up an average of 25 parking spaces per day. As of December 2018, an average of 51 spaces is available each day.

SERVICE 5 Add “P” public parking wayfinding signs downtown

Goal 6a Current downtown wayfinding signs include directions to public parking yet ongoing feedback from drivers is that signage is too small and goes unnoticed. The parking industry standard for directional parking signs is a large, blue P (example below). Parking Services will procure and strategically place these signs in key downtown locations.



Tactical Implementation 2019

SERVICE GOAL #1

Continue to promote online payments, use of the ParkMobile app, and credit card payments at kiosks.

Parking Services finalized the installation of on street parking payment kiosks in the downtown. In 2018, there was an increase in payments through ParkMobile app with 33% growth from 2017. There was a 44% increase from active users processing payments and in December 2018, there were 922 new users who signed up with ParkMobile in Summit.

Monthly, quarterly and annual prepayments increased in 2018 by 23.38% overall. With the new on-line recurring billing capability there was a 46.75% increase in on-line payments from 2017.

One of the main goals for installing the street kiosks was to reduce manual labor collections of cash and coins. Credit card payments for 2018 increased 80.43% following the installation of the on-street kiosks. The reduction in the amount of coins and cash collected results in the removal of one vacant part-time position at a costs savings of \$27,144.

SERVICE GOAL #2

Analysis of alternative parking space allocations during the Broad Street Redevelopment Project

In 2019, preparations will be made to form an interim parking and/or relocation plan for displaced parking during all construction phases of the new fire house, as well as any future redevelopment. Proposed parking alternatives for use during the displacement and the loss of municipal parking lot/s include possible use of private parking locations, shuttle services, county-wide transportation assistance and continued expansion of the ridesharing program.

GOAL #3

In 2019, the K-Lot will be milled, paved and re-striped. In 2018, public works added the much needed sidewalk on Maple Street near the K-Lot to enhance pedestrian safety. The LED light replacement project at the Springfield Avenue Tier Garage was completed in January 2019. The Elm Street Lot was improved in 2018.

Bids will be solicited for new surveillance technology and indoor way-finding signage for both the Springfield Avenue Tier and Broad Street garages. The new signage will have color-coded levels and elevators will be encased with attractive changeable panels that will promote advertising and beautify the garages.



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

As part of a proper preventative maintenance plan, structural inspection will be completed in the Broad Street Garage to determine if any repairs are needed. The last repair project was conducted in 2015.

2018 was an extremely rainy year. With heavy rains, water can seep into gated equipment causing malfunctions. As part of a 2019 capital project request, if approved, overhead canopies would be procured for the Deforest Avenue Lots to protect equipment during inclement weather.

GOAL #4

Evaluation of program participation, use and sustainability will continue along with discussions on the viability of utilizing the ridesharing program as a long-term parking solution.

Month	Period	Pre-Paid Trips	Daily Trips	Pre-Paid Dwtn Trips	Daily Dwtn Trips	Total Trips	Average Daily Morning Trips	Total Amount	Daily Rider Charges	City Cost	Avg. \$ per Ride
October	2016	178	680			858		\$6,015	\$1,360	\$4,655	\$7.01
November		115	1,027			1,142		\$7,288	\$2,054	\$5,234	\$6.38
December		102	703			805		\$5,830	\$1,406	\$4,424	\$7.24
2016 Totals		395	2,410	0	0	2,805	0	\$19,133	\$4,820	\$14,313	\$6.88
January	2017	134	809			943		\$7,543	\$1,618	\$5,925	\$8.00
February		141	809			950		\$7,965	\$1,618	\$6,347	\$8.38
March		155	880			1,035		\$8,623	\$1,760	\$6,863	\$8.33
April		157	901			1,058		\$8,164	\$1,802	\$6,362	\$7.72
May		148	871			1,019		\$8,147	\$1,742	\$6,405	\$8.00
June		105	687			792		\$6,301	\$1,374	\$4,927	\$7.96
July		78	663			741		\$5,815	\$1,326	\$4,489	\$7.85
August		80	778			858		\$6,352	\$1,556	\$4,796	\$7.40
September		70	726			796		\$6,156	\$1,452	\$4,704	\$7.73
October		107	950			1,057		\$8,268	\$1,900	\$6,368	\$7.82
November		105	821			926		\$7,026	\$1,642	\$5,384	\$7.59
December	Uber	4	24			28		\$209	\$48	\$161	\$7.47
December	Lyft	102	790			892		\$6,921	\$1,580	\$5,341	\$7.76
2017 Totals		1,386	9,709	0	0	11,095	0	\$87,490	\$19,418	\$68,072	\$7.85
January	2018	150	1,237			1,387		\$10,096	\$2,474	\$7,622	\$7.28
February		117	1,184			1,301		\$9,267	\$2,368	\$6,899	\$7.12
March		154	1,306			1,460	36	\$10,507	\$2,612	\$7,895	\$7.20
April		148	1,199	0	0	1,347	34	\$8,684	\$2,403	\$6,280	\$6.45
May		156	1,447	28	0	1,631	40	\$10,838	\$2,916	\$7,922	\$6.65
June		126	1,399	32	47	1,604	40	\$12,012	\$3,080	\$8,932	\$7.49
July		181	1,465	5	66	1,717	43	\$12,496	\$3,062	\$9,434	\$7.28
Aug		198	1,547	0	66	1,811	42	\$13,288	\$3,222	\$10,066	\$7.34
Sept		200	1,445	0	43	1,688	43	\$12,509	\$2,974	\$9,535	\$7.41
Oct		283	1,937	0	32	2,252	54	\$15,677	\$3,938	\$13,744	\$6.96
Nov		257	1,579	0	13	1,849	48	\$14,560	\$3,158	\$11,402	\$7.87
Dec		203	1,538	0	24	1,765	51	\$13,797	\$3,124	\$10,173	\$7.82
2018 Totals		2,173	17,283	65	291	19,812	431	\$143,731	\$35,332	\$109,905	\$7.25
TOTALS		3,954	29,402	65	291	33,712	431	\$250,354	\$59,570	\$192,290	

**SERVICE
GOAL #5**

Provide parking guidance within the downtown and promote Saturday and Sunday free parking in long-term lots

Parking Services will procure the industry standard blue "P" directional signage for public parking lots. In addition, sandwich boards will be placed at the Springfield Avenue Tier Garage, K Lot on Maple Street, the Railroad Avenue Lot behind the Post Office and the Elm Street Lot to advertise to the public that public parking is free on Saturday and Sunday. The Broad Street Garage already has banners.

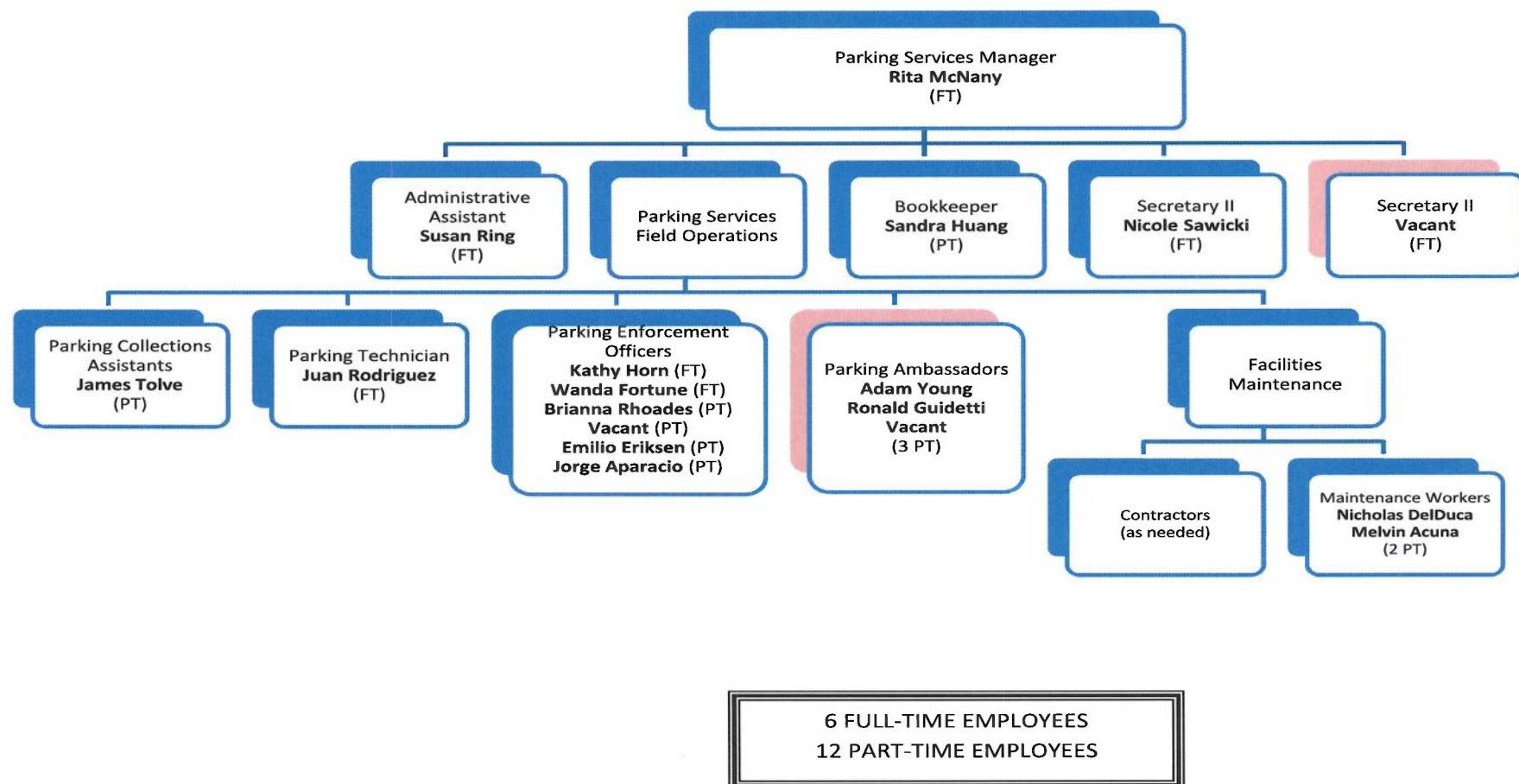
Agency Transactions by Quantity

DESCRIPTION	2013	2014	2015	2016	2017	2018	%
Permit Sales	2,421	2,350	2,407	2,974	5,474	8,856	38.19%
Bag Meters	968	1,599	2,876	1,786	789	1,346	41.39%
Dumpster Permits	58	55	98	311	61	252	75.79%
Daily Visitor Passes - Counter	12,274	9,172	9,278	12,357	16,868	16,390	-2.92%
Corporate Codes	0	0	0	4,697	228	181	-25.97%
Smart Cards	3,393	1,679	477	139	77	21	-266.67%
Prepaid (Month, Quarter & Annual) – Counter	2,166	2,361	2,397	2,822	1,598	785	-103.57%
Prepaid (Month, Quarter & Annual) – On-Line	4,238	2,440	1,849	545	2,270	4,263	46.75%
Total Prepays (New recurring billing 2017)	6,404	4,801	4,246	3,367	3,868	5,048	23.38%
Parkmobile Off Street	79,639	141,740	173,496	152,509	207,783	229,014	9.27%
Parkmobile On-Street	31,492	53,308	86,908	107,172	119,750	151,446	20.93%
Total Field - Parkmobile	114,677	195,048	260,404	259,681	327,533	380,460	13.91%
Credit Card – Off Street	118,097	107,723	124,470	125,972	196,262	191,022	-2.74%
Credit Card – On Street*					14,923	76,249	80.43%
Total Field - Credit Card Transactions	114,677	195,048	260,404	259,681	327,533	380,460	13.91%
Cash ** - Off Street	N/A	N/A	162,757	137,757	129,099	105,577	-22.28%
Cash ** - On Street					24,852	111,805	77.77%
Cash – Deforest Only	78,575	60,893	52,878	48,668	41,704	35,774	-16.58%
Total Field - Cash Transaction	114,677	195,048	260,404	259,681	327,533	380,460	13.91%
Total Field Transactions – off street	276,311	310,356	513,601	325,149	574,848	561,387	-2.40%
Total Field Transactions – on Street	31,492	53,308	86,908	107,172	281,131	339,520	17.20%
Total Field Transactions	114,677	195,048	260,404	259,681	327,533	380,460	4.99%
Total Operations Transactions							

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

**Old machines only provided cash totals, not quantity.

PARKING SERVICES AGENCY



PARKING SERVICES UTILITY

REVENUES

REVENUES	2018				2019		Adopted/Proposed Budget Variance	
	ADOPTED	ANTICIPATED	ACTUAL as of 12/31/2018	Amount Over/(Under)	ANTICIPATED		\$	%
Lots & Garages - Cash, CC & Parkmobile								
Garage - Broad Street	\$ 302,000	\$ 302,000	\$ 278,961	\$ (23,039)	\$ 285,000	\$ (17,000)		-5.63%
Garage - Tier Upper Level	150,000	150,000	161,188	11,188	160,000	10,000		6.67%
Garage - Tier Ground Level	80,000	80,000	81,829	1,829	80,000	0		0.00%
Parking Lots (excludes DeForest Lots)	216,000	216,000	230,227	14,227	216,000	0		0.00%
DeForest Lots	449,000	449,000	389,442	(59,558)	400,000	(49,000)		-10.91%
Bank Street Lot	53,000	53,000	50,001	(2,999)	53,000	0		0.00%
Library Lot	64,000	64,000	74,336	10,336	64,000	0		0.00%
Total Lots & Garages	\$ 1,314,000	\$ 1,314,000	\$ 1,265,984	\$ (48,016)	\$ 1,258,000	\$ (56,000)		-4.26%
On-Street Meters								
Cash Only	\$ 315,000	\$ 315,000	\$ 182,638	\$ (132,362)	\$ 182,000	\$ (133,000)		-42.22%
Kiosks	35,000	35,000	184,514	149,514	180,000	145,000		414.29%
Parkmobile	135,000	135,000	177,920	42,920	175,000	40,000		29.63%
Total On-Street Meters	\$ 485,000	\$ 485,000	\$ 545,072	\$ 60,072	\$ 537,000	\$ 52,000		10.72%
Smart Card Sales								
Initial Sales - Counter	\$ 1,550	\$ 1,550	\$ 1,550	\$ 0	\$ 0	\$ (1,550)		-100.00%
Recharge Sales - Counter	500	500	100	(400)	0	(500)		-100.00%
Total Smart Card Sales	\$ 2,050	\$ 2,050	\$ 1,650	\$ (400)	\$ 0	\$ (2,050)		-100.00%
Bar-Code Permit Sales								
Resident	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		100.00%
Resident Renewal	32,000	32,000	54,680	22,680	32,000	0		0.00%
Resident - Seniors	5,000	5,000	9,345	4,345	5,000	0		0.00%
Employee Renewal	11,000	11,000	14,090	3,090	13,000	2,000		18.18%
Employee - Seniors	500	500	525	25	500	0		0.00%
Total Bar-Code Permit Sales	\$ 48,500	\$ 48,500	\$ 78,640	\$ 30,140	\$ 50,500	\$ 2,000		4.12%

REVENUES	2018				2019		Adopted/Proposed Budget Variance	
	ADOPTED	ANTICIPATED	ACTUAL as of 12/31/2018	Amount Over/(Under)	ANTICIPATED		\$	%
Pre-Paid Parking								
Resident - Monthly and Daily	\$ 52,000	\$ 52,000	\$ 64,327	\$ 12,327	\$ 63,000		\$ 11,000	21.15%
Resident - Quarterly	54,000	54,000	61,598	7,598	60,000		6,000	11.11%
Resident - Annual	71,712	71,712	73,440	1,728	73,000		1,288	1.80%
Resident - Pre-paid Prior Year for Current Year	2,372	2,372	2,372	0	0		(2,372)	-100.00%
Resident - Pre-paid Current Year for Next Year	1,000	1,000	1,000	0	0		(1,000)	-100.00%
<i>Less: Pre-paid Current Year for Next Year</i>	(1,000)	(1,000)	(1,000)	0	0		1,000	-100.00%
Resident Pre-Paid Sub-Total	\$ 180,084	\$ 180,084	\$ 201,737	\$ 21,653	\$ 196,000		\$ 15,916	8.84%
Corporate Codes - Employer Paid Parking	\$ 17,000	\$ 17,000	\$ 16,208	\$ (792)	\$ 16,000		\$ (1,000)	-5.88%
Employee - Monthly and Daily	110,000	110,000	156,185	46,185	155,000		45,000	40.91%
Employee - Quarterly	147,744	147,744	151,585	3,841	151,000		3,256	2.20%
Employee - Annual	110,214	110,214	88,128	(22,086)	88,000		(22,214)	-20.16%
Employee - Pre-paid Prior Year for Current Year	14,000	14,000	14,736	736	0		(14,000)	-100.00%
Employee - Pre-paid Current Year for Next Year	10,000	10,000	10,000	0	0		(10,000)	-100.00%
<i>Less: Pre-paid Current Year for Next Year</i>	(10,000)	(10,000)	(10,000)	0	0		10,000	-100.00%
Employee Pre-Paid Sub-Total	\$ 398,958	\$ 398,958	\$ 426,842	\$ 27,884	\$ 410,000		\$ 11,042	2.77%
Total Pre-Paid Parking	\$ 579,042	\$ 579,042	\$ 628,579	\$ 49,537	\$ 606,000		\$ 26,958	4.66%
Daily Visitor Passes								
Bulk (Pack of 10 - \$50.00)	\$ 19,000	\$ 19,000	\$ 17,250	\$ (1,750)	\$ 17,000		\$ (2,000)	-10.53%
Single (One Time - Atlantic Health)	48,000	48,000	48,000	0	36,000		(12,000)	-25.00%
Single (1 for \$6.00)	500	500	270	(230)	250		(250)	-50.00%
Total Daily Visitor Passes	\$ 67,500	\$ 67,500	\$ 65,520	\$ (1,980)	\$ 53,250		\$ (14,250)	-21.11%
Non-Resident Lot								
Broad Street East Lot	\$ 330,000	\$ 330,000	\$ 436,961	\$ 106,961	\$ 430,000		\$ 100,000	30.30%
Total Non-Resident Parking	\$ 330,000	\$ 330,000	\$ 436,961	\$ 106,961	\$ 430,000		\$ 100,000	30.30%
Overnight Parking								
Quarterly	\$ 35,000	\$ 35,000	\$ 39,726	\$ 4,726	\$ 39,000		\$ 4,000	11.43%
Pre-paid Prior Year for Current Year	75	75	75	0	0		(75)	-100.00%
Pre-paid Current Year for Next Year	75	75	75	0	0		(75)	-100.00%
<i>Less: Pre-paid Current Year for Next Year</i>	(75)	(75)	(75)	0	0		75	-100.00%
Total Overnight Parking	\$ 35,075	\$ 35,075	\$ 39,801	\$ 4,726	\$ 39,000		\$ 3,925	11.19%

PARKING SERVICES UTILITY

REVENUES

REVENUES	2018			2019		Adopted/Proposed Budget Variance	
	ADOPTED	ANTICIPATED	ACTUAL as of 12/31/2018	Amount Over/(Under)	ANTICIPATED	\$	%
Other Revenues							
Dumpster Permit/Bagged Meters	\$ 20,000	\$ 20,000	\$ 41,226	\$ 21,226	\$ 35,000	\$ 15,000	75.00%
Special Event	0	0	0	0	0	0	0.00%
Leased Spaces	59,000	59,000	60,000	1,000	60,000	1,000	1.69%
Total Other Revenues	\$ 79,000	\$ 79,000	\$ 101,226	\$ 22,226	\$ 95,000	\$ 16,000	20.25%
Park & Ride (DOT Rt. 24 Lot)							
Cash Receipts	\$ 400	\$ 400	\$ 365	\$ (35)	\$ 300	\$ (100)	-25.00%
Credit Card Usage and Daily CC	6,100	6,100	4,451	(1,649)	4,000	(2,100)	-34.43%
Parkmobile	32,000	32,000	27,954	(4,046)	26,000	(6,000)	-18.75%
Permit Monthly, Quarterly or Annually	26,000	26,000	26,520	520	26,000	0	0.00%
Pre-paid Prior Year for Current Year	1,200	1,200	200	(1,000)	200	(1,000)	-83.33%
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>
Total NJDOT Park & Ride	\$ 65,700	\$ 65,700	\$ 59,490	\$ (6,210)	\$ 56,500	\$ (9,200)	-14.00%
Park & Rail (NJ Transit Lot)							
Cash Receipts	\$ 4,000	\$ 4,000	\$ 1,669	\$ (2,331)	\$ 1,600	\$ (2,400)	-60.00%
Parkmobile	55,000	55,000	48,194	(6,806)	48,000	(7,000)	-12.73%
Credit Card Usage & CC Daily	45,000	45,000	57,480	12,480	57,000	12,000	26.67%
Total NJT Park & Rail	\$ 104,000	\$ 104,000	\$ 107,343	\$ 3,343	\$ 106,600	\$ 2,600	2.50%
Parking Services Revenues Subtotal	\$ 3,109,867	\$ 3,109,867	\$ 3,330,266	\$ 220,399	\$ 3,231,850	\$ 121,983	3.92%

PARKING SERVICES UTILITY

REVENUES

REVENUES	2018				2019		Adopted/Proposed Budget Variance	
	Adopted	ANTICIPATED	ACTUAL as of 12/31/2018	Amount Over/(Under)	ANTICIPATED		\$	%
Other Anticipated Revenues								
Anticipated from Capital Surplus for Capital Outlay	\$ 64,000	\$ 64,000	\$ 64,000	\$ 0	\$ 0		\$ (64,000)	-100.00%
Anticipated from Operating Surplus	269,000	269,000	269,000	0	662,705		393,705	146.36%
Miscellaneous Revenue	60,000	60,000	60,000	0	60,000		0	0.00%
Budget Appropriation Vehicles and Other Improvements	57,000	57,000	57,000	0	0		(57,000)	-100.00%
Total Miscellaneous Revenues	\$ 450,000	\$ 450,000	\$ 450,000	\$ 0	\$ 722,705		\$ 272,705	60.60%
TOTAL PARKING SERVICE UTILITY REVENUES	\$ 3,559,867	\$ 3,559,867	\$ 3,780,266	\$ 220,399	\$ 3,954,555		\$ 394,688	11.09%

PARKING SERVICES UTILITY

LINE ITEM BUDGET

		2018				2019		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
55-501-000 Salaries and Wages									
101	Full-Time	\$ 430,100	\$ 430,100	\$ 431,144	\$ (1,044)	\$ 442,000	\$ 442,000	\$ 11,900	2.77%
102	Part-Time	175,200	175,200	184,206	(9,006)	202,600	202,600	27,400	15.64%
103	Overtime	10,000	10,000	10,335	(335)	10,000	10,000	0	0.00%
132	Parking Ambassadors/Temps	149,700	149,700	60,496	89,204	125,000	125,000	(24,700)	-16.50%
	Total Salary & Wages	\$ 765,000	\$ 765,000	\$ 686,182	\$ 78,818	\$ 779,600	\$ 779,600	\$ 14,600	1.91%
55-502-001 Other Expenses									
201	Supplies & Materials	\$ 48,000	\$ 48,000	\$ 34,764	\$ 13,236	\$ 44,500	\$ 44,500	\$ (3,500)	-7.29%
204	Deforest Lots	71,500	71,500	66,842	4,658	69,500	69,500	(2,000)	-2.80%
205-215	Credit Card Charges	213,000	213,000	198,223	14,777	198,000	198,000	(15,000)	-7.04%
310	Electronic Costs	413,350	413,350	241,768	171,582	380,780	380,780	(32,570)	-7.88%
402	Building Maintenance	77,000	77,000	26,244	50,756	67,000	67,000	(10,000)	-12.99%
403	Equipment Maintenance	60,190	60,190	61,222	(1,032)	115,600	115,600	55,410	92.06%
405	Vehicle Maintenance	10,000	10,000	2,000	8,000	7,500	7,500	(2,500)	-25.00%
417	Snow Removal	0	0	8,893	(8,893)	75,000	75,000	75,000	100.00%
501	Legal Services	1,000	1,000	0	1,000	1,000	1,000	0	0.00%
504	Audit services	6,000	6,000	7,000	(1,000)	7,000	7,000	1,000	16.67%
505	Non-Resident Valet	84,000	84,000	72,587	11,413	135,000	135,000	51,000	60.71%
507	NJT Park & Rail Lots - Rents	50,000	50,000	45,999	4,001	50,000	50,000	0	0.00%
509	Parking Share of Other Services	250,000	250,000	250,000	0	250,000	250,000	(0)	0.00%
510	Parking Share of Pensions	55,000	55,000	55,000	0	60,000	60,000	5,000	9.09%
515	Stackable Parking	42,000	42,000	0	42,000	0	0	(42,000)	-100.00%
700	Equipment	10,500	10,500	9,590	910	12,000	12,000	1,500	14.29%
801	Clothing (Uniforms)	5,000	5,000	2,144	2,856	5,000	5,000	0	0.00%
804	Training & Seminars	5,000	5,000	2,534	2,466	5,000	5,000	0	0.00%
806	Memberships	2,000	2,000	1,427	574	2,000	2,000	0	0.00%
900	Miscellaneous Accounts	0	0	0	0	0	0	0	100.00%
942	Parking Lot Maintenance	10,000	10,000	3,290	6,710	10,000	10,000	0	0.00%
943	Maintenance - NJ Transit & NJDOT Lots	2,000	2,000	0	2,000	2,000	2,000	0	0.00%
946	Reserved for Salary Adjustments	8,800	8,800	0	8,800	18,000	18,000	9,200	104.55%
	Total Other Expenses	\$ 1,424,340	\$ 1,424,340	\$ 1,089,526	\$ 334,814	\$ 1,514,880	\$ 1,514,880	\$ 90,540	6.36%
	Parking Appropriations Subtotal	\$ 2,189,340	\$ 2,189,340	\$ 1,775,707	\$ 413,633	\$ 2,294,480	\$ 2,294,480	\$ 105,140	4.80%

	2018		2019		Adopted/Proposed Budget Variance			
	Adopted Budget	Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Capital Improvement Fund</u>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
<u>Aquisition of Vehicles and Other Capital Outlay</u>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 195,000	\$ 195,000	\$ 195,000	100.00%
<u>Deferred Charges</u>	\$ 10,000	\$ 10,000	\$ 10,000	\$ 0	\$ 10,000	\$ 10,000	\$ 0	0.00%
<u>Insurance</u>	\$ 135,000	\$ 135,000	\$ 135,000	\$ 0	\$ 135,000	\$ 135,000	\$ 0	0.00%
<u>Debt Service</u>								
Bond Principal	\$ 220,000	\$ 220,000	\$ 220,000	\$ 0	\$ 220,000	\$ 220,000	\$ 0	0.00%
Bond Anticipation Notes Principal	0	0	0	0	0	0	0	100.00%
Interest on Bonds	63,573	63,573	63,573	0	92,409	92,409	28,836	45.36%
Interest on Bond Anticipation Notes	36,100	36,100	36,100	0	65,550	65,550	29,450	81.58%
Debt Service Broad Street Garage	408,154	408,154	408,154	0	0	0	(408,154)	-100.00%
Reserve for Debt Service	0	0	0	0	0	0	0	100.00%
Total Other Expenses	\$ 727,827	\$ 727,827	\$ 727,827	\$ 0	\$ 377,959	\$ 377,959	\$ (349,868)	-48.07%
<u>Statutory Expenditures</u>								
Social Security & Medicare	\$ 59,200	\$ 59,200	\$ 44,518	\$ 14,682	\$ 63,000	\$ 63,000	\$ 3,800	6.42%
	\$ 59,200	\$ 59,200	\$ 44,518	\$ 14,682	\$ 63,000	\$ 63,000	\$ 3,800	6.42%
<u>Utilities</u>								
Electricity	\$ 60,000	\$ 60,000	\$ 54,064	\$ 5,936	\$ 62,000	\$ 62,000	\$ 2,000	3.33%
Mobile Phones & Data Lines	15,000	15,000	7,846	7,154	15,000	15,000	0	0.00%
Telephone (Garages)	2,500	2,500	0	2,500	1,116	1,116	(1,384)	-55.36%
Water	1,000	1,000	259	741	1,000	1,000	0	0.00%
Total Other Expenses	\$ 78,500	\$ 78,500	\$ 62,169	\$ 16,331	\$ 79,116	\$ 79,116	\$ 616	0.78%
<u>Contribution to Current Fund</u>	\$ 360,000	\$ 360,000	\$ 360,000	\$ 0	\$ 800,000	\$ 800,000	\$ 440,000	122.22%
Overall Parking Utility Totals	\$ 3,559,867	\$ 3,559,867	\$ 3,115,221	\$ 444,646	\$ 3,954,555	\$ 3,954,555	\$ 394,688	11.09%

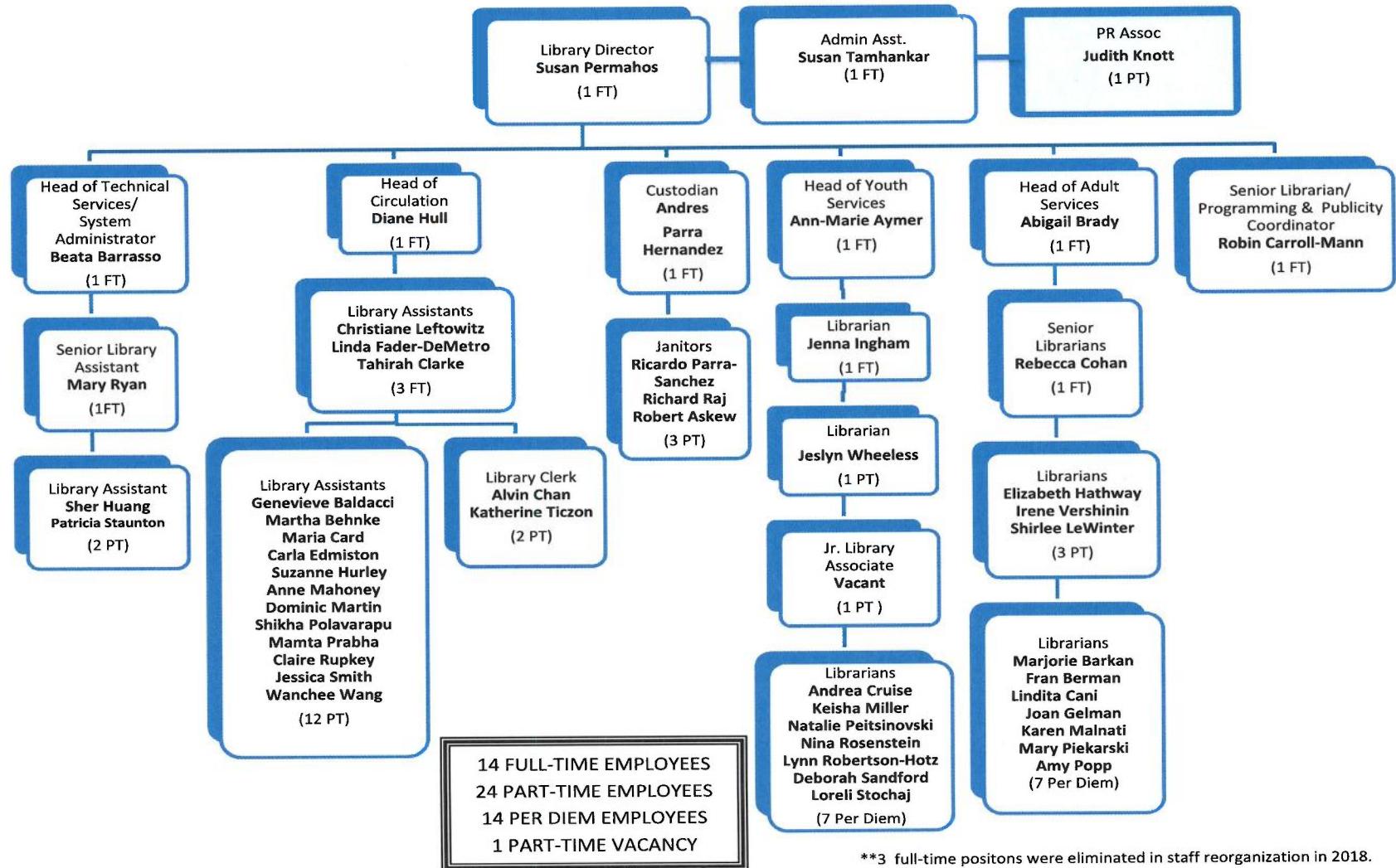
PARKING SERVICES UTILITY

EMPLOYEE SALARY & WAGES

	Status	Title	2018		2019			2019	
			Base + Longevity		Base	Grade	Step	Longevity	Total
Fortune, Wanda	Full-Time	Parking Enforcement Officer	\$ 58,067		\$ 59,228	5	19	\$ 0	\$ 59,228
Horn, Kathleen	Full-Time	Parking Enforcement Officer	62,712		59,228	5	19	5,923	65,151
McNany, Rita	Full-Time	Parking Services Manager	106,003		102,742	14	19	6,165	108,907
Ring, Susan	Full-Time	Administrative Assistant	67,417		68,765	8	19		68,765
Rodriguez, Juan	Full-Time	Parking Technician	74,159		68,765	8	19	6,877	75,642
Sawicki, Nicole	Full-Time	Parking Services Clerk	61,706		63,410	7	19		63,410
Huang, Sandra	Part-Time	Bookkeeper	26,005		27,406				27,406
Rhodes, Brianne	Part-Time	Parking Enforcement Officer	30,618		27,144				27,144
Acuna, Melvin	PT-Hrly	Maintenance Worker	22,736		22,736				22,736
Aparicio, Jorge	PT-Hrly	Parking Enforcement Officer	26,038		27,144				27,144
Delduca, Nicholas	PT-Hrly	Maintenance Worker	22,554		22,554				22,554
Erikson, Emilio	PT-Hrly	Parking Enforcement Officer	27,000		27,686				27,686
Tolve, James	PT-Hrly	Parking Collections Assistant	20,183		20,183				20,183
Vacant	PT-Hrly	Parking Enforcement Officer	0		27,144				27,144
Hersch, Alex	PT-Hrly	Ambassador	18,096		18,096				18,096
Renzulli, Angela	PT-Hrly	Ambassador	0		18,096				18,096
Young, Adam	PT-Hrly	Ambassador	18,096		18,096				18,096
Auxiliary/PEO	Temporary	Support staff	28,080		28,080				28,080
Support Staff	Temporary	Office Support Staff	43,156		43,156				43,156
Permit Renewals	Temporary	Support staff	24,176		24,176				24,176
Salaries & Wages Total			\$ 736,802		\$ 773,835			\$ 18,964	\$ 792,799

LIBRARY

SUMMIT FREE PUBLIC LIBRARY



		2018			2019		Adopted/Proposed Budget Variance	
		Final Budget	Paid or Charged as of 12/31/2018	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>								
101	Full-Time	\$ 1,190,563	\$ 1,173,055	\$ 17,508	\$ 1,083,653	\$ 1,083,653	\$ (106,909)	-8.98%
102	Part-Time	327,380	261,330	66,050	334,189	334,189	6,808	2.08%
104	Per Diem	0	0	0	31,550	31,550	31,550	100.00%
105	Sundays	0	0	0	39,821	39,821	39,821	100.00%
106	Sick Leave	0	0	0	9,216	9,216	9,216	100.00%
	Total Salary & Wages	\$ 1,517,943	\$ 1,434,385	\$ 83,558	\$ 1,498,429	\$ 1,498,429	\$ (19,514)	-1.29%
<u>Other Expenses</u>								
217	Books	\$ 112,500	\$ 99,803	\$ 12,697	\$ 161,500	\$ 161,500	\$ 49,000	43.56%
218	Periodicals	12,500	12,400	100	14,001	14,001	1,501	12.01%
219	Audio Visual	36,120	28,353	7,767	64,125	64,125	28,005	77.53%
220	Other Materials	500	0	500	500	500	0	0.00%
221	Machine Readable	38,000	37,399	601	47,200	47,200	9,200	24.21%
222	Other Operating Expenses	40,000	39,630	370	42,720	42,720	2,720	6.80%
225	Delivery	0	0	0	1,000	1,000	1,000	100.00%
415	Plant Operation & Maintenance	104,000	95,592	8,409	90,000	90,000	(14,000)	-13.46%
517	Computer Costs	31,800	25,937	5,863	33,250	33,250	1,450	4.56%
812	Fringe Benefits - SS/Medicare	118,251	106,006	12,245	114,576	114,576	(3,675)	-3.11%
813	Fringe Benefits - Pension	160,319	157,000	3,319	144,884	144,884	(15,435)	-9.63%
814	Fringe Benefits - Health/Dental	185,000	190,734	(5,734)	175,000	175,000	(10,000)	-5.41%
815	Building Insurance	42,000	42,000	0	42,000	42,000	0	0.00%
816	DCRP/Group Life/Disability	6,500	3,893	2,607	6,500	6,500	0	0.00%
817	Library Other Municipal Expenses	5,000	0	5,000	3,500	3,500	(1,500)	-30.00%
818	Accident Insurance	0	0	0	1,500	1,500	1,500	100.00%
899	Miscellaneous	186	0	186	100	100	(86)	-46.24%
	Total Other Expenses	\$ 892,677	\$ 838,746	\$ 53,930	\$ 942,356	\$ 942,356	\$ 49,679	5.57%
	Library Total Appropriations	\$ 2,410,620	\$ 2,273,131	\$ 137,488	\$ 2,440,785	\$ 2,440,785	\$ 30,165	1.25%

			2018	2019
	Status	Title	Base + Longevity	Base + Longevity
Aymer, Ann Marie	Full-Time	Head of Youth Services	\$ 99,232	\$ 101,218
Brady, Abigail	Full-Time	Head of Adult Services	99,232	101,218
Carroll-Mann, Robin	Full-Time	Sr. Librarian / Programming Publicity Coordinator	86,143	87,517
Clarke, Tahirah	Full-Time	Library Assistant	57,136	59,495
Cohan, Rebecca	Full-Time	Senior Librarian	78,519	79,893
Fader-Demetro, Linda	Full-Time	Library Assistant	54,634	55,728
Forschner, John	Full-Time	Custodian	62,563	0
Hull, Diane	Full-Time	Head of Circulation	79,234	80,819
Ingham, Jennifer	Full-Time	Librarian	51,783	54,905
Lefkowitz, Christine Reignier	Full-Time	Library Assistant	54,635	55,728
Paczek-Barrasso, Beata	Full-Time	Head of Technical Services / System Administrator	91,667	94,132
Parra-Hernandez, Andres	Full-Time	Janitor	54,635	56,406
Permahos, Susan	Full-Time	Library Director	141,060	143,881
Prince, Cathy	Full-Time	Senior Librarian	83,407	0
Ryan, Mary	Full-Time	Senior Library Assistant	70,195	71,599
Squeo, Judith	Full-Time	Senior Library Assistant	63,021	0
Tamhankar, Susan	Full-Time	Administrative Assistant	69,104	41,117
Salaries & Wages Total			\$ 1,296,200	\$ 1,083,653

CAPITAL

2019 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 2019 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 \$17.76 million. However, after careful re-assessment of all capital requests, the recommended 2019 capital budget plan, which includes city, sewer utility and parking services utility projects, amounts to \$17.27 million.

CAPITAL PROJECT ASSESSMENT

The proposed 2019 capital improvement plan includes projects that were evaluated using a number of factors to identify current capital asset needs. These factors, or objectives, are listed below.

Objective 1: Health and safety concerns

Objective 2: Legal mandates

Objective 3: Economic, environmental or social value to the community

Objective 4: Operational benefits to city organization

Objective 5: Specific needs or demands for improved service, timeliness or cost savings

Objective 6: Investment return

Objective 7: Capacity to leverage other resources

Objective 8: Project feasibility (cost, time frames, management capacity)

2019 CAPITAL PROJECTS SUMMARY

Functional Area	Total Capital Request	Brief Description
Public Safety		
<i>Fire Department</i>	\$11,800,000 \$ 189,500	<ul style="list-style-type: none"> ▪ Replacement of Fire Headquarters. ▪ Replacement of SCBA breathing air packs. ▪ Bail out safety equipment.
<i>Police Department</i>	\$ 146,000	<ul style="list-style-type: none"> • Vehicle replacement. ▪ Video camera systems (in-vehicles and detective bureau).
<i>MVEC Joint Dispatch</i>	\$ 200,000	<ul style="list-style-type: none"> ▪ Public safety portable radios.
Administration/ Clerk/Finance	\$ 1,550,000	<ul style="list-style-type: none"> • Real estate property acquisition (7 Cedar Street).
Community Programs	\$ 60,000	<ul style="list-style-type: none"> ▪ Community Center security surveillance system. ▪ Park furnishings.

Functional Area	Total Capital Request	Brief Description
Community Services	\$ 2,735,000	<ul style="list-style-type: none"> ▪ <u>Infrastructure</u>: Various road, sidewalk and pedestrian safety improvement projects. ▪ <u>Vehicle/Equipment</u>: Replace rear packer garbage trucks and asphalt rollers. ▪ <u>Buildings</u>: City Hall HVAC chiller replacement, electrical upgrades, Chatham Road, Transfer Station and City Hall building maintenance projects, DPW 41 Chatham Road roof replacement and Transfer Station siding/shell replacement.
Technology	\$ 75,000	<ul style="list-style-type: none"> ▪ DPW 2-way radio update and conversion. ▪ City Hall security keycard access system.
Parking Services Agency	\$ 100,000	<ul style="list-style-type: none"> ▪ Parking lot maintenance. ▪ DeForest Ave visitor parking lot ticket machines – construct shelter/canopies therefor.
Sewer Utility	\$ 421,500	<ul style="list-style-type: none"> ▪ <u>Capital Projects</u>: West End Avenue sewer lines. ▪ <u>Equipment</u>: F350 and F450 4WD vehicles w/ plow. ▪ <u>Pump Station</u>: Work at Chatham Road and Constantine pump stations.

2019 Capital Budget	Approved * as amended 11/2018	Requested	Future Years						2019-2024 Prospective Projects Total
	PROJECT SUMMARY	2018	2019	2020	2021	2022	2023	2024	

Fire Department**Equipment**

All Terrain Vehicle Equipment
 Modifications to Rescue/Ops
 Bail Out Safety Equipment
 Radio Room Modification
 Replacement of SCBA Breathing Air Packs
 Firefighter Turnout Gear
 Replace Engine 4
 Small Equipment Replacement Program
 Replacement of Fire Hose
 Rescue Equipment Replacement
 Replacement of Fire Prevention Vehicle

\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
7,000									0
7,000	7,000	7,000	7,000						21,000
8,400									0
80,000	168,000								168,000
	14,500	14,500	15,000	15,000					59,000
			800,000						800,000
		10,500							10,500
		19,000							19,000
		40,000							40,000
		55,000							55,000
Fire Equipment Subtotal	\$ 102,400	\$ 189,500	\$ 146,000	\$ 822,000	\$ 15,000	\$ 0	\$ 0	\$ 0	\$ 1,172,500

Fire Headquarters

Replacement of Fire Headquarters
Fire Headquarters Subtotal

*	\$ 750,000	\$ 11,800,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 11,800,000
	\$ 750,000	\$ 11,800,000	\$ 0	\$ 11,800,000					

FIRE DEPARTMENT TOTAL

\$ 852,400	\$ 11,989,500	\$ 146,000	\$ 822,000	\$ 15,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 12,972,500
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Police Department

Fixed License Plate Reader system
 Portable Radio Project
 In-Vehicle and Detective Bureau Video Camera Systems
 In-Vehicle Tech Equipment
 Headquarters Renovations
 Detective Bureau Vehicle Replacement
 Vehicle Replacement
 Variable Message Board

\$ 63,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
		46,000							46,000
		30,000							0
		100,000							0
			80,000						80,000
		100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
		19,000							0
POLICE DEPARTMENT TOTAL	\$ 312,000	\$ 146,000	\$ 180,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 0	\$ 726,000

MVEC Dispatch Center

Public Safety Portable Radios
MVEC DISPATCH CENTER TOTAL

\$ 200,000	\$ 200,000	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 300,000
\$ 200,000	\$ 200,000	\$ 100,000	\$ 0	\$ 300,000					

2019 CAPITAL BUDGET

2019-2024 CAPITAL PLAN

2019 Capital Budget	Approved * as amended 11/2018	Requested	Future Years						2019-2024 Total
	PROJECT SUMMARY	2018	2019	2020	2021	2022	2023	2024	
Library									
Computer Hardware	\$ 0	\$ 0	\$ 19,500	\$ 19,500	\$ 19,500	\$ 19,500	\$ 19,500	\$ 0	\$ 78,000
Replace Library Roof	20,000		50,000	50,000	50,000	50,000	50,000		200,000
Repair Concrete Emergency Staircases	10,000								0
Renovate Computer Lab			25,000						25,000
Replacement of Reference & Circulaion Desks			60,000						60,000
Install Stanchions at Gas Meter & Reconfigure Ramp	20,000								0
Library Total	\$ 50,000	\$ 0	\$ 154,500	\$ 69,500	\$ 69,500	\$ 69,500	\$ 69,500	\$ 0	\$ 363,000
Administration/Clerk/Finance									
VoIP Telephone Upgrade	\$ 25,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Real Estate Property Acquisition (7 Cedar Street)		1,550,000							1,550,000
Revaluation								1,000,000	0
ADMINISTRATION/CLERK/FINANCE TOTAL	\$ 25,000	\$ 1,550,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,000,000	\$ 1,550,000
Department of Community Programs									
Facility Repair/Maintenance									
Memorial Tennis Courts Repairs	\$ 40,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Community Center Park								800,000	0
Community Center Cameras		50,000							50,000
Electroic Message Board			75,000						75,000
Field House Improvements	100,000		50,000					50,000	50,000
Family Aquatic Center Improvements	300,000		300,000						300,000
Village Green and Mabie Playground								600,000	0
Tatlock Park Redevelopment								5,800,000	0
Memorial Fitness									0
Memorial Playground Equipment			500,000						500,000
Memorial Basketball			130,000						130,000
Municipal Golf Course Entrance								600,000	0
Subtotal Community Programs Facility Repair/Maintenance	\$ 440,000	\$ 50,000	\$ 555,000	\$ 500,000	\$ 0	\$ 0	\$ 0	\$ 7,850,000	\$ 1,105,000
Community Programs Vehicles & Equipment									
Park Furnishing	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 0	\$ 60,000
Ford Sedan/Explorer Hybrid or Electric	27,000								0
Senior Bus Replacement	45,000								0
Subtotal Community Programs Vehicles & Equipment	\$ 82,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 0	\$ 60,000
DEPARTMENT OF COMMUNITY PROGRAMS TOTAL	\$ 522,000	\$ 60,000	\$ 565,000	\$ 510,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 7,850,000	\$ 1,165,000

2019 CAPITAL BUDGET

2019-2024 CAPITAL PLAN

2019 Capital Budget	Approved * as amended 11/2018	Requested	Future Years						2019-2024 Total
	PROJECT SUMMARY	2018	2019	2020	2021	2022	2023	2024	
Department of Community Services									
Infrastructure									
Annual Road Program	\$ 0	\$ 0	\$ 0	\$ 200,000					\$ 200,000
Beacon Road									250,000
Brainerd & Fay									500,000
Briant Parkway & Edison Drive									600,000
Butler Parkway			600,000						800,000
Canoe Brook Parkway/Wade/Karen/Beverly/Rose									400,000
Canterbury Lane, Ramsey Drive									500,000
Caldwell, Clark, Dayton, Huntley, Willow									200,000
College Roads (Yale, Princeton)									300,000
Colonial Road									250,000
Colt Road									465,000
Cul-de-sac Paving Project									400,000
Curbing Program									100,000
Denman Place									300,000
Drainage Improvement Projects									250,000
Edgar Street									50,000
Elm Place									200,000
Franklin Place									325,000
Greenbriar Avenue									0
Hobart Ave Sect 1 (Franklin - Springfield)			225,000						350,000
Hobart Ave Sect 2 (Springfield to Rte 124)									0
Larned/Laurel		450,000							
Linden/Oakland Place		375,000							
Locust Drive				150,000					150,000
Manor Hill Road				100,000					100,000
Meadowbrook Court						200,000			200,000
Michigan Avenue						225,000			225,000
Micropaving Program		150,000	150,000	150,000	150,000	150,000	150,000	150,000	900,000
New Providence Avenue			250,000						250,000
Oak Ridge Avenue (Mountain to Elm)									150,000
Open Space Management				40,000		35,000	35,000		110,000
Park Avenue						250,000			250,000
Pearl Street								200,000	200,000
Pedestrian Safety Improvement Project		150,000	150,000						450,000
Prospect Street									500,000
Public Works Paving Program (2019 Henry, Risk & Park Pl)		50,000	100,000	150,000	150,000	150,000	150,000	150,000	850,000
Regulatory & Warning Sign Replacement		15,000	15,000	15,000	15,000	15,000	15,000		75,000
Ridgedale Road						175,000			175,000
Sidewalk Infrastructure Project		100,000							250,000
Storm Water Requirements		5,000	5,000	5,000	5,000	5,000	5,000		25,000
Sweetbriar Road									250,000
Traffic Calming Measures		50,000	50,000	50,000	50,000	50,000	50,000		300,000
Traffic Signal Upgrade Program		50,000	50,000	50,000		50,000			150,000
Tulip Street (Mountain to Ashland)						350,000			350,000
Unimproved Road Upgrades (Larned, Stanley)						100,000			100,000
Wallace Road Improvements		500,000				400,000			400,000
West End Avenue						200,000			200,000
Westminister Road									
Subtotal DCS Infrastructure	\$ 2,270,000	\$ 1,910,000	\$ 2,270,000	\$ 2,220,000	\$ 2,095,000	\$ 2,305,000	\$ 2,250,000	\$ 0	\$ 13,050,000

2019 CAPITAL BUDGET

2019-2024 CAPITAL PLAN

2019 Capital Budget	Approved * as amended 11/2018	Requested	Future Years						2019-2024 Total
	2018	2019	2020	2021	2022	2023	2024	Prospective Projects	
PROJECT SUMMARY									
Vehicle/Equipment									
Replace Jeep Wrangler 4WD w/Plow #102	\$ 0	\$ 0	\$ 0	\$ 0	\$ 50,000	\$ 0	\$ 0	\$ 50,000	
Replace 4WD Vehicle #310									45,000
Replace Tandem Axle Dump Truck w/Plow #13									45,000
Replace SA Dump Truck 5-7CY w/Plow #12 #14 #15 #42									200,000
Replace F550 Traffic Truck w/Bucket #45									705,000
Replace F450 4WD Mason Dump w/Plow #47									140,000
Replace F250 4WD Pickup w/Plow #99 #105									90,000
Replace F350 4WD Pickup w/Plow #90									90,000
Replace F450 4WD Rack Body Truck w/Plow #56									130,000
Replace 2008 Trash Transfer Trailers #79									150,000
Replace 2007 Volvo Trash Transfer Tractors #72									65,000
Replace Rear Packer Garbage Truck 20CY #63									300,000
Replace Rear Packer Garbage Truck 25CY #64									160,000
Replace Front End Loaders/Backhoes #83									293,000
Replace Golf Course Mtn Equip #168 #171 #177 #178 #179									847,000
Replace Street Sweeper #519									488,000
Replace 185 CFM Trailered Air Compressor #50									137,000
Replace 1994 Ingersoll Rand Light Tower #54									255,000
Replace Salt Spreaders 5-6CY #29 #30 #32 #34									38,000
Replace Salt Spreader 3CY									0
Replace Salt Brine Applicator									80,000
Replace Sprayer Turf 175 Gallon w/ Foam #110									80,000
Replace Asphalt Paving Machine #25									0
Replace Asphalt Rollers #21									25,000
Replace Snow Loader #166									44,000
Replace Snow Melting Machinery									44,000
Replace 72" Mower #152 #154 #155									180,000
Replace Yard Jockey Tractor TS #73									180,000
Replace Hot Tar Crack Filler, Trailer Mount									180,000
Replace Brush Chipper #165									140,000
Replace Tree Stump Grinder #147									0
Replace Turf Tractor 4WD & Implements #148 #151 #158 #160									64,000
Replace Kubota Sidewalk Snow Tractor w/Plow & Blower #150									110,000
Replace Turf Utility Vehicle 4WD w/Plow #162									95,000
Replace Upgrade Fuel Dispensing System City Garage									75,000
Replace Compost/Topsoil/Sweepings Screener									70,000
Replace Compost Window Turner									230,000
Replace Field Line Painter #186 #187									25,000
Subtotal DCS Vehicles and Equipment	\$ 475,300	\$ 370,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,045,000	\$ 1,021,000	\$ 0	\$ 5,436,000

2019 CAPITAL BUDGET

2019-2024 CAPITAL PLAN

2019 Capital Budget	Approved * as amended 11/2018	Requested	Future Years						Prospective Projects	2019-2024 Total
	2018	2019	2020	2021	2022	2023	2024			
PROJECT SUMMARY										
<u>DCS Buildings</u>										
City Hall Building Maintenance	\$ 70,000	\$ 0	\$ 75,000	\$ 0	\$ 75,000	\$ 0	\$ 75,000	\$ 0	\$ 0	\$ 225,000
City Hall Electrical Upgrades	15,000	15,000	25,000							40,000
City Hall Carpet Replacement Program	25,000		25,000							25,000
City Hall HVAC (Water Cooling Tower)	90,000									0
City Hall HVAC (Chiller Replacement)		165,000								165,000
City Hall HVAC (Internal Upgrades)	25,000		50,000		25,000		25,000			100,000
City Hall Elevator Upgrade/Jack Replacement			60,000							60,000
DPW 41 Chatham Road Building Maintenance	30,000	30,000	30,000	30,000	30,000	30,000	30,000			180,000
DPW 41 Chatham Road Roof Replacement (Main Bldg)										0
DPW 41 Chatham Road Roof Replacement (G&T Bldg)		90,000								90,000
DPW 41 Chatham Road Spreader Rack Upgrade	10,000		50,000							50,000
DPW 41 Chatham Road Facility Renovation			100,000		1,500,000					1,600,000
DPW 41 Chatham Road Salt Dome Replacement			75,000							75,000
Transfer Station Building Maintenance	30,000	30,000	30,000	30,000	30,000	30,000	30,000			180,000
Transfer Station Packer Upgrade	15,000		15,000		15,000	500,000				530,000
Transfer Station Remediation/Redevelopment LSRP		25,000		750,000						775,000
Transfer Station Siding/Shell Replacement		100,000								100,000
Village Green Improvements			400,000							400,000
Subtotal DCS Buildings	\$ 310,000	\$ 455,000	\$ 935,000	\$ 810,000	\$ 1,675,000	\$ 560,000	\$ 160,000	\$ 0	\$ 4,595,000	
DEPARTMENT OF COMMUNITY SERVICES TOTAL	\$ 3,055,300	\$ 2,735,000	\$ 4,205,000	\$ 4,030,000	\$ 4,770,000	\$ 3,910,000	\$ 3,431,000	\$ 0	\$ 23,081,000	
<u>Technology</u>										
DCS Software	\$ 5,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
DCS GIS			50,000			50,000				100,000
DCS City Hall Building Security Keycard Access	17,500	5,000								5,000
DPW 2-Way Radio Update and Conversion		70,000								70,000
Subtotal Technology	\$ 22,500	\$ 75,000	\$ 50,000	\$ 0	\$ 0	\$ 50,000	\$ 0	\$ 0	\$ 0	\$ 175,000
TOTAL CITY PROJECTS	\$ 5,039,200	\$ 16,755,500	\$ 5,400,500	\$ 5,531,500	\$ 4,964,500	\$ 4,139,500	\$ 3,541,000	\$ 8,850,000	\$ 40,332,500	
<u>UTILITY PROJECTS</u>										
Parking Services Utility										
DeForest Lot Shelters/Canopies	\$ 0	\$ 50,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 50,000
Broad Street Garage Rehab Project										0
Vehicle Replacement			70,000							70,000
Tier Garage Rehab Project				500,000						500,000
Parking Lot Maintenance	50,000	50,000	50,000	50,000	50,000	50,000	50,000			300,000
Lot Full Sign & Count Equipment	50,000									0
Parking Services Utility Totals	\$ 100,000	\$ 100,000	\$ 120,000	\$ 550,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 0	\$ 920,000	

2019 CAPITAL BUDGET

2019-2024 CAPITAL PLAN

2019 Capital Budget	Approved * as amended 11/2018	Requested	Future Years							2019-2024 Total
	PROJECT SUMMARY	2018	2019	2020	2021	2022	2023	2024	Prospective Projects	
<u>Sewer Utility</u>										
General - Infrastructure										
TV Inspection & Line Cleaning Project	\$ 150,000	\$ 0	\$ 150,000	\$ 0	\$ 150,000	\$ 0	\$ 150,000	\$ 0	\$ 450,000	
Sewer Lining		25,000			75,000				100,000	
Spot Repairs	50,000		50,000		50,000			50,000		150,000
GIS mapping & updates		7,500		7,500			10,000			25,000
Trunkline Maintenance & Repairs	50,000		50,000				50,000			100,000
Force Main Valve Upgrades	25,000	25,000	25,000	25,000						75,000
Infiltration & Inflow Projects	25,000		25,000				25,000			50,000
SCADA Monitors Office Updates		15,000								15,000
DPW 41 Chatham Road Sewer Jet Garage Extension		65,000								65,000
2-Way Radio Update and Conversion		40,000								40,000
Subtotal General Routine Infrastructure	\$ 300,000	\$ 177,500	\$ 225,000	\$ 107,500	\$ 275,000	\$ 10,000	\$ 275,000	\$ 0	\$ 1,070,000	
Sewer Utility										
Capital Projects										
Broad Street Trunk line	\$ 25,000		\$ 0	\$ 25,000	\$ 0	\$ 0	\$ 25,000	\$ 0	\$ 50,000	
West End Avenue		25,000			350,000					375,000
Division Avenue & Blackburn Road	50,000			250,000						250,000
Priority Spot Repairs & Investigation	100,000		100,000		100,000			\$ 100,000		300,000
Out year Projects							100,000	300,000		400,000
Subtotal Sewer Capital Projects	\$ 175,000	\$ 25,000	\$ 100,000	\$ 275,000	\$ 450,000	\$ 100,000	\$ 425,000	\$ 0	\$ 1,375,000	
Equipment										
Equipment #41 F350 4WD Oicjou w/plow #41	\$ 0	\$ 49,000	\$ 0	\$ 0	\$ 195,000					49,000
Equipment #43 5CY Dump w/Plow		70,000								195,000
Equipment #47 F450 4WD Mason Dump w/Plow	30,000									70,000
Equipment #210 4x4 Utility Vehicle								40,000		0
Equipment #310 4x4 Utility Vehicle	75,000									40,000
Equipment #555 Sewer Utility Box Truck										0
Subtotal Sewer Infrastructure	\$ 105,000	\$ 119,000	\$ 0	\$ 195,000	\$ 0	\$ 0	\$ 40,000	\$ 0	\$ 354,000	
Pump Station										
Chatham Road	\$ 50,000	\$ 35,000	\$ 0	\$ 0	\$ 25,000	\$ 0	\$ 25,000	\$ 0	\$ 85,000	
Constantine	50,000	65,000	\$ 100,000		75,000			25,000		265,000
Glen Avenue	5,000				25,000					35,000
River Road	5,000				25,000					35,000
Grinder Replacement Program	50,000		50,000		50,000			50,000		150,000
Subtotal Sewer Pump Stations	\$ 160,000	\$ 100,000	\$ 150,000	\$ 125,000	\$ 75,000	\$ 25,000	\$ 95,000	\$ 0	\$ 570,000	
JMEUC - Capital Contribution										
Capital Plan	\$ 1,175,000	\$ 0	\$ 0	\$ 973,073	\$ 0	\$ 0	\$ 891,984	\$ 0	\$ 1,865,057	
Flood Mitigation Plan										0
Subtotal JMEUC Capital Contribution	\$ 1,175,000	\$ 0	\$ 0	\$ 973,073	\$ 0	\$ 0	\$ 891,984	\$ 0	\$ 1,865,057	
SEWER UTILITY TOTALS	\$ 1,915,000	\$ 421,500	\$ 475,000	\$ 1,675,573	\$ 800,000	\$ 135,000	\$ 1,726,984	\$ 0	\$ 5,234,057	
TOTAL CITY & UTILITY PROJECTS	\$ 7,054,200	\$ 17,277,000	\$ 5,995,500	\$ 7,757,073	\$ 5,814,500	\$ 4,324,500	\$ 5,317,984	\$ 8,850,000	\$ 46,486,557	