



City of Hoboken CY 2017 Introduced Budget Budget Workshop

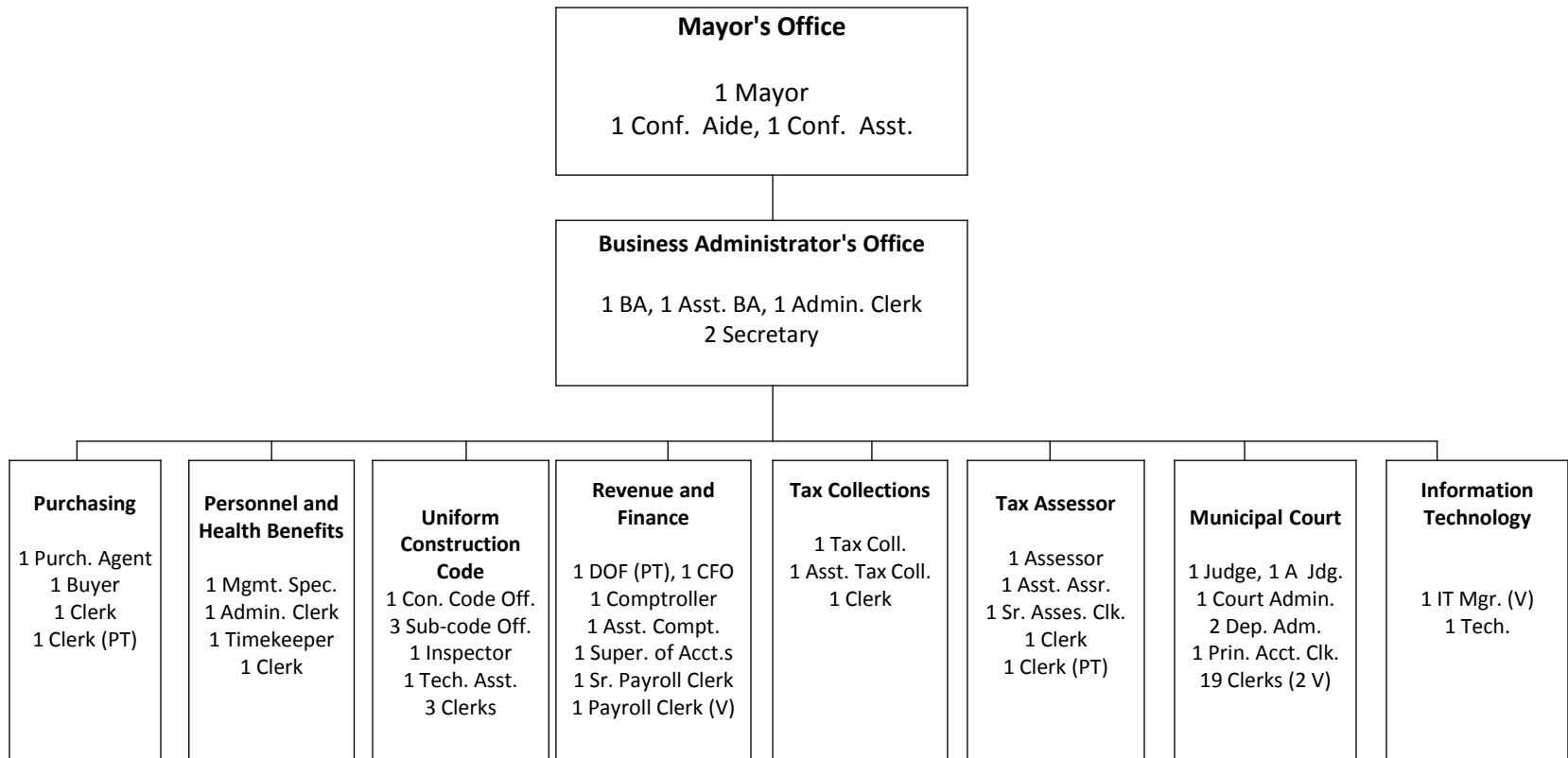
Department of Administration
Including Revenue & Finance

Presented by:
Stephen Marks, Business Administrator

Department of Administration Overview

- Mayor's Office
- Business Administrator's Office
- Purchasing
- Personnel and Health Benefits
- Uniform Construction Code
- Revenue and Finance
- Tax Collections
- Tax Assessor
- Municipal Court

Department of Administration Organizational Chart



Administration Headcount

	2013		2014		2015		2016		2017	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
Mayor's Office	3		3		3		3		3	
Ba's Office	4	1	4		4	1	5		5	
Purchasing	3	1	3	1	3	1	3	1	3	1
Personnel & Benefits	5		4		4	1	4		4	
Construction Office	10	2	9	2	10		11	1	9	
Revenue & Finance	7	2	7	2	6	1	6	1	6	1
Tax Collection	4		4		4		3		3	
Tax Assessor	4	1	4	1	4	1	4	1	4	1
Court	20		20	1	21		22		24	
Info Tech			1		1		1		2	
	60	7	59	7	60	5	62	4	63	3

Headcount Changes

- Reduction in construction official's office due to attrition and outsourcing of elevator inspections
- New clerk positions budgeted in municipal court
- IT manager position budgeted

Department of Administration Budget – Salaries and Wages

	2016 Budget	2016 Expended	2017 Budget	Budget Difference
Court	1,070,795	958,442	1,189,751	118,956
Construction	745,598	664,475	722,196	(23,402)
Rev & Finance	633,718	603,696	698,113	64,395
BA	522,522	514,888	496,106	(26,416)
Tax Assessor	358,781	357,585	383,463	24,682
Mayor	281,033	280,493	298,108	17,075
Personnel	267,927	267,742	293,632	25,705
Tax Collector	252,346	252,293	272,286	19,940
Purchasing	198,529	197,652	217,948	19,419
Info Tech	50,000	11,550	128,513	78,513
Total	4,381,249	4,108,816	4,700,116	318,867

Department of Administration

Budget – Other Expenses

	2016 Budget	2016 Expended	2017 Budget	Budget Difference
Construction	261,000	186,991	361,000	100,000
Tax Assessor	274,545	244,313	274,545	-
Court	157,800	128,364	167,950	10,150
BA	160,000	154,936	160,000	-
Rev & Finance	140,000	139,179	140,000	-
Info Tech	147,000	125,700	133,000	(14,000)
Tax Collector	65,000	37,812	47,500	(17,500)
Mayor	26,160	25,507	26,160	-
Purchasing	8,500	1,561	8,500	-
Personnel	8,000	7,168	8,000	-
Total	1,248,005	1,051,531	1,326,655	78,650

Ratable Base

- New Ratables
- Appeals

Change in the Ratable Base

2016 Ratable Base	\$ 11,223,498,397
Reductions for Residential Appeals	\$ (5,383,200)
Reductions for Other Appeals	\$ (75,869,100)
New Construction/Renovations	\$ 231,142,200
Other (Demo/Fire/Condo Conversion)	\$ (12,436,311)
2017 Ratable Base	\$ 11,360,951,986
Change in Ratable Base	+ \$137.4M (1.2%)

Major New Ratables for 2017

Address	# Units	2016 Assessed Value	2017 Assessed Value	Increase
1450 Garden	212	\$ 41,428,600	\$ 96,574,000	\$ 55,145,400
900 Monroe	137	\$ 9,713,800	\$ 58,413,800	\$ 48,700,000
1125 Jefferson	54	\$ 855,000	\$ 20,300,000	\$ 19,445,000
128 Harrison	19	\$ 2,197,800	\$ 15,247,700	\$ 13,049,900
84 Willow	13	\$ 1,544,700	\$ 12,556,500	\$ 11,011,800

Reserve for Tax Appeal History

Year	Opening Balance	Appropriated	Expended	Closing Balance
2011	\$ 1,759,000	\$ 1,400,000	\$ (555,000)	\$ 2,604,000
2012	\$ 2,604,000	\$ -	\$ (1,013,000)	\$ 1,591,000
2013	\$ 1,591,000	\$ 1,000	\$ (534,000)	\$ 1,058,000
2014	\$ 1,058,000	\$ 1,000,000	\$ (1,441,000)	\$ 617,000
2015	\$ 617,000	\$ 1,500,000	\$ (1,231,000)	\$ 886,000
2016	\$ 886,000	\$ 2,000,000	\$ (536,000)	\$ 2,350,000
2017	\$ 2,350,000	\$ 1,000,000		

Levy Cap Summary

- Maximum Allowable Amount to be Raised by Taxation \$56,736,787
 - Amount to be Raised by Taxation for Municipal Purposes \$53,885,664
 - Amount Under Levy Cap \$ 2,851,123
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- To review the actual calculation, see the Levy Cap Calculation Worksheet in the Budget document.

2017 Capital Program

Project Category	Estimated Total	Capital Imp Fund
City Hall Preservation	\$ 500,000	\$ 0
Park Acquisition and Improvement	\$ 9,400,000	\$ 0
Pier A Rehabilitation	\$ 4,000,000	\$ 200,000
Police Cameras & ALPRS	\$ 500,000	\$ 25,000
Police Vehicles	\$ 220,000	\$ 11,000
Road Resurfacing & Trans	\$ 3,444,000	\$ 164,000
Water Main Replacement	\$ 5,000,000	\$ 0
Total	\$ 23,064,000	\$ 400,000

Salaries and Wages (2014-2017)

	2014 Budget	2015 Budget	2016 Budget	2017 Budget	% Increase 2016-2017	% Increase 2014-2017
S&W	\$ 41,226,085	\$ 41,283,162	\$ 41,825,357	\$ 45,803,489		
Salary Adjustment	\$ 1,560,000	\$ 1,450,000	\$ 1,450,000	\$ 100		
Total	\$ 42,786,085	\$ 42,733,162	\$ 43,275,357	\$ 45,803,589	5.84%	7.05%

Personnel Cost Comparison

	2016 Budget	2016 Spent	2017 Budget
S&W	\$ 41,825,357	\$ 40,130,297	\$ 45,803,489
Salary Adjustment	\$ 1,450,000	\$ 1,450,000	\$ 100
Terminal Leave	\$ 600,000	\$ 442,699	\$ 600,000
Health Benefits	\$ 20,644,991	\$ 16,914,872	\$ 19,981,500
Pension	\$ 8,373,514	\$ 8,248,990	\$ 8,469,707
Workers Comp	\$ 700,000	\$ 912,390	\$ 900,000
Social Security	\$ 1,750,000	\$ 1,394,550	\$ 1,525,000
Unemployment Comp	\$ 50,000	\$ 50,000	\$ 50,000
Total Employee Cost	\$ 75,393,862	\$ 69,543,797	\$ 77,329,796
Total Budget	\$ 113,319,145	\$ 102,864,754	\$ 113,264,972
% Of Total Budget	67%	68%	68%

2017 Personnel Cost

	Police	Fire	Others	Total
Salaries	16,727,183	14,186,789	12,505,956	43,419,928
Overtime, Uniform, etc.	1,311,000	720,000	352,561	2,383,561
Pension	3,740,332	3,172,280	1,582,095	8,494,707
Med/Rx (Net of Employee Contrib.)*	2,282,120	1,868,693	3,745,871	7,896,684
Social Security/Medicare	224,460	193,583	1,106,957	1,525,000
	24,285,095	20,141,345	19,293,440	63,719,880

* Med/Rx excludes retirees

Unclassified Appropriations

	2016 BUDGET	2016 EXPENDED	2017 BUDGET	BUDGET DIFFERENCE
ABC:				
S&W	4,200	4,080	4,200	-
Other Expenses	2,750	2,743	4,750	2,000
Volunteer Ambulance	40,000	40,000	40,000	-
No Hudson Council of Mayors	73,700	73,700	73,700	-
Settlement of Claims	10,000	-	10,000	-
Towing/Storage Vehicles	7,500	-	7,500	-
Engineering*	350,000	433,341	350,000	-
Labor Arbitration	20,000	1,750	10,000	(10,000)
Municipal Dues and Membership	3,500	3,009	3,500	-
Celebration Public Events	7,500	5,000	7,500	-
Postage	160,000	119,076	150,000	(10,000)

*Budget transfer made to increase 2016 engineering budget to \$480,000

Unclassified Appropriations (Cont.)

	2016 BUDGET	2016 EXPENDED	2017 BUDGET	BUDGET DIFFERENCE
Copiers/Printers	60,000	58,129	60,000	-
Pilot Payments to County	275,000	164,151	275,000	-
Stationary & Office Supplies	40,000	19,877	40,000	-
Electricity	375,000	356,632	375,000	-
Street Lighting	774,000	664,726	750,000	(24,000)
Gasoline	260,000	218,449	300,000	40,000
Natural Gas	100,000	68,938	100,000	-
Water & Sewer	40,000	41,722	45,000	5,000
Communications	310,000	310,000	335,000	25,000
Salary Adjustment	1,450,000	-	100	(1,449,900)
Master Plan	-	-	100,000	100,000
Terminal Leave	600,000	442,699	600,000	-
	4,963,150	3,028,020	3,641,250	(1,321,900)

Open Space Trust Fund

	2009-2010	2011	2012	2013	2014	2015	2016
Opening Balance (1/1)	\$ -	\$ 1,752,409.00	\$ 1,359,841.00	\$ 1,975,856.00	\$ 2,587,915.00	\$ 4,472,302.57	\$ 6,545,207.64
Receipts	1,902,334.00	607,432.00	624,633.00	612,059.00	2,231,158.57	2,262,837.62	2,303,527.00
Disbursements	149,925.00	1,000,000.00	8,618.00	0.00	346,771.00	189,932.55	109,961.00
Closing Balance (12/31)	\$ 1,752,409.00	\$ 1,359,841.00	\$ 1,975,856.00	\$ 2,587,915.00	\$ 4,472,302.57	\$ 6,545,207.64	\$ 8,738,773.64
Open Encumbrances							1,541,556.00
Available Balance 12/31/16							7,197,217.64

- Southwest Park Construction: \$1,302,174
- \$20 Million Bond Ordinance Down Payment: \$1,000,000
- Soft Costs: Legal, Land Surveying, Real Estate Appraisals, Environmental Investigation, Engineering, etc.

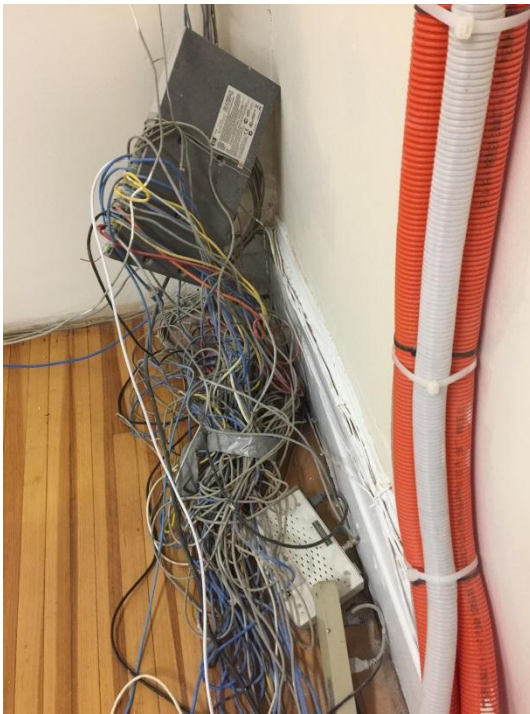
What Keeps Me Up At Night?

- **“VUCA” -- U.S. Army War College**

- V = Volatility: The nature and dynamics of change, and the nature and speed of change forces and change catalysts.
- U = Uncertainty: The lack of predictability, the prospects for surprise, and the sense of awareness and understanding of issues and events.
- C = Complexity: The multiplex of forces, the confounding of issues, no cause-and-effect chain and confusion that surround an organization.
- A = Ambiguity: The haziness of reality, the potential for misreads, and the mixed meanings of conditions; cause-and-effect confusion.

What Keeps Me Up At Night?

- Failing Infrastructure



Thank You

- Questions, Comments, Concerns?