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# TOWNSHIP OF HOLMDEL

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## 2021 ADMINISTRATIVE BUDGET

### PROPOSAL NARRATIVE

UPDATED



*4 Crawfords Corner Road  
Holmdel, NJ  
732-946-2820  
Holmdeltownship.com*

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# TOWNSHIP OFFICIALS

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*Township Committee*

GREGORY BUONTEMPO, MAYOR

CATHY WEBER, DEPUTY MAYOR

TOM CRITELLI

DJ LUCCARELLI

PRAKASH SANTHANA

*Township Administrator*

CHERRON ROUNTREE

*Chief Financial Officer*

WILLIAM E. ANTONIDES JR.

*Township Clerk*

WENDY PATROVICH

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# INTRODUCTION

## Town Profile

Holmdel Township was formed by an act of the New Jersey Legislature on February 23, 1857, from portions of Raritan Township (now Hazlet).

By area it is the 10<sup>th</sup> largest, and it is ranked the 13<sup>th</sup> most populated, town of the 53 municipalities that comprise Monmouth County. As of the 2010 census (most recent data), Holmdel's population was estimated at 16,668, expected to increase in 2020.

The origin of the Township's name is unclear; however, many sources indicate that it is from the Dutch words Holm and Del, meaning "pleasant valley", a name also given to a small portion on the southwest side of Holmdel.

The Township is divided in half by the Garden State Parkway. The area north of the Parkway is more densely populated, with hundreds of condominiums and three sizable shopping centers along the Route 35 corridor. The south side of the Township is more rural, with single family homes on large parcels and two huge commercial office spaces. The South also includes heavily travelled roads, such as State Route 34 and County Route 520.

More toward the center of Town, Holmdel is the home to Hackensack Meridian Health Bayshore Medical Center, one of only five hospitals in all Monmouth County. Numerous medical office buildings support the hospital on North Beers Street.

For many decades, the Township was known for its agriculture. Crops such as soybeans, hay, potatoes, grapes, tomatoes, corn and apples, to name but a few, were grown locally. These were often sold from farm stands, especially along what is now State Highway 35.

The Township has been noted for its historical connection to Bell Laboratories, where important evidence for the Big Bang was discovered on Crawford Hill, located off Holmdel Road. In 1964, Arno Penzias and Robert Wilson discovered cosmic background radiation, which provided substantial confirmation of the theory. They were subsequently awarded the Nobel Prize in Physics for their work. The Holmdel hill from which they made their observations is the highest point in Monmouth County with an elevation of 391 feet. The Bell Laboratories Building on Crawfords Corner Road, which was completed in 1962, was designed by award-winning architect Eero Saarinen, who also designed the Gateway Arch in St. Louis. At over 2 million square feet, the building was once the largest unoccupied office building in the United States but is now the thriving site of the Bell Works metroburbs.

Due to the Township's geography and location, during the height of the Cold War, Holmdel was home to one of 14 Nike Missile anti-aircraft defense sites situated throughout NY/NJ. The site was located on what is now Phillips/Veteran's Park and consisted of the missile-

launching site and over a dozen government-owned houses, where the soldiers who were stationed there lived with their families.

Holmdel is less than three miles from the Raritan Bay and boasts culturally important sites. It is home to the PNC Bank Arts Center (originally the Garden State Arts Center), a 7,000-seat amphitheater. In addition to the seats, the lawn area can accommodate 10,500 people, making it a 17,500-seat arena. Adjacent to the Arts Center is the NJ State Vietnam Veteran's Memorial and Vietnam Era Museum.

For recreation, Holmdel boasts six Township Parks and two County Parks, as well as the Holmdel Swim Club. While the parks on the north side of the Township are smaller in size, they are neighborhood oriented. The two largest Township parks are found on the south side of the Township. Bayonet Farm Park is a bucolic farm-like passive sanctuary, and Cross Farms Park is home to active sports and recreation.

Holmdel public schools are highly rated. The Township hosts two High Schools, Holmdel High School (public) and St. John Vianney High School (private), as well as an elementary and middle school.

This rich history and dynamic community are what make Holmdel such a desirable place to live, work and visit.

## Demographics

Population estimates, July 1, 2018	16,662
Population, Census, April 1, 2010	16,773
Population, percent change	-0.66%
Persons under 5 years	3.80%
Persons under 18 years	22.60%
Persons 65 years and over	22.00%
Female persons	53.60%
White alone	75.30%
Black or African American alone	1.20%
American Indian and Alaska Native alone	0.10%
Asian alone	19.70%
Native Hawaiian and Other Pacific Islander alone	0.00%
Two or More Races	2.60%
Hispanic or Latino	5.90%
White alone, not Hispanic or Latino	71.30%
Veterans, 2014-2018	525
Foreign born persons 2014-2018	22.10%
Housing units, 2020	5516
Owner-occupied housing unit rate, 2014-2018	85.90%
Median value of owner-occupied housing units, 2014-2018	\$652,100
Median gross rent, 2014-2018	\$2,045
Median household income (in 2018 dollars), 2014-2018	\$154,909
Households, 2014-2018	5,687
Persons per household, 2014-2018	2.84
Living in same house 1 year ago, percent of persons age 1 year+, 2014-2018	90.70%
Language other than English spoken at home, percent of persons age 5 years+, 2014-2018	25.20%
Households with a computer, percent, 2014-2018	94.50%

Households with a broadband Internet subscription, percent, 2014-2018	91.00%
High school graduate or higher, percent of persons age 25 years+, 2014-2018	95.30%
Bachelor's degree or higher, percent of persons age 25 years+, 2014-2018	65.50%
With a disability, under age 65 years, percent, 2014-2018	4.20%
Persons without health insurance, under age 65 years, percent	2.20%
Per capita income in past 12 months (in 2018 dollars), 2014-2018	\$71,358
Persons in poverty, percent	4.20%
Population per square mile, 2010	937.2
Land area in square miles, 2010	17.9

## Holmdel Township 2021 Valuation

2020 Final Net Valuation	\$4,307,326,233
2021 Final Net Valuation	\$4,365,546,614
Change	\$68,462,081
Change %	1.59%

<b>2021 Preliminary Tax List</b>					
Class	Property Type	Count	Value	Average	Share of Township
1	Vacant Land	168	\$52,458,900	\$312,255	1.20%
2	Residential	5524	\$3,869,155,000	\$700,426	88.42%
3A	Farm House	27	\$18,190,800	\$673,733	0.42%
3B	Farm Land	50	\$852,500	\$17,050	0.02%
4A	Commercial	232	\$376,912,700	\$1,624,624	8.61%
4B	Industrial	7	\$41,184,000	\$5,883,429	0.94%
4C	Apartment	3	\$9,610,600	\$3,203,533	0.22%
<b>Total</b>			\$4,368,364,500		
<b>Verizon</b>			\$7,423,814		
<b>Net Valuation Taxable</b>			\$4,375,788,314		

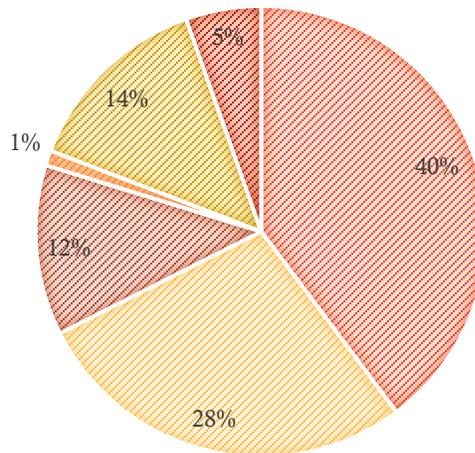
# Budget Overview & Notes

## Budget Appropriations

- Within CAP \$ 20,295,410.00
- Outside of CAP \$ 4,291,901.06
- Reserve for Uncollected Taxes \$ 1,374,927.71
- Total \$ 25,962,238.77
- Increase 3.03%

### BREAKDOWN OF APPROPRIATIONS

- Salaries and Wages
- Other Expenses
- Statutory Expenditures
- 2021 Capital Improvement Fund
- Debt Service
- Reserve for Uncollected Taxes



Introduced Budgets	2021	2020	Difference
Salaries and Wages	39.98%	40.80%	-0.82%
Other Expenses	28.20%	29.38%	-1.18%
Statutory Expenditures	11.97%	10.95%	1.02%
2021 Capital Improvement Fund	1.06%	0.40%	0.66%
Debt Service	13.49%	13.07%	0.42%
Reserve for Uncollected Taxes	5.30%	5.40%	-0.10%

## Appropriations CAP

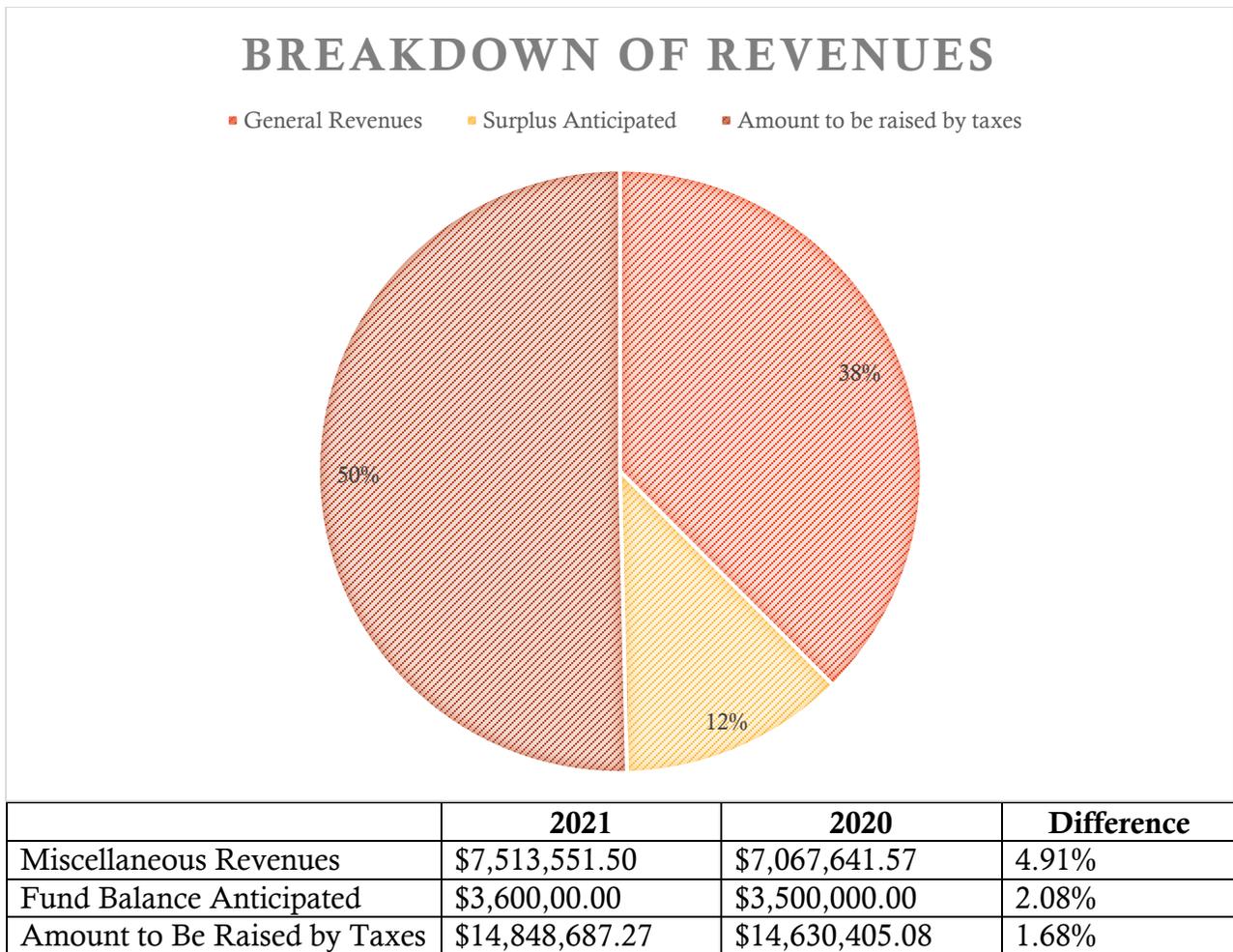
Pursuant to N.J.S.A. 40A:4-45.3, in the preparation of its budget a municipality shall limit any increase in said budget to 2.5% or the cost-of-living adjustment, whichever is less, over

the previous year's final appropriations subject to the specific enumerated exceptions. The Township, may by an ordinance, adopted by the governing body increase the CAP up to 3.5%. Unused CAP may be banked for two subsequent years.

In Holmdel in 2021 those limitations are as follows:

Maximum Allowable	\$ 21,074,399.49
Proposed Budget Inside CAPS	\$ 20,295,410.00
Bank Available	\$ 778,989.40

## Budget Revenues



## Levy CAP

The law (N.J.S.A. 40A: 4-45.44 through 45.47) establishes a formula that limits increases in each local unit amount to be raised by taxation (tax levy) for each local unit budget. The Tax Cap applies to all school districts and local governments (i.e., counties, towns, villages and special districts) and is set at two percent, subject to certain exclusions. Banking of any unused CAP is permitted for three subsequent years.

In Holmdel in 2021 those limitations are as follows:

Maximum Allowable Amount to be Raised by Taxes	\$ 15,642,328.66
Proposed Amount to be Raised by Taxes	\$ 14,848,687.27
Amount Under Cap	\$ 793,641.39

## Budget Notes and Key Drivers

### *Appropriations*

- Municipal debt service obligations are increasing nearly 7%, over \$220,000.
- Pension contributions are increasing over 12%, nearly \$250,000.
- Social Security contributions are increasing 15%, \$115,000.
- Health insurance premiums increased over 9%, approximately \$158,000. It should be noted that this increase would have been far greater if we did not switch to the State Health Benefit Plan system.
- This proposal includes a significant increase in aid to the Fire Department for contractual and preventative maintenance, repairs, equipment, PPE, uniforms, and training.
- This proposal continues to provide \$65,000 in aid to the local First Aid Squad, an amount increased last year due to expenses associated with the pandemic. The First Aid Squad continues to have these increased expenses because of the pandemic, and therefore the proposal keeps the aid to the First Aid Squad at the 2020 level.
- This proposal includes hiring an additional part time staff member to assist with Information Technology. We currently only have one full-time employee in Information Technology with no official back up.
- Operating Expenses for Information Technologies have increased in part because software maintenance agreements for the entire Township have now been moved to this line item.
- Operating Expenses for Financial Administration were reduced, because work which was previously done by outside contract was brought in house when we made changes to the Department last year.
- In this budget proposal, the Operating Expenses for the Planning Board and Zoning Board have been split in order to better reflect the expenses of those Boards.

- Minimum wage has increased. Therefore, the cost associated with the salaries of several of our seasonal employees (for example, the employees of the Swim Club) have increased.
- As you will note, overall, the proposal reduces appropriations where possible so that small savings add up and offset other increased expenses beyond our control.

### *Revenues*

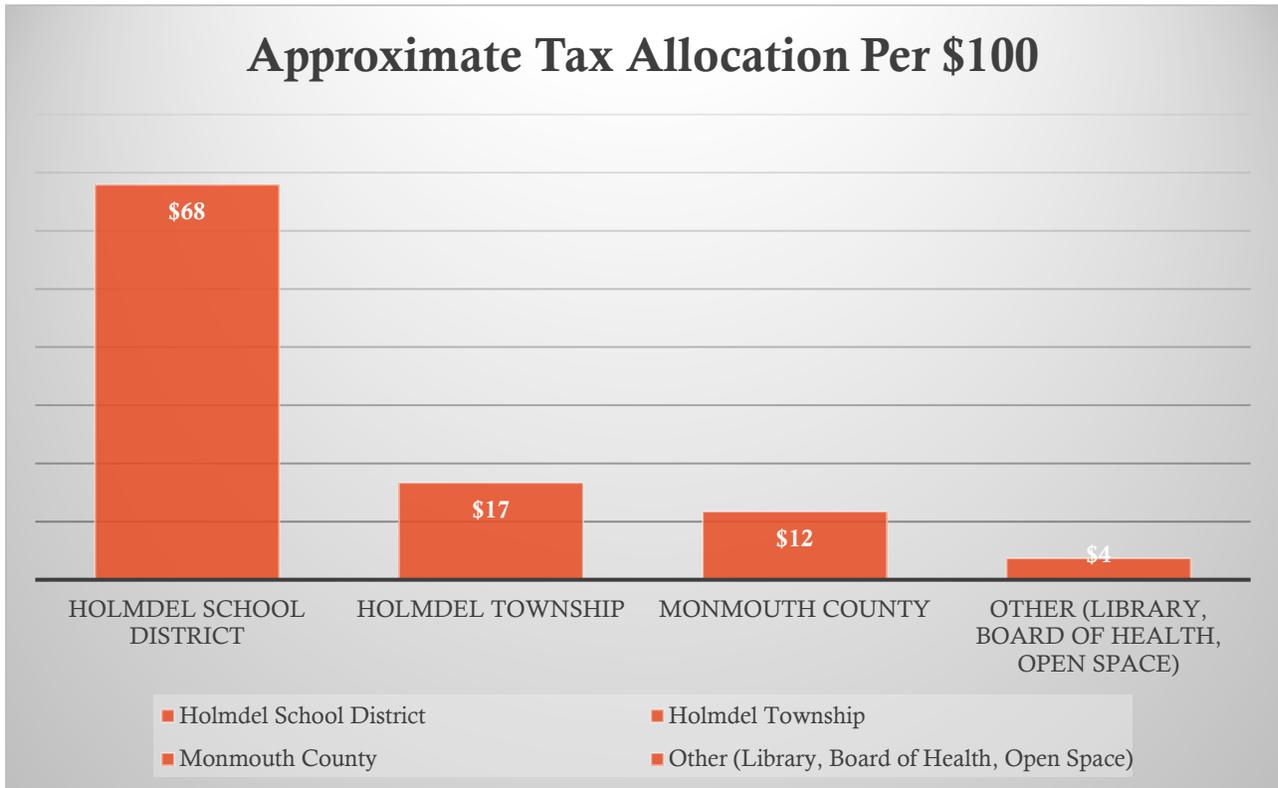
- This budget anticipates a significant decrease in Swim Club fees due to the still unknown status of the pandemic.
- We continue to anticipate reduced Court fees due to the pandemic, as well as new legislation regarding underage drinking and marijuana use (realizing \$515,677 in 2019, \$212,165.69 in 2020 and anticipating only \$225,000 in 2021).
- This year we will be our first full year of Shared Services Agreements with Colts Neck, Sea Bright, Lakehurst, and Allenhurst for financial services totaling over \$170,000.
- The proposal uses \$3,572,760 in surplus, similar to the amount used in 2020 (\$3.5 million).
- This proposal anticipates flat Energy Receipts Tax.
- We broke out the Verizon and Comcast Franchise fees, which previously were combined under the Cable Television Franchise Fee.

## General Capital Debt Status

Year	Serial Bonds			MCIA Lease			Total General Capital Payment
	Principal	Interest	Total Serial Bond Payment	Principal	Interest	Total MCIA Payment	
2015	\$833,263	\$329,343	\$1,162,606	\$628,100	\$94,795	\$722,895	\$1,885,501
2016	\$914,156	\$235,331	\$1,149,487	\$509,100	\$66,800	\$575,900	\$1,725,387
2017	\$692,495	\$230,186	\$922,681	\$307,800	\$45,135	\$352,935	\$1,275,616
2018	\$726,252	\$200,054	\$926,306	\$155,000	\$30,095	\$185,095	\$1,111,401
2019	\$1,371,956	\$565,903	\$1,937,859	\$142,000	\$22,848	\$164,848	\$2,102,707
2020	\$2,206,461	\$948,931	\$3,155,392	\$106,000	\$17,070	\$123,070	\$3,278,462
2021	\$2,427,999	\$722,204	\$3,150,203	\$108,000	\$12,740	\$120,740	\$3,270,943
2022	\$2,281,500	\$638,619	\$2,920,119	\$102,000	\$8,320	\$110,320	\$3,030,439
2023	\$2,366,500	\$564,604	\$2,931,104	\$106,000	\$4,240	\$110,240	\$3,041,344
2024	\$2,496,500	\$487,339	\$2,983,839				\$2,983,839
2025	\$2,586,500	\$406,947	\$2,993,447				\$2,993,447
2026	\$2,651,500	\$323,754	\$2,975,254				\$2,975,254
2027	\$2,711,500	\$238,184	\$2,949,684				\$2,949,684
2028	\$2,751,500	\$152,668	\$2,904,168				\$2,904,168
2029	\$2,580,000	\$65,000	\$2,645,000				\$2,645,000

## Tax Breakdown & Tax Levy

The municipal portion of the tax bill is less than 17% of the overall levy on any individual property. The remainder of the tax bill is attributed to the Holmdel School District, Monmouth County, Library, Board of Health and Open Space.



## Township Tax Levy

Proposed Township Tax Rate - \$.340  
Tax Rate Difference – 0%

Important note: This does not mean that all residential tax bills will remain the same. The true dollar value of the amount of taxes due increases or decreases for the following reasons:

- The assessed value of the property has increased or decreased in 2021.
- Given that the Township's portion of the tax bill is only roughly 17%, the school and county budgets greatly affect the overall tax rate.

## Tax Rate History

Year	Municipal	% Change		School Board	County	Other (Library, Open Space, Health, Rounding)	Total Rate	Overall % Change
2016	0.352	0.00%		1.323	0.267	0.064	2.006	
2017	0.352	0.00%		1.35	0.263	0.064	2.029	1.15%
2018	0.344	-2.27%		1.348	0.253	0.076	2.021	-0.39%
2019	0.34	-1.16%		1.372	0.242	0.075	2.029	0.40%
2020	0.34	0.00%		1.385	0.239	0.075	2.039	1.00%
2021	0.34	0.00%		TBD				

## How Do Municipal Budget Changes Affect Taxpayers?

A town's general tax rate is calculated by dividing the total dollar amount it needs to raise to meet local budget expenses by the total assessed value of all its taxable property. An individual's property taxes are then calculated by multiplying that general tax rate by the assessed value of his/her particular property. The tax rate is a multiplier for use in determining the amount of tax levied upon each property. It is expressed as \$1 per \$100 of taxable assessed value. This rate is used to compute the tax bill.

In 2021 in Holmdel, a one cent increase in the tax rate is equal to \$430,800 in the municipal budget. This means to change Holmdel's tax rate by a penny we would need to either increase revenue or decrease appropriations by \$430,800.

In 2021, the **average** Holmdel home assessed at \$700,426 will pay \$2,381 in municipal taxes.

For each \$100,000 in appropriation reduction or increased anticipated revenue, the tax rate will be reduced by \$.002. That means for each \$100,000 reduction, as mentioned above, a home assessed at \$700,426 would pay \$14 less in property taxes per year (\$2,367) in municipal taxes.

# BREAKDOWN OF BUDGET & DEPARTMENT SUMMARIES

# Township Administrative Structure

## **The Department of Administration**

- Township Administrator and his/her assistants.
- Township Clerk and his/her assistants.
- Purchasing Officer and his/her assistants.
- Personnel Officer and his/her assistants.
- Health Officer/Sanitarian, Registrar of Vital Statistics.

## **The Department of Finance**

- Chief Financial Officer and his/her assistants.
- Tax Assessor and his/her assistants.
- Tax Collector and his/her assistants.

## **Department of Public Safety**

- Chief of Police and all Police Department personnel.
- Office of Emergency Management.
- Volunteer Fire Companies.
- Volunteer First Aid Squads.
- Municipal Court and all Municipal Court personnel.

## **Department of Community Development**

- Planning Board.
- Construction Office.
- Zoning Board of Adjustment.
- Code Enforcement Officer.
- Fire Bureau.

## **Department of Public Works**

- Director of Infrastructure and Operations and his/her assistants.
- Sanitation and Recycling.
- Public Utilities.
- Department of Public Works, Division of Streets and Roads, Division of Buildings and Grounds, Division of Fleet Maintenance, Public Buildings and Grounds.
- Holmdel Township Sewer Utility System.

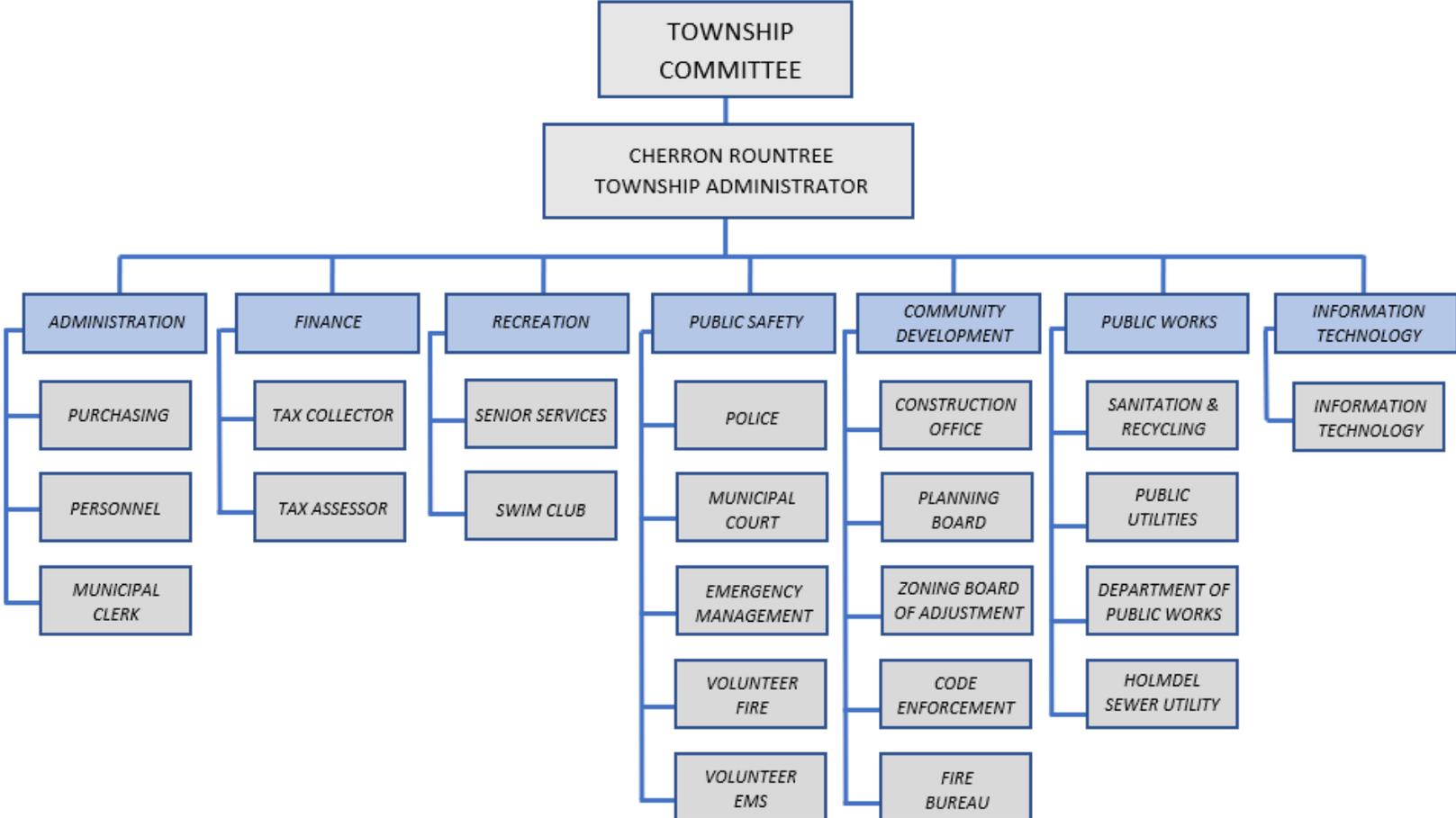
## **Department of Information Technology**

- Director of Information Technology and his/her assistants.

## **Department of Parks and Recreation**

- Recreation Director and his/her assistants.
- Senior Services.

# HOLMDEL TOWNSHIP



# The Department of Administration

*Cherron Rountree Township Administrator*

The Department is responsible for the coordination of operations, activities and administration of the departments, divisions, offices, boards, and agencies of the local government. The office exchanges and disseminates information and advises and consults with the Township Committee.

The office's primary functions include:

- Efficiently and properly delivering services to the community
- Implementing the decisions of the Township Committee
- Insurance management
- Municipal purchasing (vendor contracts and bids)
- Negotiation of union contracts
- Personnel and benefits management
- Affordable housing services
- The coordination of all activities within the Township

## ***2020 Goals***

- Execute projects initiated by the Township Committee.
- Identify additional non-tax revenue sources, including aggressively seeking grant opportunities, other shared service opportunities and federal and state assistance.
- Assist the Volunteer Fire and First Aid Squads with identifying additional non-tax revenue sources including exploring the use of the Volunteer Emergency Service Organization Loan Program.
- Improve community communications.
- Implement non-union employee evaluations.
- Facilitate department goals as outlined in this document.
- Upon State approval, institute electronic bidding procedures to enhance efficiencies and produce cost savings.
- Adopt a Township Seal.

## ***2020 Highlights***

- Navigated COVID-19 pandemic including implementing personnel procedures, public information and public safety coordination without a disruption of services to residents.
- Successfully negotiated contracts with IUOE and IAIW collective bargaining unions.
- Began the transition to the State Health Benefits program for significant cost savings to the Township.
- Entered into several Shared Services Agreements with three municipalities.
- Improved communications through several avenues including social media, electronic media, traditional print media and phone calls.

- Procured hundreds of thousands of dollars in grant funding.
- Developed employee feedback program.
- Streamlined the Township's escrow procedures.
- Implemented electronic bidding procedures.

### ***2021 Goals***

- Preserve land for Open Space and/or Farmland Preservation.
- Improve electronic access to documents and files both internally and externally.
- Facilitate department goals as outlined in this document.
- Expand social media platforms and followers.
- Adopt a Township Seal.

### ***COVID Lessons & Challenges***

The Department had to navigate several challenges as it relates to the pandemic, working through the challenges described by Department. Because of the immediate pivot to social distancing, many Township employees now have the capability to effectively work remotely with no disruption in services. As a result of the emergency, the Township is prepared better than ever before for unexpected challenges.

### ***Potential Revenue Generators and/or Shared Services***

- Outlined by Department in this document.
- Utilize Shared Services through Monmouth County Programs, such as: Tax Map Maintenance, Specialized Mowing, Tree Trimming, Vehicle Repair, Towing, Truck Washing.

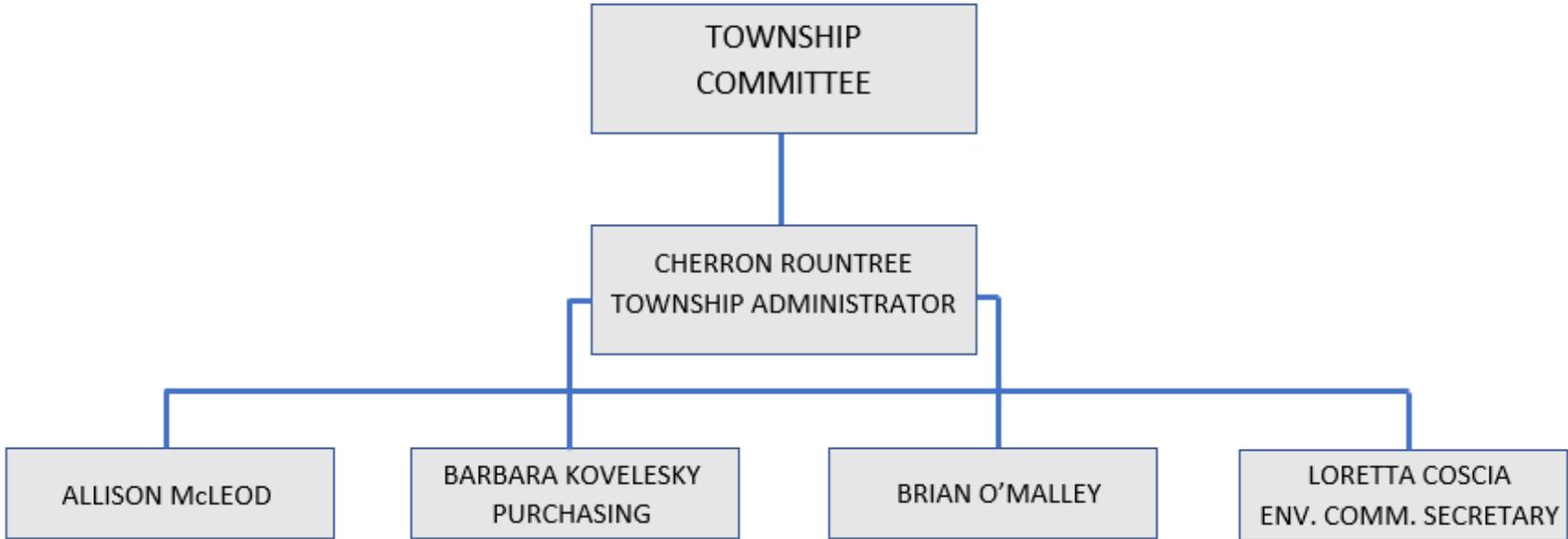
### ***Future Considerations***

- Continue to evaluate and maximize internal staffing and external contracts for improved efficiency and savings.

### ***Capital Needs/Priorities***

- Town Hall Renovations

ADMINISTRATION OFFICE



## Township Clerk

*Clerk Wendy Patrovich*

The Clerks serves as the Secretary to the Governing Body, Secretary of the Municipal Corporation, Chief Administrative Officer for Elections, Chief Registrar of Voters, Administrative Officer, and Records Manager. This includes accepting, processing and responding to all Open Public Records Act Requests. The Office prepares agendas, facilitates Township Committee meetings, manages correspondence with the Township Committee, Administrator, attorneys, and the general public. Additionally, the Office prepares raffle licenses, food handler's licenses and solicitor's permits. The Office prepares death certificates, marriage licenses and birth certificates.

### ***2020 Goals***

- Off-site storage of old minutes and agendas.
- Cleaning and organizing the documents in the basement.
- Preparing records for destruction.

### ***2020 Highlights***

- The office provided excellent customer service for vital statistics, frequently meeting outdoors to accommodate marriage licenses applications and process certified copies of marriage, death and birth certificates.
- Successful mainly vote-by-mail primary and general elections.
- While the storage of old minutes and agendas was approved, due to COVID the company is not yet accepting documents. When reopened, this will be complete.
- Successfully eliminated and destroyed old documents in the basement, which is a multiple year process.

### ***2021 Goals***

- Continued basement organization and destruction.
- Continue with the digital backup of old documents.
- Continue to further utilize the capabilities of the paperless agenda.

### ***COVID Lessons and Challenges***

The biggest challenge was to successfully conduct remote Township Committee Meetings and follow all Executive Orders and Division of Local Government Services guidelines as it related to the pandemic. Despite having no prior experience in the Zoom platform, the office was able to successfully conduct meetings and assist other boards and committees with their meetings. The difficulties experienced during the pandemic showed the importance of working as a team, relying on and learning from each other. Although circumstances have not been ideal, the Office is able to provide good customer service and be available for the residents.

### ***Potential Revenue Generators and/or Shared Services***

- Increase the food handler and ABC license fees once businesses have recovered from the economic difficulties of the pandemic.

### ***Future Considerations***

There are constantly changing guidelines and regulations surrounding remote meetings that must be followed.

## TOWNSHIP CLERK'S OFFICE

WENDY PATROVICH  
MUNICIPAL CLERK

KERRY CALLERY  
DEPUTY MUNICIPAL CLERK

# The Department of Finance

*Director and Chief Financial Officer William E. Antonides, Jr.*

The Finance Department is responsible for the maintenance of the general ledgers (and related subsidiary ledgers), cash management, bank reconciliations, grant accounting, budget preparation, payroll processing, and the processing of all payments. Currently, the Finance Department also prepares the Annual Financial Statement as required by the Division of Local Government Services, the Audit Statements with related notes, and work papers to back up said audit statements with related notes. Previously, this was done through a separate contract with an outside consultant.

## ***2020 Goals***

- Outsource the payroll processing to save time (currently up to two days are needed to process payroll with in-house software) and ensure accuracy in reporting.
- Finish the transition from Wells Fargo and Bank of America, where the Township was incurring costs to maintain bank accounts, to Ocean First, where we incur no fees.
- Complete the transition from the duplication of escrow accounts which are currently recorded in our financial software and in the escrow bank accounts at Bank of America.

## ***2020 Highlights***

- The most important goal for 2020 was realized when a full time Chief Financial Officer was appointed as of August 1. The Finance Department was functioning with a part-time Finance Director since April 2019. The Township Committee also hired an Assistant Chief Financial Officer at the same time, eliminating a contract with a consultant who was providing someone for that position for 16 hours per week. The Finance Department was finally fully staffed in December 2020 with the transfer of an additional person into the office. The Finance Office now has personnel cross trained in all functions so that the absence of one person will not hinder day to day operations.
- The payroll of December 15 was the first payroll using a new service provider. The previous payroll system required up to two days to process. The new system is estimated to require less than three hours.
- The Finance Department has almost fully transitioned from two banks which were charging substantial fees to one that has pays interest, charges no fees, and provides armored car service for the Township.
- Several other finance activities have been streamlined or corrected throughout the year.

## ***2021 Goals***

- Reduce and/or eliminate paper where feasible.
- Have an existing Department employee take courses and obtain his/her Tax Collector certificate to serve as backup for the Tax Collector.

- Continue to streamline the processes in the Finance Office.

### ***COVID Lessons and Challenges***

A great deal of paperwork previously required to process purchase orders is no longer needed. As such, the office is transitioning to electronic invoices as eliminating as much paper as possible.

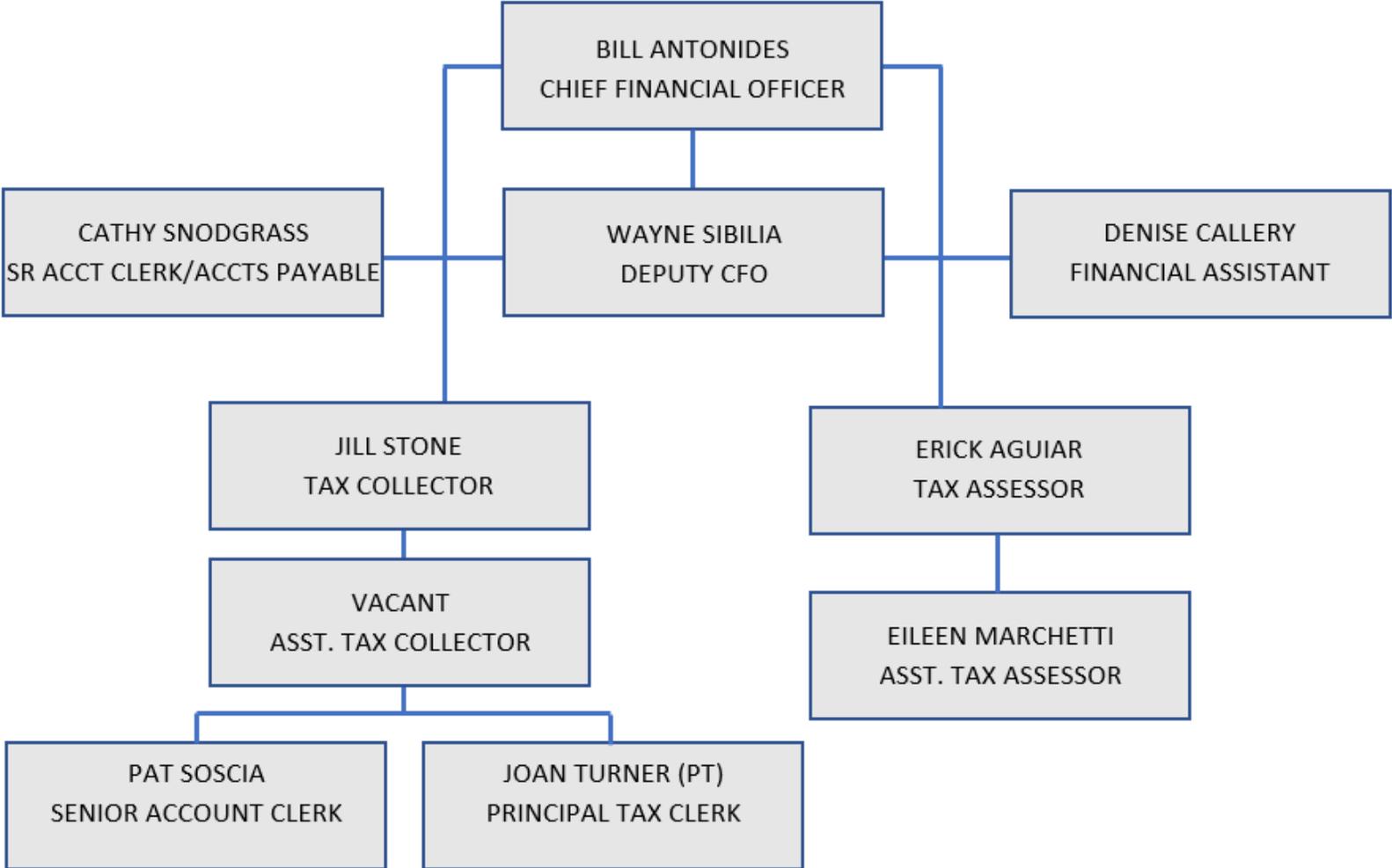
### ***Potential Revenue Generators and/or Shared Services***

The Township currently has three shared services with the Finance Department and other municipalities. In the future, with additional personnel, these shared services could be expanded to other municipalities.

### ***Future Considerations***

The Township is in a good position to offer shared services for not only the Finance Department but other departments as well. This could cover significant cost of various employees while reducing the taxes for Holmdel residents and businesses.

FINANCE OFFICE



# Tax Assessor

*Assessor Erick Aguiar*

The Tax Assessor is charged with producing fair distribution of the Tax Levy by interpreting the real estate market and building and maintaining a mass appraisal model to statistically reflect the market value of property. The Tax Assessor must also defend the assessments in front of the County Tax Board and State Tax Court. Other duties include tracking permits and added assessments, managing the annual inspection process, administering senior and vet deductions, processing SR1As and ownership changes, etc.

## ***2020 Goals***

- Complete inspections on one third of Township.
- Modify certain modeling attributes after market analysis.
- Address continued market compression within modeling.
- Further increase public relations.
- Mitigate exposure on pending State Tax Court appeals.
- Awaiting Monmouth University Independent Study on Assessment Reforms.

## ***2020 Highlights***

- Completed one third inspections despite COVID challenges.
- Performed reassessment and modified modeling to address dynamic market.
- Shifted public assessment Q&A to Zoom.
- Lowered Assessment coefficient of deviation to second lowest year on record.
- Addressed large state tax court appeals (Commons/Holmdel Town Center/Lowes) during pandemic resulting in no refunds and providing Township protection in future years.
- Lowered the number of appeals.

## ***2021 Goals***

- Complete inspections on one third of the town.
- Lower appeals.
- Increase public relations.
- Mitigate tax court exposure.

## ***COVID Lessons and Challenges***

The Township was in the middle of the inspection project when the pandemic started, which required adjustments. The inspection vendor quickly shifted to providing a virtual inspection option which proved to be relatively successful. Additionally, the pandemic created a volatile market that needs to be constantly monitored. The assessments each year will be changed based on the changing market (see 2021 Reassessment Report).

### ***Potential Revenue Generators and/or Shared Services***

The Assessment Division only generates revenue through added assessments. The office will continue to track all permits from the Construction Division in an organized fashion to ensure the Township is accurately adding assessments (taxes generated from new construction and renovations).

### ***Future Considerations***

Statewide, there are several concerns with the property tax system. One of the significant issues is the fact that quarterly bills are not representative of 25% of the annual amounts due, thus backloading bills to the third and fourth quarters. When annual reassessments are not being conducted, there is no concern for the fair distribution of those increases and everyone's bill increased. However, in Monmouth County with the reassessment program, the increase is spread to all properties, even the many that should actually be decreased. As a result, tax increases of around 2-3% creates a "feels like" atmosphere of 4-6%, similar to a wind-chill factor in a weather forecast. This problem is hard to fully solve because municipalities do not receive certified tax rates until the middle of the year.

Monmouth can reasonably estimate tax rates in the pretax year upon the filing of the preliminary tax list. A legislative change would be necessary to allow towns to use this estimate and send the estimated Q1 and Q2 along with the notice of assessment in November of the pretax year. This change will be more transparent to taxpayers. They would also be able to better financially plan and not have to worry about a sudden increase in amount due. The change would create a smoothing mechanism so that bills are not wildly and unnecessarily volatile harming those most vulnerable.

# Tax Collector

*Collector Jill Stone*

The Tax Collector's Office is responsible for billing, collection, reporting and enforcement of all municipal taxes, special assessments and dog licensing; conducting annual Tax Sale and maintaining lien files; calculating PILOT assessments; performing annual residential sewer rate audit; maintaining accurate files for Sr./Vet. Deductions and statutory reports; and filing of septic permits and fee collection.

## ***2020 Goals***

- Change Tax Sale from in-person to on-line.
- Install software necessary to give residents the choice of e-bill or paper bill for their sewer utility taxes.
- Work with Edmunds to develop a more efficient way to bill PILOT properties.

## ***2020 Highlights***

- Online Tax Lien Sale.
- E-billing for Sewer Utility bills implemented.
- Served residents without interruption despite Town Hall being closed and several pandemic restrictions.

## ***2021 Goals***

- Add PILOT payments to WIPP Program.
- Start e-billing program for Sewer Utility taxes.
- Change quarterly sewer utility billing to annual billing for residential accounts.

## ***COVID Lessons & Challenges***

Coordinating between remote schedules and matters that needed to be addressed in-person was challenging however the office was able to continue to efficiently operate.

## ***Future Considerations***

Hire an Assistant Tax Collector.

# Department of Public Safety



## Police Department

*Chief John Mioduszewski*

### ***2020 Goals***

- Increase public engagement and public information.
- Hire a replacement Officer due to an anticipated retirement.
- Purchase of five vehicles and trailer.
- Finalize the radio project in conjunction with all agencies.
- Implement E-Ticketing.
- Implement Body Worn Cameras.

### ***2020 Highlights***

- COVID was both a hindrance and a help in regard to public engagement. While the Department unable to hold many of our annual public-oriented programs, such as Youth Academy, National Night Out, Neighborhood Watch (meetings and ceremony), and Holmdel Day, the Department used the opportunity to find alternative ways to connect.
- Social Media Presence: Facebook (7,500 followers), Twitter (1,575 followers), and Instagram (1,560 followers) all increased by 10% to 15%. Department posts have reached over 33,000 individuals. In addition to those platforms, the HPD increased use of the Department Website by adding Traffic Safety messages, Crime Prevention tips, Officer awards, the new “lost dog policy”, and more.
- HPD continues to release information to media outlets and newspapers to add additional followers.
- Utilized Neighborhood Watch Captains to add/update residents to the Code Red Notification System. When the pandemic struck, it was important to register as many residents as possible in order to share important information from the Township. Not only did the Department add over 200 new people, for a total of 2,500, it updated information of those previously enrolled.
- Officers created and coordinated several new social media initiatives to engage residents, especially children. Initiatives were designed to keep people engaged even while quarantined. A few of these programs included:
  - “Drive-by’s”, in conjunction with other emergency services agencies
  - Poster and driveway-chalk contests
  - Virtual tour videos of the PD and patrol vehicles
  - Coordinated virtual graduation ceremonies with all schools which led to Township residents and groups donating PPE, food, drawings, cards, and more to the Department.
  - Added a “Cadet” Program to the pre-existing Police Explorer Post. The Explorer program only includes those aged 15 to 21. The Cadet program starts at age 12. Both fall under the Boy Scouts of America.

- Holmdel Township was no exception to social justice rallies/protests. There were two rallies in Holmdel. For both events, the Department met with organizers and assisted with planning to ensure safe events for everyone. In addition to these events, HPD Officers were requested, through Mutual Aid Guidelines, to assist in numerous other municipalities throughout the County, as well as the pro-Police rallies that started to occur.
- Forward Facing Documents: This program places Police Department policies on the website for full view by the public to download and print as needed. The program automatically updates when changes and revisions are made, always keeping the documents current.
- The new message board/trailer was ordered and received. It has been set-up, lettered, and is utilized on a regular basis.
- Five vehicles have been ordered and the Township is awaiting delivery. Due to COVID, production had been halted, and dealerships were closed. This delay has a negative impact on the fleet as many vehicles have high mileage (over 100,000 miles). This can cause Officer safety issues as well as higher maintenance costs.

## ***2021 Goals***

- Hire Replacement Officer

Due to COVID the Department was unable to meet this goal in 2020. Civil Service tests were postponed, eligibility lists were delayed, and Police Academies were closed. Despite this, the Department conducted most of the preliminary work for the hiring process (background investigations, oral board review). While the Department could be making an argument for adding Officers at this time, the request is only to hire in order to maintain headcount in light of pending retirements (and in the age of quarantine) this is something that should be addressed soon.

- Safely Return to Proactive Community Policing

COVID forced the Department to work “defensively”, causing huge decreases in motor vehicle stops, summonses, arrests, etc. The Department will address this and get Officers back to a more community-policing style of working while, minimizing Officer sick and COVID time off. For example, being limited by social distancing restrictions, the juvenile Officers have been developing ways to be accessible including “coaching” with the HHS varsity baseball team and working with the unified basketball league at Village School.

- Statewide Policy Adherence

In 2021 the Department will adhere to the many key policies that have been revised at a state level, including Use of Force, Vehicle Pursuit, Internal Affairs, De-escalation Training as well as the very nuanced legalization of recreational marijuana.

- Radio Project Implementation

This extremely labor-intensive, and complex project was more time-consuming than anyone had estimated and made even worse by COVID (among other factors). Delays

were caused by technicians not having the resources to work. The switch-over to the new system was accomplished successfully at the end of February.

- **Body-Worn Camera Implementation**

This was partially funded through a Federal Grant, which required additional documentation, mandatory reporting, and public notification. Funding was delayed from the Township side (the bond was not available until September), as well as the Federal side (due to pandemic-related federal office closures). The Department has received the cameras, and equipment, and the program should be fully implemented by the second quarter of 2021.

- **E-Ticket Implementation**

Completion of this project was affected by delays in Township funding, as well as several other projects taking priority. HPD expects to have this implemented by Fall of this year.

- **Obtain State Accreditation**

The Department has been working on this project since 1989, but it was never given the attention it needed to get fully completed. Former Administrators did not believe in the value of the Accreditation credential. In 2018, the current Police Administration made it a priority to accomplish this long sought-after goal. Unlike most Police Agencies, HPD did not hire the services of an outside vendor to do the work. Instead, the entire, very labor-intensive process was done in-house.

The New Jersey Law Enforcement Accreditation Program (NJLEAP) is a voluntary, state-wide law enforcement accreditation program administered through the New Jersey State Association of Chiefs of Police. NJLEAP works to provide New Jersey's law enforcement community with a uniform set of standards, not only to assist them in complying with recognized best practices in policing, but also directives and guidelines issued by the New Jersey Office of the Attorney General. Accreditation means that the Holmdel Police Department meets the Credentialing Commission's best practice standards regarding policies and procedures. Benefits of Accreditation include greater accountability within the agency, reduced risk and liability exposure, stronger defense against civil lawsuits, increased community advocacy, and more confidence in the agency's ability to operate efficiently and respond to community needs.

The Accreditation project is nearing completion. A "mock assessment" was completed in December, and the state will conduct the final assessment and approvals this month.

- **CRG Mapping**

CRG is a mapping program that allows the Command Post to see exactly where each Officer is during an incident. In 2020, it proved to be a valuable asset during the protest rallies and two missing persons incidents. Due to the effectiveness of the product, the Department wanted to prioritize mapping the schools and Township properties starting in 2020. To date, all public and private schools are complete. Town Hall, Community Center, and Bayonet Farm are in process and should be completed

shortly. While private businesses are responsible for the cost of the mapping, HPD will continue to work with them to move forward with an overall goal of mapping Bayshore Medical Center, Bell Works, Vonage, Saker Shoprite, and houses of worship in 2021. The Township Committee may want to consider adopting an ordinance mandating the same in order to ensure safety of the general public.

- Hybrid Vehicles

The Department has conducted significant research regarding electric vehicles and has set a goal to begin moving the fleet to hybrid vehicles beginning in 2021.

- Buildings & Grounds Improvements

- Cells – In 2019, the Township received a warning during the annual Department of Corrections inspection that the three holding cells were out of compliance for suicide risk. Two cells have been updated as required, but the third (female) cell has not. The company doing the renovations is located in Maryland and has been unable to complete the project due to COVID travel restrictions and quarantines. This project is anticipated to be completed in 2021.

- Evidence Lockers – This project was also delayed due to COVID. All materials and equipment were ordered and received; however, work was halted due to quarantine. A contractor has now been selected, hired, and scheduled.

- Locker Room Renovations – Current facilities were installed with the building in 1980 with only minor renovations over the years. The male locker room is used by 50 Officers, 24-hours a day, 7-days a week. Each Officer must share one toilet, one sink, and one shower. Due in part to the age of these fixtures, they are filthy. There are only 47 male lockers, so SLEO-3's have not been assigned lockers. Because of that, the SLEO-3's must come to work in uniform, which is a less than desirable situation. The female locker room can only accommodate four Officers, with little opportunity for expansion, and is equally in need of attention. Everything in the rooms; fixtures, tiles, grout, ceiling, walls, and especially ventilation is in bad shape.

- Fuel Pumps – The Township has always maintained its own gas pumps. In the early 90's this was done through a shared service agreement with the Board of Education. When the BOE stopped using their own buses, the pumps were offered to the Township, but that offer was declined. Instead, we began purchasing fuel from local gas stations at a much higher price. Relying on a retail vendor leads to problems during storms, power outages, and other emergencies, as none have generators, and often close due to lack of help. Moreover, when gas supplies are limited, there is no guarantee that a retail station will get deliveries. The Township installed a diesel tank at DPW but not one for gasoline. Maintaining Township owned pumps improves public safety and will pay for itself in about two years. The cost for a 2000-gallon gas tank with all necessary equipment is about \$80,000. On average the Township

purchases 70,000 gallons of gasoline per year. Gas prices change daily, but using recent numbers, purchased from Exxon, the cost would be \$1.77 per gallon. Purchased from the Morris County co/op, it would be \$1.27 per gallon, a savings of 50 cents per gallon. At these rates, it would take two years and three months to recover the cost of installing the system.

### ***COVID Lessons & Challenges***

Throughout the pandemic it has been abundantly clear that communication is the most important factor in effective management of emergency situations. The Police Department worked extraordinarily well with other Departments, other agencies at all levels of government, residents, and the community at large to manage the crisis in a manner that was second to none. Key takeaways included:

- Increased Officer Awareness
  - Officers were instructed to stop rushing into calls.
  - The Department began asking follow-up, COVID-related questions.
  - Extra precautions are being taken at nursing homes, doctor's offices, and the hospital.
  - The Department is minimizing the use of back-up Officers when feasible.
  - Officers have been instructed to avoiding unnecessary interactions between squads.
  - Officers are regularly sanitizing workstations and vehicles.
  - Officers are up to date on new public health laws and their enforcement.
  - Officers are attuned to the fact that the public is under stress, which can lead to increased mental health issues, including suicides and suicide attempts.
- Revised Department Procedures to Maximize Safety
  - Creative rollcalls were developed to transfer information in a safer manner.
  - The PD garage was used for decontamination.
  - Prisoners were processed outside of building using the OEM trailer.
  - Victims and witnesses were met outside of the building.
  - Employees set-up to work from home, and maintained productivity.
  - Technology is used for meetings, training, etc.
- Storage Space
  - It quickly became evident that more storage space is needed in the Township for PPE, sanitizer, etc. These items are temperature sensitive and have a shelf life. As a result, an additional climate-controlled bay was added to the current PD garage.

## ***Shared Services and Revenue Generators***

The Department has several shared services and continuously is looking for ways to expand or enhance the existing shared services or bring in new opportunities.

### *Existing Shared Services Include:*

- School Resource Officer (SRO); 1 Officer, 10 months per year, Township reimbursed by Board of Education
- Monmouth County Emergency Response Team (MOCERT); 2 Officers, including a Commander
- Rapid Deployment Force (RDF); 2 Officers
- Canine Handlers; 1 Officer
- Police Academy Instructors; several
- Drug Recognition Experts (DRE); 2 Officers
- Serious Collision Analysis Response Team (SCART); 1 Patrol Officer
- Active Shooter Training Program; Must send instructors and Officers for each scheduled date.
- Undercover Loaner; annual basis
- Internet Crimes Against Children (ICAC); 1 Detective
- Office of Emergency Management (OEM); 1 Officer serves as Coordinator of Holmdel OEM
- Holmdel Fire Department; 1 Officer is assigned as their Department Training Officer

### *Existing Revenue Generators Include:*

- Alarms Permits and Ordinance Enforcement
- Vehicle Impound / Storage

## ***Future Considerations***

- Additional Officers will be needed to implement new policing programs.
- The Department needs to continue planning for anticipated retirements of senior staff.
- The PD was designed with a firing range in the basement. In the late 80's, the town asked the-then Chief if this area could be used "*temporarily*" for storage. Forty years later "the range" has become a disorganized mess, unsafe and unhealthy. Mice, rats, snakes, and broken water pipes have all been issues, and the shelves are overflowing with things that should never have been "archived". The Township needs to construct a temperature-controlled archive in the basement, and each Department needs to purge the current storage area.

## ***Capital Needs/Priority***

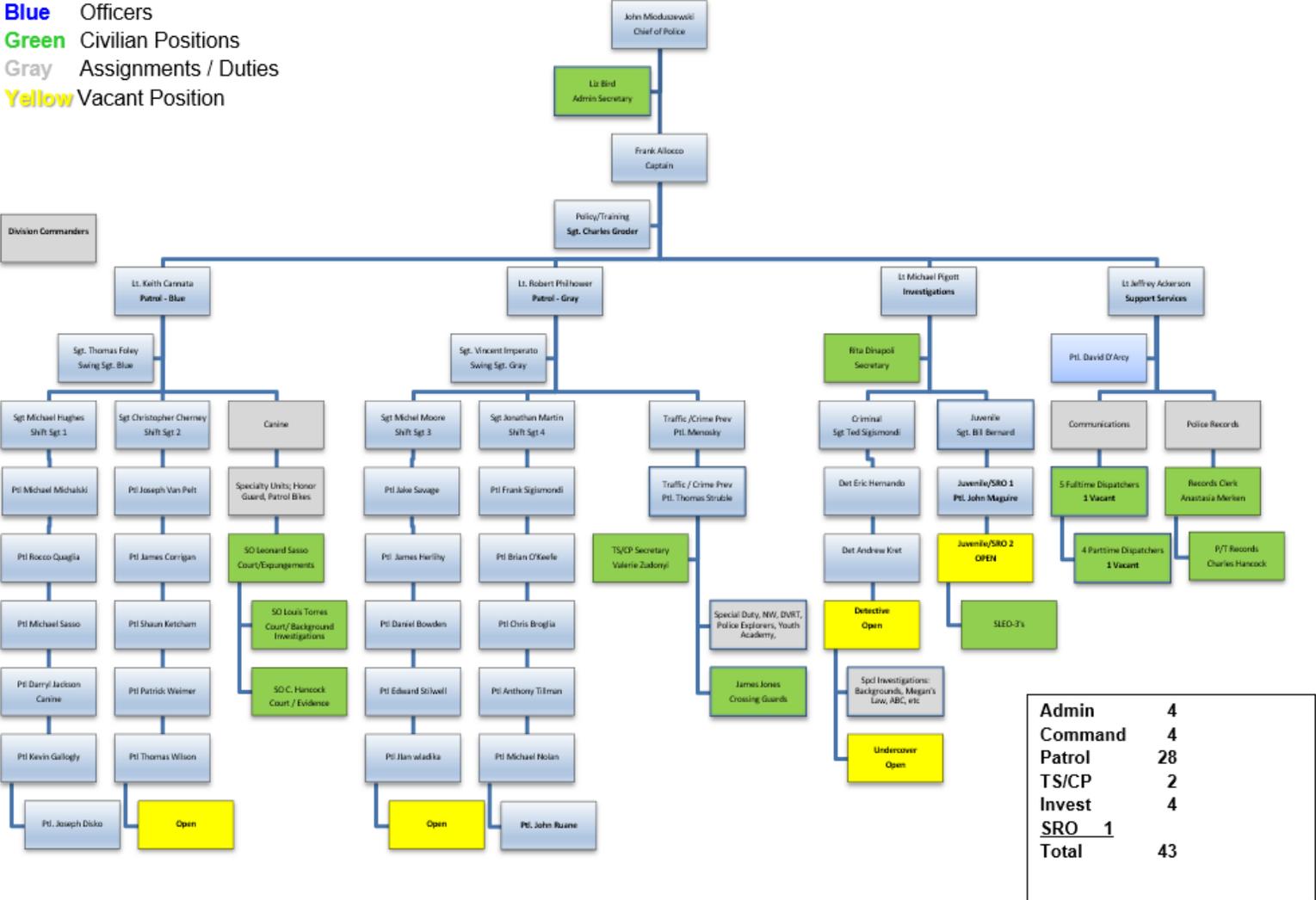
- Locker Room Upgrades
- Vehicles
- Fuel Tank

# POLICE DEPARTMENT

**Table of Organization 2021**

- Blue** Officers
- Green** Civilian Positions
- Gray** Assignments / Duties
- Yellow** Vacant Position

Chart 1



# Office of Emergency Management

*Coordinator Eric Hernando*

The Holmdel Office of Emergency Management is responsible for planning and responding to all manner of disasters and other hazards and emergencies. Additionally, the office is charged with identifying potential hazards and taking mitigation actions where possible. This office develops Incident Action Plans for large community events and/or prolonged emergency events. In the event of a disaster, Holmdel OEM is responsible for the response and recovery process.

The office maintains the Township's Emergency Operations Plan and updates it on a regular basis, and it conducts exercises to test the plans for potential updates. Holmdel OEM has a Community Emergency Response Team (CERT) that is available to augment first responders when necessary. Additionally, it has a drone program that supports first responder efforts when needed. OEM serves as the agency that provides CPR instruction for the town's first responders, and it conducts OSHA mandatory respiratory protection fit testing for the Police Department and Fire Department.

OEM has several assets in trailers that are available for large emergencies, including a mobile command post, a decontamination trailer and CERT support.

Partnerships and other stakeholders within the Township are maintained via the Emergency Services Committee meetings and Local Emergency Planning Committee meetings. Additionally, the office meets regularly with area OEM'S via the Bayshore Emergency Management Alliance and the Monmouth County OEM at quarterly Coordinator meetings. Holmdel OEM is a member of the NJ Emergency Management Association, a Statewide OEM organization.

## ***2020 Goals***

- Conduct a mass casualty or other exercise at the PNC Bank Arts Center in conjunction with Holmdel First Responders and the New Jersey State Police.
- Acquire a new drone. The current drone is obsolete and key components are no longer available from the manufacturer.
- Help facilitate the transition from the old radio system to the new radio system by conducting training and exercises with the Township's first responders.
- Begin to build the cache of portable radios so that there are sufficient communication capabilities during an emergency.
- Ensure that OEM will have a place to call home where assets can be stored.

## ***2020 Highlights***

Holmdel OEM was instrumental in the response to the COVID-19 pandemic. A leadership team was established, and a group of community stakeholders collaborated to address the pandemic.

Additionally, the Holmdel OEM unmanned aircraft program assisted numerous agencies around the area with protest marches, providing law enforcement with critical situational awareness. OEM also responded to numerous missing persons situations around the area.

### ***2021 Goals***

- Continue to rebuild the cache of portable radios.
- Conduct a mass casualty drill or other exercise for Holmdel first responders.
- Update emergency operations plan regarding pandemic preparedness and response.

### ***COVID Lessons & Challenges***

Due to a nationwide shortage, it was a challenge to obtain person protective equipment (PPE) during the early stages of the pandemic. There is now an adequate supply of PPE in reserve.

### ***Capital Needs/Priorities***

- Communications Equipment

## Volunteer Fire Companies

*Chief Eric Hernando*

*President Brian McGraw*

*Training Officer David D'Arcy*

The Fire Department is the Township fire protection division, currently comprised of one volunteer fire company. The Holmdel Fire & Rescue Company #2 is the sole provider of fire protection services in the Township. The department responds to all reports of fire, smoke, hazardous materials releases, carbon monoxide, motor vehicle accidents with serious injuries and or entrapment, and victims requiring technical rescue. The volunteer Fire Chief is recognized by Township ordinance as the Department Head. The Department responds to about 400 calls for service on an annual basis.

### ***2020 Goals***

- Recruitment. More volunteers are needed to enhance fire protection and achieve a suitable standard of protection.
- Training. The Department requires a higher level of training to prepare for the unique challenges presented by the Diversity of the Township.
- Accommodations. The Fire Department must improve the Township owned property utilized by HFRC2. The Fire Company requires more office, living and storage space to enhance its operation.
- Funding. The Fire Department requires an increase in funding to ensure apparatus, personal protective equipment, recruitment services, and maintenance needs are all met.

### ***2020 Highlights***

- In 2020, Holmdel Fire & Rescue Company 2 recruited fourteen new members, an increase of approximately 30%.
- The Department set goals to improve response capabilities through enhanced training. In 2020, the Training Officer delivered Fire Pump Operator training to 17 members. This course is a prerequisite to begin driver/operator training. This increase of potential driver/operators will have a direct impact on Fire Department response and efficiency.
- In 2020, the Department set goals to improve fire station accommodations. The Township broke ground on a new, modern firehouse in the fall of 2020.
- The Fire Department requested a significant increase in funding to address several equipment and maintenance needs. The Township provided an increase of approximately 30% to the Department operating budget.

## ***2021 Goals***

- Fully train members and deploy the new engine.
- Reorganize the response plan for the Township after occupying the new firehouse.
- Develop current and future members for leadership and Fire Officer qualifications.
- Prepare the department for a new ISO audit.

## ***COVID Lessons & Challenges***

The lack of adequate space to safely occupy the firehouses and maintain social distancing was a challenge through the pandemic. Occupancy limits occasionally altered response times, as members could not routinely occupy the firehouse safely. The new firehouse should help alleviate this in the future. Similar to other agencies, at the beginning of the pandemic there were PPE shortages; however, this has been rectified through the CARES Act and OEM.

## ***Potential Revenue Generators and/or Shared Services***

The Township may want to consider exploring a shared fuel service with Monmouth County. Other local area departments partner with the county for this service.

## ***Future Considerations***

Improving the ISO for the Township. The Township and Fire Company share a responsibility regarding the overall rating received. Both parties should be working to a favorable audit in the near future.

## ***Capital Needs/Priorities***

- New aerial platform truck. Ladder truck 18-90 will be 20 years old in 2021.

# Volunteer First Aid Squads

*Chief Christopher Trischitta*

*President Lauren Reidy*

Holmdel First Aid Squad is responsible for providing emergency medical response to residents and guests of the Township. The First Aid Squad responds 24/7/365 and maintains mutual aid relationships with surrounding towns to assist should the agency be unable to cover a call for service. In return, the Holmdel First Aid Squad responds to calls for service in their mutual aid towns. The Squad strives to provide the best possible care by maintaining a high standard of training through hosting and attending various classes, and by researching and investing in state-of-the-art equipment and materials.

## ***2020 Goals***

- Increase the maximum allowed number of members with the Township.
- Complete the fleet of ambulances.
- Increase training opportunities for all members.

## ***2020 Highlights***

- Navigated the COVID-19 pandemic as direct frontline healthcare workers. Initiated aggressive protocols and regulations early to reduce possibility of exposure. Responded to 1,251 calls for service, which included the care and transport of hundreds of COVID-19 positive patients.
- Due to early implementation of strict infection control policies no members became infected because of exposure during a first aid call.
- Acquired new equipment to increase comfort and safety for both patients and care providers, including the automatic stretcher loader for our fourth ambulance.

## ***2021 Goals***

- Renovate and expand the existing Emergency Services Building located at 20 Crawford's Corner Road to increase membership by offering better amenities for volunteers.
- Increase the number of volunteers within the Township to the 80-volunteer maximum.
- Increase number of CEU training opportunities for members.

## ***COVID Lessons & Challenges***

Disseminating the constantly changing medical direction policies and procedural changes was an ongoing challenge. After researching the First Aid Squad implemented a web-based document control platform to centralize and manage the flow of information to volunteers.

Holmdel First Aid Squad historically has relied on forward thinking and strategic planning. Due to several life-members' personal preparations prior to the pandemic, the First Aid Squad had an additional supply of Personal Protective Equipment (PPE), but this was not enough

to last the entire duration. Moving forward, the First Aid Squad has a goal to have a larger stockpile of necessary supplies and equipment for the organization in the event of another pandemic.

### ***Potential Revenue Generators and/or Shared Services***

The First Aid Squad maintains mutual aid standing agreements with all surrounding municipalities. Additionally, they are aligned with Hackensack Meridian Health, NJ State Police, and the Turnpike Authority.

### ***Future Considerations***

Revise the Township's Volunteer Length of Service Awards Program (LOSAP) through ordinance, to create a two-tier incentive program for volunteers:

1<sup>st</sup> Tier - 50 pts - \$1,150 (current ordinance since 2002).

2<sup>nd</sup> Tier - 100 pts - (limited to EMTs) – increase to maximum allowed by state law and regulation (est. \$1,750).

### ***Capital***

- Renovate and expand the existing Emergency Services Building located at 20 Crawford's Corner Road to include larger, updated training spaces; additional work areas; and expanded bathroom/locker facilities to accommodate increasing call volume.

# Municipal Court

*Judge Mary Casey*

*Court Administrator Lindsay Meehan*

The Holmdel Municipal Court is a resolution ground for motor vehicle and parking tickets, minor criminal offenses, municipal ordinance offenses, and other offenses, such as weights and measures violations that occur within the boundaries of the municipality.

## ***2020 Goals***

- Have staff fully cross-trained in all aspects of Court, including court room sound recording and dispositions, bail procedures, remands, etc.
- Dispose of old files to enable greater destruction of records.

## ***2020 Highlights***

- Staff is cross-trained in office duties.
- Approximately 45 boxes of old files were destroyed, with continuous destruction being handled daily.
- The Municipal Court website has been completely reconstructed, providing people with fillable/printable forms, many Court and outside organization resources, information on virtual court, and FAQs. This update was key to navigating through the building closure, so that people had access to documentation they may have required from the court. After the pandemic, the website will continue to offer these features.

## ***2021 Goals***

- Cross train staff in various virtual procedures.
- Organize the office layout to be more functional.
- Enter a shared service agreement with another town and take on the responsibility of two courts.

## ***COVID Lessons & Challenges***

COVID forced the Municipal Court to shift from in person court sessions to virtual court sessions. After a month and a half of planning and learning the ins and outs of Zoom, virtual Court began on May 18, 2020. The court administrator, the judge, and the prosecutor all remained in sync. Working together, they were able to find out which procedures worked best to run court efficiently. Due to COVID, the Administrative Office of the Courts issued an order to stop the issuance of warrants for failure to appear in court (with the exception of DWIs), as well as stop the Court from being allowed to suspend a defendant's driver's license until further notice. This order has made it hard to get many people to come to Court, being as they face no consequences. This has been challenging and hopefully will not continue for much longer. Due to COVID, many system changes have been made to the Municipal Court's

operating software. The old system (MACS) has been replaced with a new system (PCSAM). Expungements are now received through a new computer system, as opposed to through the mail. The filing of expedited expungements now falls in the hands of the Court Administrator rather than the defendant, attorney, and Superior Court, creating additional paperwork to be done after Court sessions. The procedure for handling indictable private citizen complaints has changed and has become much more time consuming for the Court Administrator. Pleading 'not guilty' is no longer only handled through Court. Now there is an enhancement to an online program that no longer requires that defendants appear in Court to plead 'not guilty' (it can now be done electronically). This has added additional paperwork for the Court Administrator and the prosecutor. Due to the changes implemented, all Court staff has had to undergo multiple virtual trainings to be prepared for each roll out to occur. The Municipal Court Division granted permission for the Court Administrator and Deputy Court Administrator to bring home a state computer, enabling them to perform all office functions from home. The violations clerks are able to log in from home as well using Township issued iPads. With all the incredible changes that came with 2020, the Municipal Court navigated through every hurdle it was given. The entire staff pitched in, was flexible, and helped every chance they could. The dedication of the staff is truly inspiring.

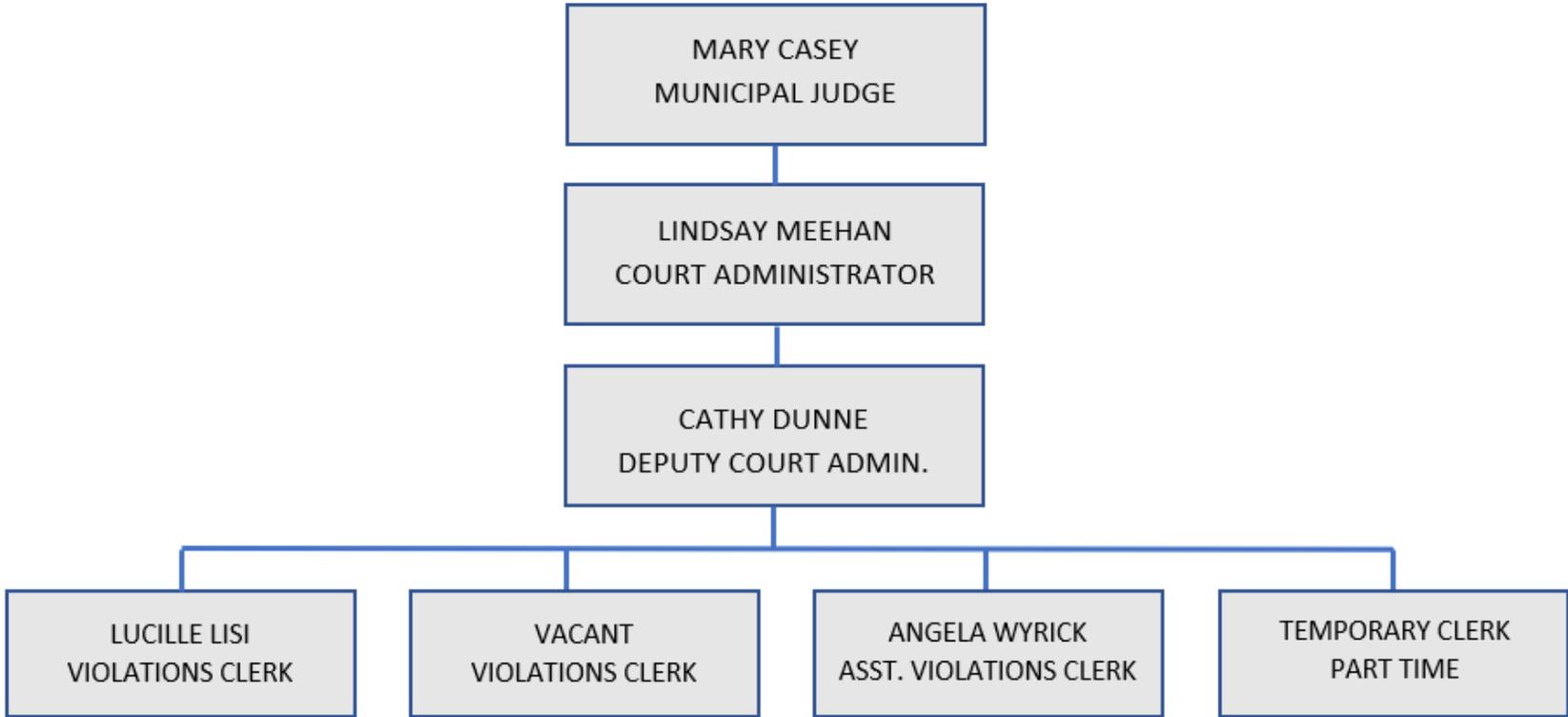
### ***Potential Revenue Generators and/or Shared Services***

The Municipal Court of Holmdel is a prime candidate to enter an agreement with smaller surrounding towns as a shared service court. Originally coming from a court that was shared amongst three towns, the Court Administrator has years of experience and would be able to guide court staff during such a change.

### ***Future Considerations***

The court office was set to undergo renovations at the beginning of 2020, which understandably was put on hold due to COVID-19. The renovations should be analyzed once again.

MUNICIPAL COURT OFFICE



# Department of Community Development

*Acting Director Steven Winters*

The Department of Community Development coordinates the activities of the Building, Planning, Zoning, Code Enforcement Divisions, and the Fire Bureau. Its mission is to provide an organization that facilitates an efficient flow of information to make the permit application process easier to navigate for residents, businesses, and contractors.

## ***2020 Goals***

- Register each commercial multi-tenant establishment.
- Register each commercial shopping center building.
- Assume multi-family inspections from the State of New Jersey.
- Increase Life-Hazard Use registrations.
- Require annual inspections of all commercial grease traps.
- Increase code enforcement efforts.

## ***2020 Highlights***

- Assumed responsibilities of state housing inspections.
- Purchased new software for better management of applications.
- Increased Life-Hazard Use registration.
- Increased the number of permits closed.
- Drafted and implemented new procedures to improve operations for more efficient workflow.
- Established a program to have all stored documents sent out for archiving with Foveonics and hired a new document archiving company.
- Proposed revisions to Chapter 10 (Building & Housing), Chapter 12 (Fire Protection & Prevention), and Chapter 20 (Housing), which were subsequently adopted by the Township Committee.
- Approved a Master Plan Reexamination Report.

## ***2021 Goals***

- Activate SDL portal for the public.
- Allow for online plan review.
- Accept online payments.
- Rewrite the Township's UCC fees to better integrate with SDL software.
- Ensure that Planning Board and Zoning Board minutes are completed each month.

### ***COVID Lessons & Challenges***

The pandemic substantially increased application processing times, delayed application issuance, increased violations, and greater problem-solving challenges. However, the Department was able to continue to function and assist applicants with their projects.

### ***Potential Revenue Generators and/or Shared Services***

- Assume the inspection responsibility for all elevators within the Township of Holmdel.
- Institute a program that requires the registration of all commercial grease traps.

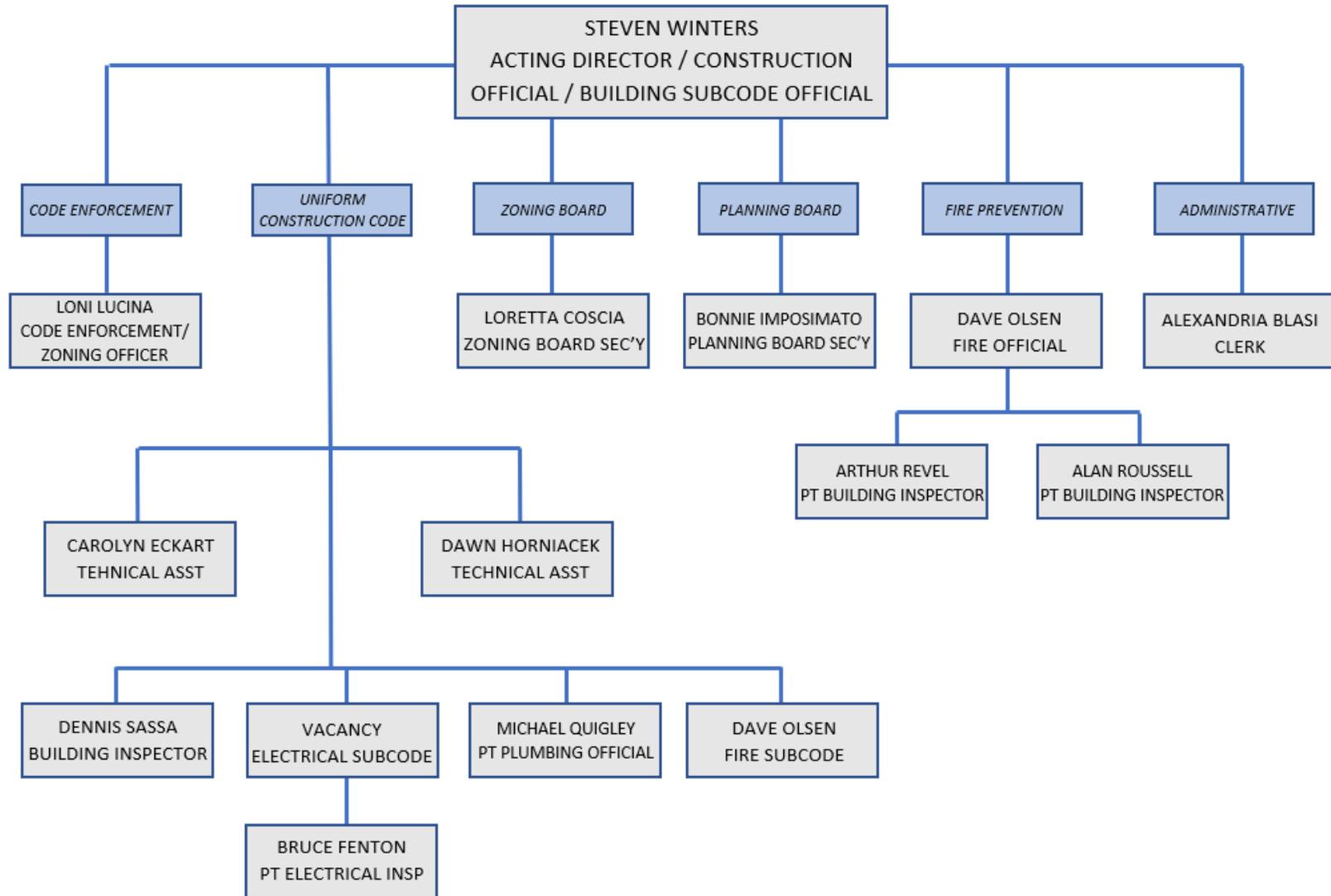
### ***Future Considerations***

- The Township may want to investigate assuming responsibilities of Board of Health once again.
- At present, the mandatory training for Board members is being held virtually; however, the stormwater management training is yet to resume.

### ***Capital Needs/Priorities***

- Vehicles

# COMMUNITY DEVELOPMENT OFFICE



# Department of Public Works

*Director of Infrastructure Victor Stevens*

Department Responsibilities include:

- Managing all aspects of winter road maintenance, including applications of brine and salt, snow plowing and pothole repair.
- Designing and managing the road improvement program.
- Supervising the Township's recycling program.
- Managing and executing the leaf and brush collection programs.
- Repairing and maintaining Township owned property, fences, and buildings. This includes drainage structures, minor electrical work, and generator repair.
- Repairing and maintaining all Township owned vehicles and equipment.
- Repairing and maintaining all sports fields, including plotting of all lacrosse & soccer fields, installation of turf blankets and slices, and seeding.
- Mowing, tree work, landscaping, pruning shrubs, and sprinkler system repair.
- Designing generator requirements for various locations.
- Providing concrete work.
- Minor work at sewer pump station and along the collection system.
- Implementation of new projects to promote a green initiative, such as Styrofoam, plastic film, and plastic toy collections.
- Working directly with contractors on all capital construction projects.
- Managing resident requests.

## ***2020 Goals***

- Milling and paving of McCampbell Road as part of the agreement between the Township and New Jersey American Water.
- Milling and paving of many streets in the Old Manor section of the Township as part of agreement between the Township and New Jersey Natural Gas.
- The construction of two turf ball fields at Phillips Park.
- Start clearing the right of ways for the sewer collection system.
- Develop a system for better inspection and maintenance of all open space drainage easements.

## ***2020 Highlights***

- Completed both upper & lower turf fields at Phillips Park.
- Completed both the 2019 & 2020 Road Programs.
- Completed LED Lighting Energy Audit exterior at the municipal complex.
- Demolished old recreation building for new firehouse construction.
- Partnered with Middletown Township for free Styrofoam recycling for residents.

## ***2021 Goals***

- Complete construction of new firehouse.
- Install new playground at Allocco Park.
- Complete all aspects of the 2021 Road Program.
- Develop specification, solicit bids, and begin construction of capital improvement to both the sewer collection system and pump houses.

## ***COVID Lessons & Challenges***

The main struggle of the Department was working with limited personal. A rotating schedule was implemented in the height of the pandemic to avoid the entire Department from becoming out of commission in the event of a COVID outbreak. The Department worked well while managing safety protocol for entire DPW Department and partnered with vendors for the safety and wellbeing of the Township employees.

## ***Potential Revenue Generators and/or Shared Services***

Township could consider providing sewer line insurance to the residents, which would cover from the curb to the outside of the house and has the potential to generate revenue.

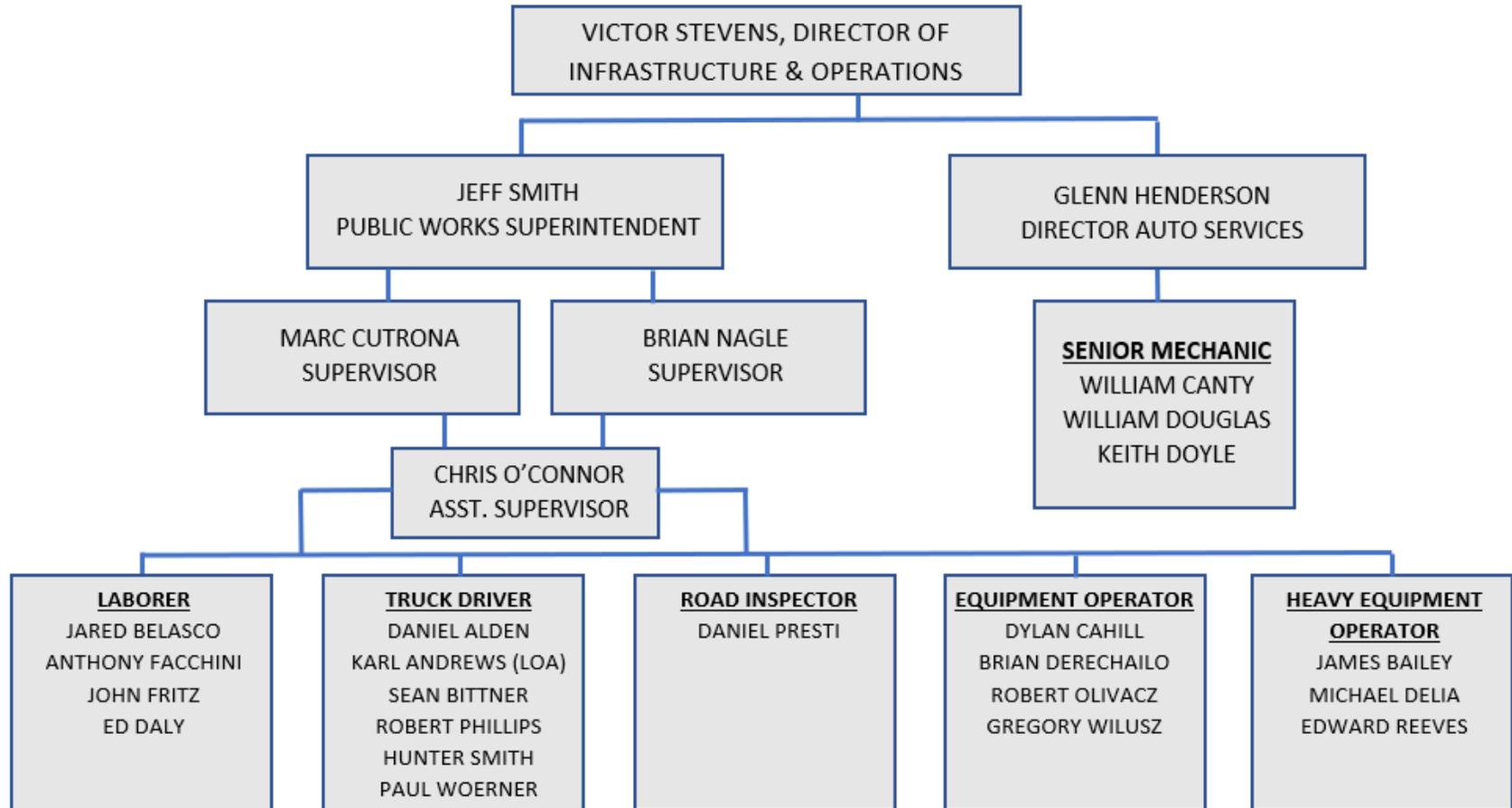
## ***Future Considerations***

The Township may want to consider hiring a contractor and/or reaching out to the County to assist with the crack sealing program. This program has been successful in keeping the Township's roads in good condition.

## ***Capital Needs/Priorities***

- Construction of a new storage building at DPW
- Replacement of an existing debris truck

# DEPARTMENT OF PUBLIC WORKS



# Department of Information Technology

*Director Jason Weag*

The IT Department supports the Town Hall, Police, Fire, EMS, DPW, Pool Club, Cross Farm, Pump Stations, Bell Works Conference Room, Holmdel Library, and radio tower sites in all aspects of planning, purchasing, supporting, and repairing IT equipment. Equipment includes desktops, laptops, copiers, printers, police vehicles, fire trucks and ambulances. Support also includes the phone system, website, and Code Red notifications. The office supports all offices in their daily duties such as conducting OPRA requests. The Office monitors all township assets 24/7 and attempts to resolve each issue immediately or in the shortest amount of time possible, including nights and weekends.

## ***2020 Goals***

- Finalize the switch to the State radio system.
- Move some assets to cloud, Office 365 for file server and email, Edmunds, Email Archive.
- Have building card access installed with integration into network so users can use card access for network login.
- Improved OPRA process with cloud-based management and improved email archive.
- Complete Police radio shelter with fiber, switch, and camera.
- Complete Police Mobile multifactor solution.

## ***2020 Highlights***

- Supported COVID response for the Township by providing remote work capabilities for employees, migration of email to Office 365, and migration of file servers to Office 365 (in process).
- Setup processing room for police outside of building in OEM trailer with camera, desktop and phone.
- Supported the need to move dispatch during COVID when building needed to be cleaned for virus.
- Supported the rollout of SDL software, server, and pads for the Construction Department.
- Procured laptops, docking stations and mobile accessories for employees to better enhance remote work capabilities while also improving the capabilities of our systems in the building.
- Started implementing two-factor authentication for police laptops.
- Procured new switches and started upgrading Town Hall switch infrastructure.
- Supported the installation of fiber to township radio tower to support radios and backups.

## ***2021 Goals***

- Complete two-factor authentication for police.
- Complete switch upgrades for Town Hall building, DPW, and fire.
- Complete Office 365 migration for file servers.
- Procure and support training to employees for Office 365, SharePoint, Teams, and other collaboration tools.
- Establish cloud storage for Town Hall backups in the government Azure network.
- Complete upgrades to township employees docking stations.
- Complete police desktop upgrades.
- Support card access, e-ticket and body camera deployments.
- Hire a part-time IT technician.

## ***COVID Lessons & Challenges***

The Township should ensure that items procured for police and township specific to COVID are maintained after the current emergency, so the Township is ready for future events.

## ***Future Considerations***

There is too much work for one IT person to handle the needs of the entire Township. Currently, there is no one to serve as a back-up when the IT Manager is on leave or otherwise unavailable.

Some Township applications are still on premise for the Township. It would benefit the Township to migrate those applications to the cloud. Cloud storage should be established for backups. The Township should migrate active directory domain to the cloud for Town Hall employees to better secure remote infrastructure.

The Township should continue training personnel to utilize new technologies, i.e. Zoom, Office, and Teams. If the employees had a professional training, they would be able to better utilize the software, which would improve productivity of each department.

## ***Capital Needs/Priorities***

- Infrastructure Upgrades

## INFORMATION TECHNOLOGY OFFICE

JASON WEAG  
INFO TECHNOLOGY MANAGER

VACANT  
DEPUTY IT MANAGER

# Department of Parks and Recreation

*Director Robert Ward*

The Recreation Department handles a multitude of responsibilities for the Township. The department is responsible for not only the recreation programs but facility rentals, field rentals, special events, and the management of the Holmdel Swim Club.

## ***2020 Goals***

- Expand Senior program/event offerings.
- Continue to add additional children's programs.
- Restore tennis program offerings.
- Add additional community wide events (i.e. trail run at Bayonet Farm).

## ***2020 Highlights***

2020 proved to be an interesting year in providing recreational opportunities to Township residents. The last in-person events that Recreation was able to offer were the Daddy/Daughter and Mother/Son dances, which were held in mid-February and had over 400 residents in attendance. As the world transitioned to working remotely, the original 2020 goals were no longer viable. The Department had to pivot, almost overnight, from offering in person programming to offering virtual content to residents. Some of the successes included:

- Using Facebook, the Department sponsored trivia contests, photo contests, honored first responders, held virtual scavenger hunts and more.
- On several occasions the Department offered "grab and go" craft kits for residents to pick up at Town Hall.
- In June, children were on the playing fields as quickly and safely as possible due to strong partnerships with the user groups, and the transition to return to play went smoothly.
- While most senior-oriented events had to be cancelled, the Department was able to hold an in-person senior outdoor luncheon in late October 2020.
- One of the most successful events of 2020 was the "Drive Boo Trick or Treat" event at Bayonet Farm, which drew over 400 residents.
- Although the pandemic led to the postponement of most events, the Township safely hosted three weddings in the fall at Bayonet Farm.

## ***2021 Goals***

- Increase COVID safe senior programming, primarily outdoors and/or remote.
- Increase COVID safe family-oriented programs and events.
- Reintroduce the summer recreation program outdoors at Cross Farm Park.

### ***COVID Lessons & Challenges***

COVID-19 forced Recreation to rethink how almost everything was done, from program planning, content, and delivery to daily use of the parks. Everything had to be evaluated for safety. All in-person programs and events had to be canceled. Indoor and outdoor gathering limits made it difficult to plan things for the future dates.

### ***Potential Revenue Generators and/or Shared Services***

Bid for an exclusive vendor in Township parks for the season, like the Swim Club concession. This could generate \$5,000 or more per year for the Township.

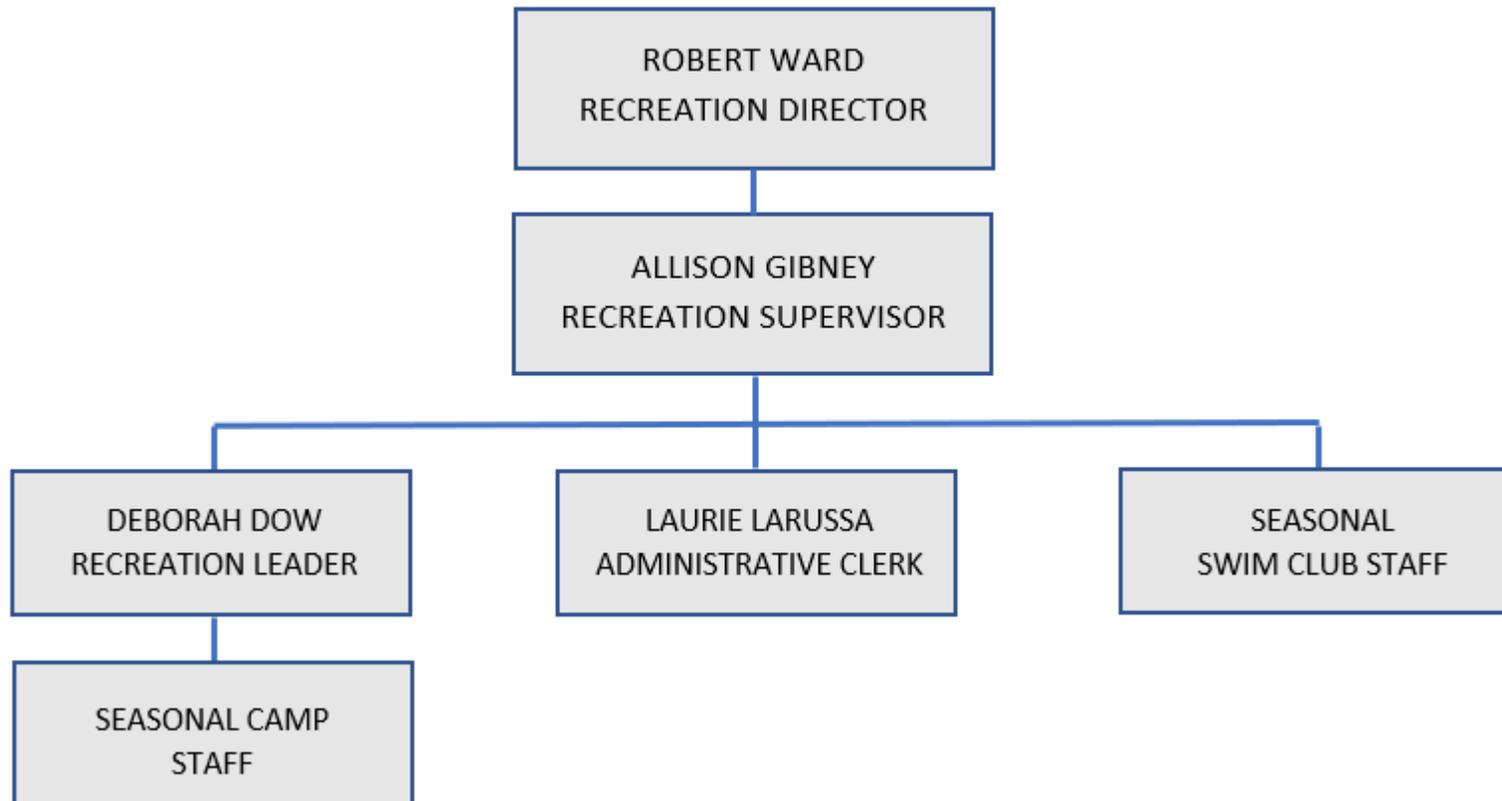
### ***Future Considerations***

All new Executive Orders and guidance from the state relating to events and gathering limits must be monitored. This will impact what type of programs/events being offered well as any impact it may have on the usability of park facilities.

### ***Capital Needs/Priorities***

- Repair of Basketball Courts at Allocco Park
- Repair of Basketball Courts at Ackerson Park
- Repairs to the Red Barn

# RECREATION OFFICE



# Swim Club Utility

*Director Robert Ward*

## **2020 Goals**

- Open if at all safe and practical.
- Continue work to increase revenue through memberships.
- Continue to provide a safe, clean and friendly place for our members.
- Replace diving boards.

## **2020 Highlights**

- It opened safely!

## **2021 Goals**

- Continue to provide a safe, clean, and friendly environment for members of the swim club and their guests.
- Re-introduce programs and special events that were paused in 2020.
- Continue to look for additional sources of revenue.

## **COVID Lessons & Challenges**

COVID-19 provided many challenges at the Swim Club in 2020 including:

- Delays in the state announcing when or if pools could open for the season.
- Concerns over the ability to find willing staff at the facility during a pandemic.
- Completing opening tasks in 23 days, including the draining and cleaning of all four pools, as well as interviewing, hiring, and training over 70 seasonal staff members.
- Making the facility COVID-safe by installing touchless showers and sinks and safety glass around the front desk.
- Advertising and accepting memberships for a July 3, 2020 opening date with little time.
- Managing capacity limits.
- Additional cleaning and sanitizing of touch points.
- Protecting staff, mostly under the age of 18.
- Enforcing social distancing rules.
- Monitoring the number of people in the water so capacity limits were not met.
- Providing an environment where everyone felt safe coming everyday.
- Providing a similar level of experience for members even though some amenities were not offered in 2020.

### ***Potential Revenue Generators and/or Shared Services***

- Outside rentals of the club (weekdays prior to opening full time).
- Expand amenities to attract new families (i.e. spray ground).

### ***Future Considerations***

- Executive Orders and guidelines relating to COVID from the State of New Jersey must be monitored and adjustments must be made as needed.
- NJ Public Bathing Code must be monitored and adjustments must be made as needed.

### ***Capital Needs/Priorities***

- Main pool and dive tank filters (still running on original sand filters installed in 1972).
- Playgrounds are nearing the end-of-life cycle and need to be replaced.
- Bathrooms need updating.
- Asphalt apron in front of club in disrepair and needs to be repaved.

## Sewer Utility

In 1976 a municipal sanitary sewer utility system was created within the Township of Holmdel for the regulation and use of sewers to insure the proper operation and the protection and preservation of the system.

Routine maintenance of the system is provided through an outside contractor under the supervision of the Department of Public Works. The contract for sanitary sewer maintenance this year has been awarded to Maser Consulting Engineers.

The Township should earnestly consider studying and making investments to avoid significant infrastructure deterioration.

The utility is self-liquidating and at this point there is no recommendation to increase rates.

### SEWER FUND

#### ***Budget Revenues***

- User Charges - \$2,595,000 and 78.76% of total revenue
- Surplus Anticipated - \$700,000 and 21.24% of total revenue

#### ***Budget Appropriations***

- Total - \$3,295,000

# CAPITAL

In New Jersey, a capital budget does **not** appropriate or authorize the expenditure of any funds. New Jersey’s “Local Budget Law” requires each municipality to adopt a capital strategy each year. This is actually a plan, and any expenditures will need to be evaluated and approved by the Township Committee prior to moving forward. This plan anticipates future needs but does not fund them.

To fund capital projects, the Township Committee votes to introduce capital ordinances at a public meeting. A notice of the public hearing on an ordinance is published in the newspaper. The public hearing is held, after which the Township Committee votes to adopt (or not) that ordinance. Only then, after input from the public and multiple Township Committee votes, can capital projects move forward.

This budget appropriates \$275,500 toward the capital improvement fund which will allow for the Township to authorize approximately \$5,234,500 in debt for a 2021 Capital Improvement program of \$5,510,000. Given the favorable interest rates and significant needs of the Township, the proposal is recommending a larger Capital Improvement program for 2021 than 2020. Outlined below are two lists inclusive of various capital requests that have come to Administration. The first spreadsheet, 2021 Capital Projects, outlines \$4,464,268 worth of projects that have been prioritized by Administration. The second spreadsheet, 2021 Additional Capital Requests for Consideration, includes important projects totaling \$3,630,500 for consideration.

## Capital Recommendations

Total Recommended Appropriations	\$5,510,000
Total Debt Recommended to be Authorized	\$5,234,500

Public Facility Improvements	\$850,000
Public Safety Vehicles	\$1,600,000
Public Works Vehicles	\$500,000
Community Development Vehicles	\$60,000
Public Safety Equipment	\$220,000
IT Equipment	\$200,000
Recreational Facility Improvements	\$80,000
Road Improvements	\$1,600,000
Public Safety Building Improvements	\$400,000

## 2021 Recommended Projects

\$4,464,268

Department	Proposed Expenditure	Estimated Cost	New Replacement? or	Previously Requested?
Buildings & Grounds	Salt Dome Garage Doors	\$15,000	Replacement	Yes
Buildings & Grounds	DPW Boiler	\$8,500	Replacement	Yes
Community Development	Construction and Fire Prevention Vehicles	\$64,000	New	Yes
Finance	File Cabinets	\$2,250	Replacement	No
Finance	Secure Finance Office	\$2,000	New	No
Fire	Aerial platform truck	\$1,500,000	Replacement	Yes
Fire	All band portable radios	\$42,000	New	Yes
Fire	All band mobile radios	\$18,000	New	No
Fire	Turnout gear (PPE)	\$10,000	Replacement	Yes
Fire	Dual band pagers	\$8,000	New	Yes
Fire	In vehicle radio charger	\$2,100	New	No
Fire	Fire boots (PPE)	\$2,000	Replacement	Yes
Fire	SCBA facepieces (PPE)	\$1,500	New	Yes
Fire	Fire helmets (PPE)	\$1,200	Replacement	Yes
IT	AV Upgrades at Town Hall	\$50,000	Replacement	
IT	4 Toughbooks\MDT	\$27,000	Replacement	
IT	Cisco Firewall	\$15,000	Replacement	
IT	AC Split Unit for Server Room	\$12,000	Replacement	
IT	MDT Dock	\$12,000	Replacement	
IT	UPS	\$10,000	Replacement	
IT	Desktops	\$8,700	Replacement	

IT	Fire MDT	\$6,750	New	
IT	Temperature Kiosks	\$5,698	New	
IT	New Firehouse Switch	\$5,000	New	
IT	Tax Validator	\$3,300	Replacement	
IT	Fire Dock	\$3,000	New	
IT	New Firehouse Monitors	\$2,500	New	
IT	New Firehouse UPS	\$2,500	New	
IT	Meraki Wifi	\$2,500	Replacement	
IT	New Firehouse Phones	\$2,000	New	
IT	Swim Club ID Printer	\$2,000	Replacement	
IT	New Firehouse Rack	\$1,500	New	
OEM	Portable Radios (3)	\$24,000	Replacement	Yes
Police	Locker Room Renovations	\$300,000	Replacement	
Police	2 SUV's and Equipment	\$100,000	Replacement	No
Police	Repeater	\$15,000	New	
Police	Thermal Imaging Camera	\$5,000	New	
Police	Jamar Technologies	\$4,800	Replacement	No
Police	Forenscope CSI Pro	\$3,129	New	No
Police	Rescue Equipment	\$3,000	New	
Police	Vehicle Radar	\$3,000	Replacement	Yes
Police	Ramsey Forensic Lab Box	\$2,980	New	No
Police	3 Handheld Radar Units	\$2,800	Replacement	Yes
Police	Rifle	\$1,836	New	No
Police	Pistols	\$1,725	New	No
Police	Various Equipment and Improvements (Message Boards/Signs/Tasers)		New/Replacement	
Public Works	Packer Truck	\$250,000	Replacement	Yes
Public Works	Small Loader	\$75,000	Replacement	Yes
Recreation	Basketball Court Repairs at Allocco Park	\$30,000	Replacement	Yes

Recreation	Red Barn Repairs at Bayonet Farm	\$20,000	Replacement	Yes
Road	2021 Road Program	\$1,500,000		
Road	Bethany Road Intersection Improvements	\$150,000		
Road	Indian Hill School Crosswalk Installation	\$17,000		
Road	Newman Springs Road and Cross Road Crosswalk Installation	\$15,000		
Swim Club	Diving Board Replacement	\$12,000	Replacement	Yes
Town wide	Fuel Pumps	\$80,000	New	

## 2021 Additional Capital Requests for Consideration (not included above)

\$3,630,500

Department	Proposed Expenditure	Estimated Cost	New Replacement? or	Previously Requested?
Buildings & Grounds	Storage Building	\$350,000	New	Yes
Buildings & Grounds	Portable Trailer Mounted Generator	\$165,000	New	Yes
Buildings & Grounds	DPW Garage doors	\$25,000	Replacement	Yes
Finance	New Windows	\$15,000	Replacement	No
Fire	New Firehouse Furnishings	\$200,000	New	No
Fire	Building Access Control	\$25,000	New	Yes
Fire	Forcible Entry Training Prop	\$7,500	New	Yes
First Aid	EMS Building Improvements	\$300,000	Replacement	Yes
General	DePalma Farms Fence	\$140,000	New	
IT	Dell Server	\$39,000	Replacement	
OEM	600W Portable Scene Light	\$4,000	New	Yes
Police	Automated License Plate Reader (ALPR)	\$20,000	New	Yes
Police	3 MVR's	\$16,500	Replacement	No
Police	2 Portable Radios	\$16,000	New	
Police	Ballistic Helmets	\$5,000	New	No
Police	Archives			
Public Works	Vehicle	\$215,000	Replacement	Yes
Recreation	Ackerson Park	\$30,000	Replacement	No
Road	Line Road and Bethany Road Intersection Improvements	\$734,000		
Road	Bethany and North Beers Street Intersection	\$715,000		

Road	Crawfords Corner Road High School Project	\$600,000		
Swim Club	Swim Club Lockers	\$5,000	Replacement	Yes
Swim Club	Swim Club Showers	\$3,500	Replacement	

## Holmdel Historical Capital Plans

### Holmdel 6-Year Capital Plan Budgeting

	<b>2021 Proposed</b>	<b>2020 Budget</b>	<b>2019 Budget</b>	<b>2018 Budget</b>	<b>2017 Budget</b>	<b>2016 Budget</b>
<b>Total Capital Planned</b>	\$5,510,000	\$4,436,400	\$11,618,500	\$7,379,650	\$4,286,000	\$9,121,000
<b>Debt to be Authorized</b>	\$5,234,500	\$4,077,830	\$11,036,650	\$7,010,875	\$3,904,000	\$8,534,900
<b>Capital Improvement Fund</b>	\$275,500	\$86,570	\$481,850	\$368,775	\$207,000	\$457,100
<b>Grants &amp; Other Aid</b>	\$0	\$272,000	\$0	\$0	\$175,000	\$129,000