

**Transitional Aid Application for Calendar Year 2013**  
**Division of Local Government Services**  
**Department of Community Affairs**

**General Instructions:** This application must be submitted in its entirety by March 15, 2013 for funding consideration under this program. Information contained in the application is subject to independent verification by DLGS. Refer to Local Finance Notice 2013-05 when preparing this application for specific instructions and definitions, and review the Submission Checklist on Page 7.

<b>Name of Municipality:</b>	Town of Harrison	<b>County:</b>	Hudson
<b>Contact Person:</b>	Paul J. Zarbetski	<b>Title:</b>	Town Clerk/Attorney
<b>Phone:</b>	973-268-2447	<b>Fax:</b>	973-484-4575
<b>E-mail:</b>	pjzarbetski@townofharrison.com		

**I. Aid History**

List amount of Transitional received for the last three years, if any:

CY 2012	CY 2011	CY 2010
\$ 1,950,000.	\$ 4,500,000.	\$ 1,500,000.

**II. Aid Request for Application Year:** (All municipalities currently operating under a Transitional Aid MOU are advised that a decrease from prior year funding is likely.)

<b>Amount of aid requested for the Application Year:</b>	<b>\$ 3,157,500.00</b> <b>(\$ 1,657,500 in Budget, \$ 1,500,000 additional as CMPTRA)</b>
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*If not seeking a decrease, a letter from the Mayor is required. See Local Finance Notice #*


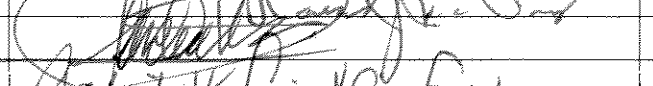

**III. Submission Requirements**

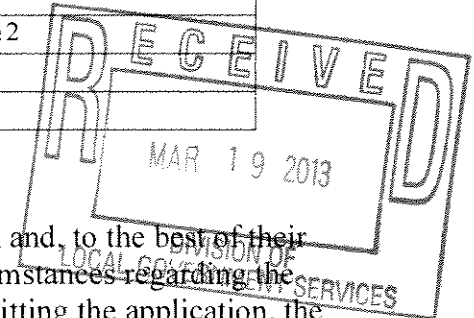
The following items must be submitted with, or prior to, submission of this application. Indicate date of submission of each.

Item	Date Submitted to DLGS
2012 Annual Financial Statement	2/13/13
2011 Annual Audit	12/2012
2011 Corrective Action Plan	12/6/2012
Application Year Introduced Budget	3/5/13
Budget Documentation Submitted to Governing Body	3/5/13

**IV. Application Certification**

The undersigned herewith certify that they have reviewed this application and, to the best of their ability, find its contents to be true and that it accurately portrays the circumstances regarding the municipality's fiscal practices and need for financial assistance. By submitting the application, the municipality acknowledges that the law provides that the decision of the Director regarding aid awards is final and not subject to appeal.

Official	Signature	Date
Mayor/Chief Executive Officer		3-11-13
Governing Body Presiding Officer		3-11-13
Chief Financial Officer		03/11/13



**V-A. Explanation of Need for Transitional Aid**

Explain the circumstances that require the need for Transitional Aid in narrative form. Include factors that result in a constrained ability to raise sufficient revenues to meet budgetary requirements, and if such revenues were raised, how it would substantially jeopardize the fiscal integrity of the municipality. If this application is being submitted due solely to expenditure and revenue impacts of Superstorm Sandy, please skip this section.

**See Letter from Mayor Raymond J. McDonough**

**V-B. Alternate Eligibility**

If this application is being submitted due solely to expenditure and revenue impacts of Superstorm Sandy, please skip this section.


**Demonstration of Revenue Loss/Substantial Cost Increase**

Complete Part 2 if eligibility was not met in Part 1. Show: (1) specific, extraordinary revenue losses, but not as the aggregate of many revenue line items; and (2) specific, extraordinary increases in appropriations, but not as the aggregate of many appropriation line items. Describe the item on the cell below each entry. If applicable, indicate in the description of the extraordinary increase in expenditure if the increase was the result of a policy decision made by the municipality (i.e. a back-loaded debt service schedule, deferred payment, costs associated with additional hires, etc.)

Revenue or Appropriation	2011 Value	2012 Value	Amount of Loss/Increase
<b>Description:</b>			
<b>Description:</b>			
<b>Description:</b>			
<b>Description:</b>			
<b>Description:</b>			
<b>Description:</b>			
<b>Description:</b>			
<b>Description:</b>			
<b>Description:</b>			

**V-C. Actions to Reduce Future Need for Aid**

Detail the steps the municipality is taking to reduce the need for aid in the future. Include details about long-term cost cutting and enhanced revenue plans, impact of new development, potential for grants to offset costs, and estimated short and long-term annual savings. Use additional pages if necessary. (Items included in a Transition Plan submitted by a current recipient need not be repeated here.) If this application is being submitted due solely to expenditure and revenue impacts of Superstorm Sandy, please skip this section.

**See Letter from Mayor Raymond J. McDonough**

Town of  
Harrison

Town of  
Harrison

**V-D. Discussion of Health Benefits**

If this application is being submitted due solely to expenditure and revenue impacts of Superstorm Sandy, please skip this section.

**The Town is in the process of switching all of its health care coverage from private placement to the State Health Benefits Plan ("SHBP"). This switch should be accomplished by May 1, 2013 (current private coverage ends April 30, 2013), subject to the SHBP's time-frame for processing new municipalities.**

## VI. Historical Fiscal Statistics

Item	2011	2012	Introduced Application Year
<b>1. Property Tax/Budget Information</b>			
Municipal tax rate	\$ 2.952	\$ 3.143	\$ 3.685
Municipal Purposes tax levy	\$ 15,074,485.	\$ 15,745,004.	\$ 18,503,773.
Municipal Open Space tax levy	\$ N/A	\$ N/A	\$ N/A
Total general appropriations	\$ 43,794,610.	\$ 39,394,383.	\$ 40,174,759.

<b>2. Cash Status Information</b>			
% Of current taxes collected	93.18 %	99.74 %	%
% Used in computation of reserve **	90.69 %	93.18 %	98.50 %
Reserve for uncollected taxes	\$ 454,500.	\$ 724,400.	\$ 524,200.
Total year end cash surplus	\$ 213,138.	\$ 905,661.	
Total non-cash surplus	\$ 9,301.	\$ 11,084.	
Year end deferred charges	\$ 365,000	\$ 292,000.	

\*\* First Year Accelerated Tax Sale

<b>3. Assessment Data</b>			
Assessed value (as of 7/1)	\$ 510,590,940.	\$ 500,863,542.	\$ 502,106,618.
Average Residential Assessment	\$ 140,920.	\$ 140,995.	\$ 142,044.
Number of tax appeals granted	40	45	
Amount budgeted for tax appeals	\$ 125,000.	\$ 175,000.	\$ 150,000.
Refunding bonds for tax appeals	\$ N/A	\$ N/A	\$ N/A

<b>4. Full time Staffing Levels</b>			
Uniformed Police - Staff Number	46	38	38
Total S&W Expenditures	\$ 4,595,000.	\$ 4,211,300.	\$ 4,261,800.
Uniformed Fire - Staff Number	42	29	29
Total S&W Expenditures	\$ 4,396,802.	\$ 3,599,500.	\$ 3,420,925.
All Other Employees - Staff Number	87	76	77
Total S&W Expenditures	\$ 5,517,550.	\$ 4,970,400.	\$ 5,059,675.

### 5. Impact of Proposed Tax Levy

			Amount
Current Year Taxable Value			502,106,6183.
Introduced Tax Levy			18,503,773.
Proposed Municipal Tax Rate	3.685	Average Res. Value ( #4 above)	142,044.
Current Year Taxes on Average Residential Value (#4 above)			5234.
Prior Year Taxes on Average Residential Value			4465.
Proposed Increase in average residential taxes			769.

**VII. Application Year Budget Information**

A. Year of latest revaluation/reassessment

1986
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B. Proposed Budget – Appropriation Cap Information

- Item**
1. Was an appropriation cap index rate ordinance adopted last year?  
If YES: % that was used
  2. Amount of appropriation cap bank available going into this year
  3. Is the Application Year budget at (appropriation) cap?  
If NO, amount of remaining balance
  4. Does the Application Year anticipate use of a waiver to exceed the appropriation cap?  
If YES, amount:

	Yes	No
	X	
3.5 %		
\$ 5,283,866.		
		X
\$ 6,241,224.		
		X
\$		

C. List the five largest item appropriation increases:

Appropriation	Prior Year Actual	Application Year Proposed	\$ Amount of Increase
Debt Service (Net Amount)**	7,303,343.	8,383,540.	456,756.
Deficit Water/Sewer Utility	-0-	379,000.	379,000.
Police Salaries and Wages	5,045,400.	5,196,300.	150,900.
Clerk's Salaries and Wages	415,600.	463,700.	48,100.
General Liability Insurance	853,336.	900,917.	47,581.

\*\* Total Increase is \$ 1,072,111 but offset by Developer's Share as Revenue \$ 615,375, net amount of \$ 456,736.

D. List all new property tax funded full-time positions planned in the Application Year:

Department/Agency	Position	Number	Dollar Amount
Police ***	Parking Enforcement Officer	1	18,000.
	*** Prior Years there were 4 employees, reduced to 2 employees, now proposing 3 employees.		

E. Display projected tax levies, local revenues (not grants), anticipated (gradually reduced) Transitional Aid, total salary and wages, and total other expenses projected for the three post-application years:

	Tax Levy	Local Revenues	Transitional Aid	Total S&W	Total OE
First year	See Attached Projections	See Attached Projections	See Attached Projections	See Attached Projections	See Attached Projections
Second year	See Attached Projections	See Attached Projections	See Attached Projections	See Attached Projections	See Attached Projections
Third year	See Attached	See Attached	See Attached	See Attached	See Attached

**VIII. Financial Practices**

A. Expenditure controls and practices:

Question	Yes	No
1. Is an encumbrance system used for the current fund?	X	
2. Is an encumbrance system used for other funds?	X	
3. Is a general ledger maintained for the current fund?	X	
4. Is a general ledger maintained for other funds?	X	
5. Are financial activities largely automated?	X	
6. Does the municipality operate the general public assistance program?		X
7. Are expenditures controlled centrally (Yes) or de-centrally by dept. (No)?	X	
8. At any point during the year are expenditures routinely frozen?	X	
9. Has the municipality adopted a cash management plan?	X	
10. Have all negative findings in the prior year's audit report been corrected?		X
If No, list those uncorrected as an appendix. <b>See Appendix E</b>		

B. Risk Management: Indicate ("x") how each type of risk is insured.

Coverage	JIF/HIF	Self	Commercial
General liability	X		
Vehicle/Fleet liability	X		
Workers Compensation	X		
Property Coverage	X		
Public Official Liability	X		
Employment Practices Liability	X		
Environmental	X		
Health – See Section V-D	<b>SHBP</b>		X

C. 1) Salary and Employee Contract Information (when more than one bargaining unit for each category, use average):

Question	Police	Fire	Other Contract	Non-Contract
Year of last salary increase	2011	2011	2009	N/A
Average percentage increase	* 3.125%	*3.125%	3.00%	%
Last contract settlement date	1/1/10	1/1/10	1/1/10	
Contract expiration date	12/31/11	12/31/11	12/31/11	

\*Increases for Police and Fire were awarded by an Arbitrator.

2) Explain if any of the following actions have been taken or are under consideration for the Application Year:

Action	Police	Fire	Other Contract	Non-Contract
Furloughs (describe below)				
Wage Freezes (describe below)				
<b>See Letter from Mayor Raymond J. McDonough</b>				
Layoffs (describe below)				



D. Tax Enforcement Practices:

Question	Yes	No
1. Does the municipality use the accelerated tax sale program?	X	
2. When was the last foreclosure action taken or tax assignment sale held: <span style="float:right">Date:</span>	1996	
3. On what dates were tax delinquency notices sent out in 2012: <span style="float:right">Date:</span>	2/22,5/18,8/15,11/14	
4. Date of last tax sale: <span style="float:right">Date:</span>	12/19/12	

E. Specialized Service Delivery:

If the answer to either question is "Yes," provide (as an appendix) a cost justification of maintaining the service without changes.

Service	Yes	No
Sworn police or firefighters are used to handle emergency service call-taking and dispatch (in lieu of civilians)		X
The municipality provides rear-yard solid waste collection through the budget		X

F. Other Financial Practices

1. Amount of interest on investment earned in:

2011	**\$52,315	2012:	\$3,508.	Anticipated Application Year:	\$2,500.
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\*\* In 2011 realized a one shot interest revenue.

2. List the instruments in which idle funds are invested:

New Jersey Cash Management Fund	
Various Approved Checking Accounts	
Various Approved Certificates of Deposits	
MBIA	

3. What was the average return on investments during CY 2012?

.010%

4. When was the last time fee schedules were reviewed and updated?

Periodically

5. The name and firm of the municipality's auditor?

Joseph J. Faccone  
Samuel Klein and Company

6. When was the last time the municipality changed auditors?

30 plus years

G. Status of Collective Negotiation (Labor) Agreements: List each labor agreement by employee group, contract expiration date, and the status of negotiations of expired contracts.

Employee Group	Expiration Date	Status of Negotiations of Expired Agreement
Harrison Civil Service Association	12/31/2011	In Progress
Harrison Firemen's Benevolent Association	12/31/2011	In Progress
Harrison Policemen's Benevolent Association	12/31/2011	In Progress

<b>Application Year: CY 2013</b>	Municipality: Town of Harrison	County: Hudson
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Harrison Fraternal Order of Police	12/31/2011	In Progress
Harrison Department Heads Association	12/31/2011	In Progress
Harrison Fire Chief	12/31/2011	Position Eliminated
Harrison Police Chief	12/31/2011	In Progress

**IX-A. List actions that limited Salary and Wage costs: i.e., layoffs, furloughs, freezes, contract concessions, etc.  
(See item C-3 in Local Finance Notice for details)**

S&W Line Item	Prior Year Actual	Application Year Proposed	Explanation of Change
See Letter from Mayor Raymond J. McDonough			

Application Year: CY 2013

Municipality:

County:

**IX-B. List actions that limited or reduced Other Expense costs: i.e., reductions, changes, or elimination of services, procurement efficiencies or restraint. Include changes in spending policies that reduce non-essential spending.**

Line Item	Prior Year Actual	Application Year Proposed	Explanation of Change
See Letter from Mayor Raymond J. McDonough			

**IX-C. Evaluate existing local revenues, as to whether or not the rates or collections can be increased or imposed, and if so, how changes will be implemented; i.e., recreation fees, utility fees, land use fees, construction, housing, and fire code.**

Local Revenues and services provided through the General/Current Fund	Check if services is provided	Are fees charged to cover the costs of the program?	If fees do not cover costs, what is the amount of subsidy?	If there is a subsidy, explain why fees cannot be increased to reduce or eliminate subsidy.
Recreation programs	✓	Yes		
Sewer Fees	✓	Separate Utility		
Water Fees	✓	Separate Utility		
Swimming Pool	<input type="checkbox"/>			
Uniform Construction Code	✓	Yes		
Uniform Fire Code	✓	Yes		
Land Use Fees	✓	Yes		
Parking Fees	✓	Yes		
Beach Fees	<input type="checkbox"/>			
Insert other local fees below:	<input type="checkbox"/>			

**X. Service Delivery**

List all services that the municipality contracts to another organization: i.e., shared services with another government agency, including formal and informal shared services, memberships in cooperative purchasing program, private (commercial), or non-profit organization.

Service	Name of Contracted Entity	Estimated Amount of Contract	Year Last Negotiated (as applicable)
Garbage Disposal	Cali Carting	\$459,000 Per Year	2012(2013-2017)
Animal Control	Hudson County Animal	22,000	2012
Town of West New York -- Health Department	Health Agency Services	\$35,000	2013
EMS	Kearny EMS	\$180,000 (Approx.)	2011 (Month to Month)

**Section XI – Impact of Limited or No Aid Award**

Describe in complete detail the impact if aid is not granted for the current fiscal year; **this priority setting requires that the municipality will maintain a minimum level of essential services.** List the appropriate category of impact if the aid is not received. Rank each item from both lists as to the order in which elimination will take place. If across the board cuts will be made, indicate under service. **For rank order purposes, consider the two sections as one list. The cuts outlined here are one that the municipality is committing to make if they do not receive aid.**

Rank Order	Department	# of Layoffs	Effective Date	2011 Full Time Staffing	2012 Full Time Staffing	\$ Amount to be Saved
	See Letter from Mayor Raymond J. McDonough					

If services will be reduced, describe the service, impact and cost savings associated with it.

Rank Order	Service	Cost Savings	Impact on Services
	See Letter from Mayor Raymond J. McDonough		

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N/A

**Section XII – SPECIAL SECTION FOR APPLICANTS FILING DUE TO IMPACTS OF SUPERSTORM SANDY**

Attach a copy of any application filed with FEMA to receive assistance pursuant to the Community Disaster Loan Program. Explain why the funding sought through that program is insufficient to address budget needs.

Explain the loss of tax ratables due to Sandy and the impact of this tax ratable loss on remaining properties. Attach related disclosure statements issued in conjunction with notes/debt, Assessor documentation of reassessments filed pursuant to guidelines issued by the Division of Taxation, and any other documents that explain taxable ratable losses. Do not include other losses of ratables such as tax appeals unrelated to Sandy.

Explain the loss of other revenues (beach fees, parking revenues, court fines etc.) attributable to the impacts of Sandy.

Explain in detail, all claims and applications your municipality has filed with FEMA, insurance companies and third parties. Provide a good faith estimate of how much in funding you expect to receive. Detail any cost share that your municipality believes it will have to be responsible for paying, including an assessment as to whether those costs are being financed. Please provide any relevant supporting documents.



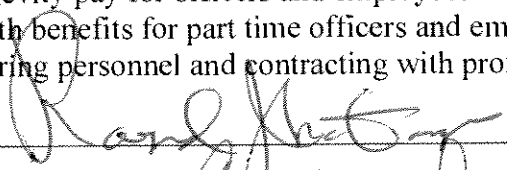

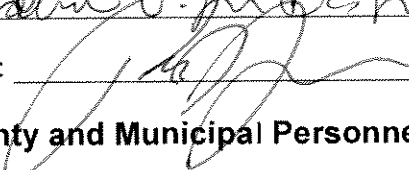
**XII. Agreement to Improve Financial Position of Municipality**

If aid is granted, the municipality will be required to submit to certain reporting conditions and oversight as authorized by law and a Memorandum of Understanding will need to be signed. Please mark each box below indicating that the applicant understands, and agrees to comply with these broad reporting and oversight provisions.

	Yes	No
1. Allow the Director of Local Government Services to assign management, financial, and operational specialists to assess your municipal operations.	X	
2. Implement actions directed by the Director to address the findings of Division staff.	X	
3. Enter into a Memorandum of Understanding and comply with all its provisions, without exception.	X	

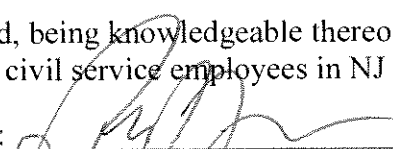
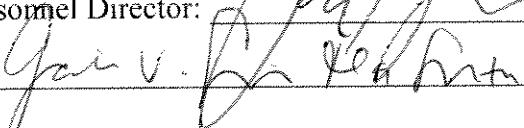
**XIII. Certification of Past Compliance for Municipalities Currently Operating Under a Transitional Aid MOU:**

The undersigned certify that the municipality is in substantial compliance with the conditions and requirements of the 2012 MOU and is moving in good faith to correct those area of noncompliance that have been identified, including, but not limited to, the following: establishment of a pay to play ordinance; termination of longevity pay for officers and employees not contractually entitled to longevity pay; termination of health benefits for part time officers and employees; receipt of signed approval forms as required prior to hiring personnel and contracting with professional service vendors.

Mayor:  Date: 3/11/13  
 Chief Financial Officer:  Date: 03/11/13  
 Chief Administrative Officer:  Date: 3-11-13

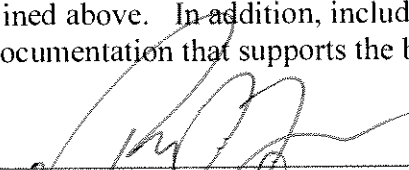
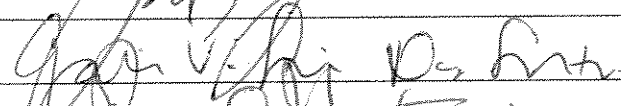

**XIV. CAMPS Certification (County and Municipal Personnel System - Civil Service municipalities only)**

For Civil Service municipalities, the undersigned, being knowledgeable thereof, hereby certify that the municipality has placed the names of all current civil service employees in NJ "CAMPS".

Human Resources or Personnel Director:  Date: 3-11-13  
 Chief Financial Officer:  Date: 03/11/13

**XV. CERTIFICATION OF APPLICATION FOR TRANSITIONAL AID**

The undersigned acknowledges the foregoing requirements with which the municipality must comply in order to receive aid as outlined above. In addition, included with this application is a copy (printed or electronic) of the budget documentation that supports the budget calculation that was provided to the governing body.

<sup>CAO</sup> Mayor:  Date: 3-11-13  
 Chief Financial Officer:  Date: 03/11/13  
 Chief <sup>MAYOR</sup> Administrative Officer:  Date: 3/11/13



# HARRISON, NEW JERSEY

OFFICE OF THE MAYOR

RAYMOND J. McDONOUGH  
MAYOR.

March 11, 2013

DIRECTOR THOMAS NEFF  
New Jersey Department of Community Affairs  
Division of Local Government Services  
101 South Broad Street  
PO BOX 803  
Trenton, New Jersey 08625-0803

**Re: Town of Harrison - 2013 Transitional Aid Application**

Dear Director Neff:

Pursuant to Local Finance Notice 2013-5, kindly accept this correspondence on behalf of the Town of Harrison ("Town") as its letter from the mayor. The Town has filed an application for Transitional Aid ("TA") for Calendar Year ("CY") 2013 in the amount of **\$3,157,500** (\$1,657,500 included in the Town's 2013 introduced budget, and an additional \$1.5 million as CMPTRA).

A quick review of the Town's budget shows that the Town has a revenue problem, not a spending problem. The **Town is \$5,381,361 under the appropriation cap**. Harrison has lost over \$150 million in tax ratables from the decaying industrial area. We are doing our best to cut appropriations even further below the cap and at the same time raise revenues. Harrison's plan is to redevelop 250 acres of that decaying industrial area. That process began in 1998, and has already borne fruit (see below). Due to the 9-11 tragedy (Harrison's main asset is the PATH rail-line that ran to the World Trade Center) and the world-wide drop in the real estate market, it will take a few years more to reap the full benefits of redevelopment. During this time period, Harrison will continue to need TA assistance from the State.

However, with major cost-cutting actions like zero (0) raises for all employees in 2012 (and zero (0) raises for civilians for 2010 and 2011 also), not replacing the many people who were laid off/retired, decreasing our need to issue tax anticipation notes, and a whole host of other actions detailed below, **the Town has a plan to leave the TA Program after CY 2014**. Attached hereto is a "3 Year Summary of Projections - Revenues and Appropriations." According to same, and with local tax increases of approximately \$350 per average assessed house, if the Town receives the aid requested in this application (\$1,657,500 in TA aid and \$1,500,000 in CMPTRA), there will be a zero (0) projected deficit for CY 2013. Further, if the Town receives zero (0) TA aid in CY 2014 but another \$1,500,000 in CMPTRA, there will be a zero (0) projected deficit in CY 2014. Thereafter, the Town will need no further TA aid and no further CMPTRA increases. Harrison will then be self-sufficient.

During the last several years, the Town has made tremendous strides towards eliminating the need for Transitional Aid ("TA"), but we are not yet there. Listed below are some examples of the ways the Town is both cutting expenses and raising revenues.

### Actions to Cut Expenses

- After extensive negotiations with the unions, the Town is entering the SHBP for health insurance and prescription coverage as soon as the State can process the request/application. This has the potential to save the Town a significant amount of money every year.
- In 2009, the Town had approximately 227 employees on the books (this number excludes seasonal/non-permanent, hourly, and crossing guard personnel). Currently, we are **down to 143, a reduction of 84 employees or 37%**.<sup>1</sup> This reduction was accomplished through the filing of **two (2) layoff plans in 2010** and **one (1) layoff plan in 2011**, which resulted in the termination or prompted retirement of said 84 employees.<sup>2</sup> The savings from these reductions amount to approximately **\$5,062,170** per year<sup>3</sup> (a reduction in payroll of 28%), which will recur every year.<sup>4</sup>
- 2012 is the 3<sup>rd</sup> year that the non-police/fire union employees (which includes the Fire Director and Police Chief) have had a zero (0) wage increase. The police and fire unions have agreed in principle to a zero (0) wage increase for 2012.
- In 2011, as a result of the negotiations attendant to the Town's 3<sup>rd</sup> layoff plan, which targeted to total of 19 police/fire personnel, the Town was able to secure several cost-saving "give-backs", the chief of which was the total elimination of pay-outs for accumulated sick-time in the Fire Dept. This will save the Town thousands of dollars both now and in the future. Other give-backs in the Fire Dept. include a reduction in the number of men off for vacation from 3 to 2, which will save OT, and acceptance of "straight-time" for OT payable ½ in cash in 2013 and ½ in comp time (to be used so as not to create OT), and a one-year deferment of pay raises due to rank promotions. On the

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<sup>1</sup>This number is even more dramatic if you compare 2005 (269) to 2012 (143), which yields a reduction of 126, or 47%.

<sup>2</sup>Most dramatically, the Harrison Police Dept. went from 48 sworn officers in 2009 to 38 currently. Further, during that same time period, the Fire Dept. decreased from 52 to 29.

<sup>3</sup>In 2009, the Town's budgeted amount for S&W was \$17,789,070. S&W in the 2013 introduced budget is \$12,726,900 (-\$5,062,170).

<sup>4</sup>Due to contractual pay-outs for accumulated vacation/personal/sick time, the full savings will not be realized until 2016.

police side, the Town received a six-month deferral of pay raises due to promotions, as well as six months of comp time in lieu of OT that can never be cashed out.

- The Town continues to share many services with East Newark (ambulance, street sweeping, plowing/salt-spreading, etc.). In addition, we have just established a shared service agreement whereby Harrison will provide East Newark with all of its public safety dispatching needs for a fee of \$45,000 per year (along with installation of a new camera system in the Harrison police headquarters). We are hoping that this will lead to taking over East Newark's entire police dept. (for a fee), and possibly even complete consolidation of the 2 municipalities.
- We continue to share services with the Harrison Board of Education, which is extremely beneficial to both parties.
- The Town's spending is down to bare bones, as is demonstrated by the fact that **Harrison is \$5.4 million below the appropriations cap**. Our fleet is extremely old, and every effort is made to reduce same and not replace anything that is not absolutely essential. Every department has been advised to "make do". Only absolutely essential personnel are replaced.
- The Town is working on a response to the Town of Kearny's proposal to cover Harrison for fire services for a fee (of \$2.5 million).

#### Actions to Increase Revenue

- As mentioned above, the Town's efforts to redevelop 250 acres of decaying industrial land have begun to pay off.
- The RiverPark Phase I of approximately 170 condos has been completed and all of the units have been sold. This first phase brings in PILOT payments of approximately \$1.2 million annually. Phase II of RiverPark, consisting of 329 units, is before the Planning Board. When completed, it should yield payments of approximately \$2.3 million annually.
- The Harrison Station Project (Phase 1) next to the PATH station opened in 2011, consisting of 275 luxury apartments and 15,000+/- s.f. of retail. The 2012 PILOT revenue from this development is \$276,150. Phase 2, a 136 room hotel has broken ground, and Phase 3--300 dwelling units with ground floor retail broke ground this year also. This will bring increased tax and PILOT revenues.
- Russo Development broke ground on 300 residential units, with ground-floor retail and parking, on Block C, fronting Red Bull Arena. This will bring increased tax and PILOT revenues.

- The Panasonic project, a 50,000 s.f. facility to suit its needs, will open this summer. The site was vacant land bringing in little tax revenue.
- The Hampton Inn hotel has been open for several years and is generating over \$170,000 in revenue from a previously exempt piece of land. This hotel also brings in approximately \$160,000 annually through a hotel/motel tax.
- Despite the terrible economy and world-wide economic down-turn, Red Bull Arena was built and opened in March of 2010. This Arena is sparking development in the area and has confirmed the viability of Harrison's redevelopment plan.
- In 2010, Red Bull Arena was assessed and placed on the Town's tax rolls. Despite this, Red Bull has refused to pay, claiming that it was/is tax exempt. The Town vigorously fought Red Bull, and the NJ Tax Court has recently ruled in the Town's favor, confirming taxable status. Despite this, Red Bull continued in its refusal to pay. However, a settlement was reached whereby Red Bull agreed to pay the back and current taxes pending appeal. Argument before the Appellate Division will be scheduled shortly.
- Despite extensive environmental contamination that has resulted in years of delay, the Hartz development is back on track and demolition/remediation is almost done, paving the way for development.
- Through Harrison's extensive efforts, the Port Authority of NY/NJ is building a brand new state-of-the-art PATH station in Harrison. This station is in the heart of the redevelopment area, and will greatly expand service. This new station will attract more development and supports the viability of the Town's redevelopment efforts.
- The Town has worked with the Hudson County Improvement Authority which has built a 1,440 space garage next to the PATH station. This garage will service the entire redevelopment area and will not only bring in parking tax revenue, but has and will aid building in the area. Again, the garage is a demonstration of the economic viability of the Town's redevelopment efforts.
- Parking meter rates have been increased, as well as all other fees. Periodic review will be ongoing.
- As a result of Superstorm Sandy, the Town's revenues have been negatively impacted for CY 2013. The Hampton Inn Hotel has been closed since the Storm, resulting in the loss of approximately \$15,000 per month in hotel occupancy tax revenue. In addition, several of the redevelopment projects which were underway had to be re-designed due to the new flood elevations, thereby delaying the anticipated streams of PILOT revenue.

**Impact of Limited or No Aid Award (Section XI)**

As is set forth in detail above, the Town has filed two layoff plans in 2010 and one in 2011 resulting in 84 layoffs/retirements, including deep cuts to police and fire. The annual savings (as compared to 2009, which will not be realized in full until 2016) is approximately \$5 million. As is also set forth above, the Town is entertaining a proposal to consolidate its Fire Department with a neighboring municipality, which will save an estimated \$2 million/year. Other and further cuts are being explored.

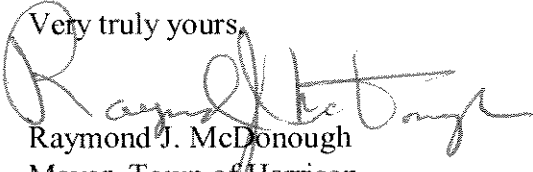
The Town of Harrison (by this Application) has requested aid in the amount of \$3,157,500 (\$1,657,500 included in the Town's 2013 introduced budget, and an additional \$1.5 million as CMPTRA) for Calendar Year 2013. If none of the requested aid is received, the Town will essentially have to shut-down. Since Harrison is a Civil Service jurisdiction, any layoffs take an average of 75 days to implement from the time the layoff plan is filed with the CSC. This means that no layoffs can reasonably occur until July 1<sup>st</sup>, leaving one-half of the year left. Since the savings from any such layoffs will only be realized for 2 quarters of 2013 (July-Dec.), in order to save \$3 million the Town would have to target enough employees so that their combined annual salaries and benefits equal \$6 million. That is impossible, as the Town's total for salaries for 2013 is only \$12.7 million. Thus, the effect of no aid in this scenario would result in the Town not being able to deliver essential services.

**Conclusion**

I believe that the Town of Harrison and my administration is doing everything possible to lessen the Town's dependence on Transitional Aid (and to entirely eliminate the need for same in the near future). However, despite these efforts, the Town remains in a difficult financial position and will need significant Transitional Aid for its 2013 budget. In time, our redevelopment efforts will balance the Town's budget and eliminate the need for Aid. The denial of significant Aid for 2013 would be devastating to the Town and its residents.

As always, I welcome any suggestions and guidance that you may have.

Thank you for your attention to this matter.

Very truly yours,  
  
Raymond J. McDonough  
Mayor, Town of Harrison

**TOWN OF HARRISON, HUDSON COUNTY, NJ**  
**3 YEAR SUMMARY OF PROJECTIONS**  
**REVENUES AND APPROPRIATIONS**

Description	Adopted Budget for 2012	Proposed Budget for 2013	Projected 2014	Projected 2015	Projected 2016
<b>RECAP - REVENUES</b>					
Fund Balance	\$ 100,000	\$ 679,000	\$ 285,000	\$ 285,000	\$ 285,000
Local Revenue	1,180,787	930,000	956,315	983,171	1,010,583
State Aid (W/O Offset)	12,277,665	13,485,165	13,327,665	13,327,665	13,327,665
UCC Fees	192,000	356,000	366,680	370,347	374,050
Interlocal	71,500	71,500	71,500	72,930	74,389
Other Rev (Sec. F)	684,945	175,427	-	-	-
Other Rev (Sec. G)	6,322,690	6,141,715	5,948,890	6,616,552	6,661,962
Rev. From Delinquent Tax	1,523,000	28,000	28,280	28,563	28,848
Local Municipal Tax	15,745,004	17,003,773	17,935,102	18,222,525	18,934,588
<b>TOTAL REVENUES</b>	<b>\$ 38,097,590</b>	<b>\$ 38,870,580</b>	<b>\$ 38,919,432</b>	<b>\$ 39,906,753</b>	<b>\$ 40,697,085</b>
<b>SCHOOL DEBT SERVICE</b>	<b>922,906</b>	<b>953,440</b>	<b>937,750</b>	<b>916,800</b>	<b>895,850</b>
<b>MINIMUM LIBRARY TAX</b>	<b>373,887</b>	<b>350,739</b>	<b>350,739</b>	<b>350,739</b>	<b>350,739</b>
<b>TOTAL BUDGET REVENUES</b>	<b>\$ 39,394,383</b>	<b>\$ 40,174,759</b>	<b>\$ 40,207,921</b>	<b>\$ 41,174,292</b>	<b>\$ 41,943,674</b>
<b>RECAP - APPROPRIATIONS:</b>					
General Op Expenses	\$ 29,619,582	\$ 30,005,576	\$ 30,237,805	\$ 31,106,381	\$ 32,381,797
Federal & State Grants	424,566	186,503	0	0	0
Interlocal Service Agrmnts	71,500	71,500	71,500	72,930	74,389
Capital	320,000	50,000	50,000	75,000	100,000
Debt Service	7,311,429	8,383,540	8,395,431	8,483,748	7,961,840
Res. For Uncollected Tax	724,400	524,200	515,435	519,432	529,798
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 38,471,477</b>	<b>\$ 39,221,319</b>	<b>\$ 39,270,171</b>	<b>\$ 40,257,492</b>	<b>\$ 41,047,824</b>
<b>SCHOOL DEBT SERVICE</b>	<b>922,906</b>	<b>953,440</b>	<b>937,750</b>	<b>916,800</b>	<b>895,850</b>
<b>TOTAL BUDGET APPROPS</b>	<b>\$ 39,394,383</b>	<b>\$ 40,174,759</b>	<b>\$ 40,207,921</b>	<b>\$ 41,174,292</b>	<b>\$ 41,943,674</b>
<b>PROJECTED DEFICIT</b>	<b>\$ 0</b>	<b>\$ -</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

2013  
\$ 38,870.00

Note: See the following pages for detailed line items for revenues and appropriations



**TOWN OF HARRISON, HUDSON COUNTY, NJ**  
**3 YEAR SUMMARY OF PROJECTIONS**  
**REVENUES AND APPROPRIATIONS**

Description	Adopted Budget for 2012	Proposed Budget for 2013	Projected 2014	Projected 2015	Projected 2016
<b>FUND BALANCE:</b>					
Fund Balance Anticipated	100,000	679,000	285,000	285,000	285,000
	<u>100,000</u>	<u>679,000</u>	<u>285,000</u>	<u>285,000</u>	<u>285,000</u>
<b>LOCAL REVENUE:</b>					
ABC Licenses	20,500	25,000	30,000	35,000	40,000
Other Licenses	47,900	42,000	42,840	43,697	44,571
Fees & Permits	63,240	53,500	54,570	55,661	56,775
Municipal Court Fees	400,000	413,000	425,390	438,152	451,296
Municipal Court Other	5,700	6,000	6,120	6,242	6,367
Interest & Costs on Taxes	278,650	25,000	25,500	26,010	26,530
Parking Meters	286,000	274,000	279,480	285,070	290,771
Interest on Investments	1,200	2,500	2,525	2,550	2,576
PILOT Harrison Hous. Auth	77,597	89,000	89,890	90,789	91,697
	0	0	0	0	0
	0	0	0	0	0
	<u>1,180,787</u>	<u>930,000</u>	<u>956,315</u>	<u>983,171</u>	<u>1,010,583</u>
<b>STATE AID WITHOUT OFFSETTING APPROPRIATIONS:</b>					
Consolidated Mun. Property					
Tax Relief Aid	1,544,648	3,044,648	4,544,648	4,544,648	4,544,648
Energy Receipts Tax	8,783,017	8,783,017	8,783,017	8,783,017	8,783,017
Transitional Aid	1,950,000	1,657,500	0	0	0
Additional Transitional Aid	0	0	0	0	0
	<u>12,277,665</u>	<u>13,485,165</u>	<u>13,327,665</u>	<u>13,327,665</u>	<u>13,327,665</u>
<b>DEDICATED UNIFORM CONSTRUCTION CODE FEES</b>					
Uniform Construction Code Fees	192,000	356,000	366,680	370,347	374,050
	<u>192,000</u>	<u>356,000</u>	<u>366,680</u>	<u>370,347</u>	<u>374,050</u>
<b>INTERLOCAL SERVICE AGREEMENTS</b>					
East Newark Dispatching	45,000	45,000	45,000	45,900	46,818
East Newark Street Cleaning	20,000	20,000	20,000	20,400	20,808
East Newark Ambulance Service	6,500	6,500	6,500	6,630	6,763
	<u>71,500</u>	<u>71,500</u>	<u>71,500</u>	<u>72,930</u>	<u>74,389</u>
<b>OTHER REVENUES:</b>					
Section F:					
NJ Transportation Trust	270,000				
Municipal Alliance	18,485	17,833			
Senior Citizen Center 2012		41,000			
Senior Citizen Center 2013	120,000	40,250			
Senior Citizen Food Prg 2013	102,482	25,621			
Meals on Wheels	10,000				
Recycling Tonnage Grant	0	3,044			
Police Body Armor	0				
Clean Community Grant	15,416				
Equitable Sharing Agr	48,640	14,984			
Assistance to Firefighters Grant		30,739			
Alcohol, Education and					

**TOWN OF HARRISON, HUDSON COUNTY, NJ**  
**3 YEAR SUMMARY OF PROJECTIONS**  
**REVENUES AND APPROPRIATIONS**

Description	Adopted Budget for 2012	Proposed Budget for 2013	Projected 2014	Projected 2015	Projected 2016
Rehabilitation Grant	1,187				
Emergency Management	5,000	5,000			
Senior Outreach Grant	55,734	0			
Click It or Ticket It	4,000	0			
Justice Bryne Grant (Unapprop)	32,200	0			
Justice Bryne Grant	1,800	0			
	<u>684,945</u>	<u>175,427</u>	<u>0</u>	<u>0</u>	<u>0</u>

**OTHER REVENUES:**

Section G:

Uniform Fire Safety Act	35,000	30,000	30,300	30,603	30,909
Parking Lot Tax	308,000	297,000	302,940	305,969	309,029
Comcast Cable Fees	62,000	59,000	60,180	61,384	62,611
Verizon Fios Fees	26,500	40,000	40,800	41,616	42,448
PILOT Port Authority	84,392	84,392	84,392	84,392	84,392
Reimbursement for In Kind	500,000	500,000	500,000	500,000	500,000
BOE Classroom Lease	75,000	75,000	75,000	75,000	75,000
NJEIT Loan D/S Developer	1,277,729	1,277,019	1,250,823	1,229,128	1,228,128
Adm Fee CJUF II	25,000	25,000	25,000	25,000	25,000
Hotel Tax	161,000	85,500	161,000	225,000	231,750
PILOT Hampton Hotel	112,000	109,000	107,529	106,077	104,645
PILOT River Park	1,150,000	1,110,000	1,143,300	1,177,599	1,212,927
PILOT Harrison Commons	247,500	247,500	247,500	247,500	247,500
Heller Rental Agreement	307,200	136,082	136,082	136,082	136,082
PILOT Riverpark			184,710	369,420	369,420
PILOT Advance			286,400	572,800	572,800
PILOT Miller Hotel			135,000	270,000	270,000
Developer Deficiency Payment Prior Year		166,000	0	0	0
Developer Deficiency Payment Current Year		252,000	252,000	252,000	252,000
Senior Citizens Food Prg	16,000	18,000	15,000	15,000	15,000
Interest Held in HCIA					
Res for Debt Service					
Lease Program	52,062	36,900	0	0	0
RD Subsidy	75,000	80,000	80,000	50,000	50,000
Redevelop. Agency Reimbursement	28,000	30,000	31,200	32,448	33,746
Developer II Debt Obligation	196,885	615,375	619,734	629,534	628,574
HCIA Parking Garage					
Revenue	150,000	180,000	180,000	180,000	180,000
Reserve for Debt Service	314,422	500,000	0	0	0
Due from Federal Grants	1,119,000	132,540	0	0	0
Reserve for Hurricane Sandy		55,407	0	0	0
	<u>6,322,690</u>	<u>6,141,715</u>	<u>5,948,890</u>	<u>6,616,552</u>	<u>6,661,962</u>

Receipts from

Delinquent Taxes	1,523,000	28,000	28,280	28,563	28,848
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Local Tax for Municipal  
Purposes

	15,745,004	17,003,773	17,935,102	18,222,525	18,934,588
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**TOTAL GENERAL  
REVENUES**

	<u>38,097,590</u>	<u>38,870,580</u>	<u>38,919,432</u>	<u>39,906,753</u>	<u>40,697,085</u>
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**TOWN OF HARRISON, HUDSON COUNTY, NJ**  
**3 YEAR SUMMARY OF PROJECTIONS**  
**REVENUES AND APPROPRIATIONS**

Description	Adopted Budget for 2012	Proposed Budget for 2013	Projected 2014	Projected 2015	Projected 2016
Increase or (Decrease) From Prior Year	3,414,674	772,990	48,852	987,321	790,332
<b>Total Municipal Rev</b>	<b>38,097,590</b>	<b>38,870,580</b>	<b>38,919,432</b>	<b>39,906,753</b>	<b>40,697,085</b>
<b>School District Tax</b>	<b>922,906</b>	<b>953,440</b>	<b>937,750</b>	<b>916,800</b>	<b>895,850</b>
<b>Library Tax</b>	<b>373,887</b>	<b>350,739</b>	<b>350,739</b>	<b>350,739</b>	<b>350,739</b>
<b>TOTAL GENERAL REVENUES PER BUDGET DOCUMENT</b>	<b>39,394,383</b>	<b>40,174,759</b>	<b>40,207,921</b>	<b>41,174,292</b>	<b>41,943,674</b>

**General Operating Expenses:**

Admin. & Executive					
Governing Body Salaries	14,500	14,500	14,500	14,500	14,500
Town Clerk Salaries	415,600	463,700	472,974	482,433	492,082
Town Clerk Other Expenses	147,500	147,500	147,500	150,000	150,000
Elections Salaries	10,000	10,000	10,000	10,200	10,404
Elections Other Expenses	10,000	10,000	10,000	10,000	10,000
Financial Administration Salaries	249,000	231,300	235,926	240,645	245,457
Financial Administration OE	91,500	91,500	91,500	93,500	93,500
Budget & Accounting Fees	93,150	93,150	93,150	95,013	96,913
Bond Registration	26,500	26,500	26,500	27,030	27,571
Single Audit	23,275	23,275	23,275	23,741	24,215
Payroll Processing	35,000	35,000	35,000	35,700	36,414
Information Technology Salaries	93,000	94,700	94,700	96,594	98,526
Information Technology OE	89,200	89,200	90,984	92,804	94,660
Town Historian	2,000	1,400	1,400	1,428	1,457
Assessor Salaries	65,900	66,700	66,700	68,034	69,395
Assessor OE	22,500	22,500	22,500	22,500	22,500
Tax Appeal Fees	75,000	75,000	75,000	76,500	78,030
Tax Collector Salaries	148,290	134,125	136,808	139,544	142,335
Tax Collector OE	18,000	18,000	18,000	18,000	18,000
TTL & Foreclosed Property	500	500	500	510	520
Legal Services Salaries	126,000	110,000	110,000	112,200	114,444
Legal Services OE	350,000	350,000	350,000	353,500	357,035
Compliance Office Salaries	10,000	10,000	10,000	10,200	10,404
Compliance Office OE	10,000	10,000	10,000	10,200	10,404
Planning Board Salaries	6,500	6,500	6,500	6,630	6,763
Planning Board OE	65,000	65,000	65,000	66,300	67,626
Zoning Board Salaries	5,900	5,900	5,900	6,018	6,138
Zoning Board OE	4,500	4,500	4,500	4,590	4,682
Engineering	185,000	185,000	185,000	188,700	192,474
Gasoline & Diesel Fuel	137,700	137,700	140,454	143,263	146,128
Gas & Electric	229,500	229,500	234,090	238,772	243,547
Municipal Court Salaries	489,000	456,000	465,120	474,422	483,911
Municipal Court OE	65,000	65,000	65,000	66,300	67,626
Public Defender Salaries	37,000	37,400	38,148	38,911	39,689
Public Defender OE	1,000	1,000	1,000	1,000	1,000
<b>Total General Government</b>	<b>3,352,515</b>	<b>3,322,050</b>	<b>3,357,629</b>	<b>3,419,681</b>	<b>3,478,350</b>

**TOWN OF HARRISON, HUDSON COUNTY, NJ**  
**3 YEAR SUMMARY OF PROJECTIONS**  
**REVENUES AND APPROPRIATIONS**

Description	Adopted Budget for 2012	Proposed Budget for 2013	Projected 2014	Projected 2015	Projected 2016
Fire Salaries & Wages	3,599,500	3,420,925	3,489,344	3,559,130	3,630,313
Fire Clothing Allowance	20,700	20,700	20,700	20,700	20,700
Fire Hydrant Service	18,000	18,000	18,360	18,727	19,102
Fire Other Expenses	100,700	100,700	102,200	104,244	106,329
Uniform Fire Safety Salaries	86,200	99,000	100,980	103,000	105,060
Uniform Fire Safety OE	8,500	8,500	8,500	8,670	8,843
Police Salaries & Wages	5,045,400	5,196,300	5,238,263	5,343,028	5,449,889
Police Clothing Allowance	31,750	31,750	31,750	31,750	31,750
Police Other Expense	103,000	103,000	115,000	117,300	119,646
Traffic Signals	81,120	81,120	84,365	87,739	91,249
Police & Fire Signal Alarm	5,500	5,500	5,500	5,500	5,500
Police & Fire Radios & Com.	12,500	17,500	17,500	17,500	17,500
Parking Meter Maintenance	17,500	12,500	12,500	12,500	12,500
Emergency Management	3,000	3,000	3,000	3,000	3,000
Public Building Alarm Syst.	5,000	5,000	5,000	5,000	5,000
<b>Total Public Safety</b>	<b>9,138,370</b>	<b>9,123,495</b>	<b>9,252,961</b>	<b>9,437,789</b>	<b>9,626,380</b>
Public Works Salaries	1,156,650	1,155,400	1,143,508	1,166,378	1,189,706
Public Works OE	225,000	225,000	225,000	225,000	229,500
Public Vehicle Maintenance	150,000	150,000	150,000	150,000	150,000
Street Lighting	255,000	300,000	306,000	312,120	318,362
Snow Removal Salaries	97,500	75,000	76,500	78,030	79,591
Snow Removal OE	150,000	125,000	127,500	130,050	132,651
Recycling	7,500	7,500	7,500	7,500	7,500
<b>Total Streets &amp; Roads</b>	<b>2,041,650</b>	<b>2,037,900</b>	<b>2,036,008</b>	<b>2,069,078</b>	<b>2,107,310</b>
Sanitation					
Garbage & Trash Removal	989,200	1,033,500	1,064,505	1,096,440	1,129,333
Board of Health Salaries	226,300	232,100	232,100	236,742	201,477
Board of Health OE	89,000	74,000	74,000	75,480	76,990
Dog Regulation	28,091	28,100	28,662	29,235	29,820
Administration of Public Asst.	7,956	8,000	8,160	8,323	8,490
Aid to Health Care Facilities					
West Essex Hospital	0	0	0	0	0
West Hudson Council for Handicapped Sheltered	7,500	7,500	7,500	7,500	7,500
Nutritional Services	0	0	0	0	0
Substance Abuse Educat.	10,000	10,000	10,000	10,000	10,000
<b>Total Health &amp; Welfare</b>	<b>368,847</b>	<b>359,700</b>	<b>360,422</b>	<b>367,280</b>	<b>334,276</b>
Parks & Playgrounds Salaries	202,500	207,000	207,000	211,140	215,363
Parks & Playgrounds OE	85,000	85,000	85,000	86,700	88,434
Senior Citizens Center	27,000	27,000	27,540	28,091	28,653
Celebration of Public Events	20,000	20,000	20,000	20,000	20,000
Transportation for Senior Citizens Salaries & Wages	181,750	173,950	177,429	180,978	184,597
Transportation for Senior Citizens OE	5,000	5,000	5,000	5,100	5,202
Community Center	15,000	15,000	15,000	15,000	15,000

**TOWN OF HARRISON, HUDSON COUNTY, NJ**  
**3 YEAR SUMMARY OF PROJECTIONS**  
**REVENUES AND APPROPRIATIONS**

Description	Adopted Budget for 2012	Proposed Budget for 2013	Projected 2014	Projected 2015	Projected 2016
Total Recreation	536,250	532,950	536,969	547,008	557,249
Insurance:					
General Liability	853,336	900,917	918,935	937,314	974,807
Employee Group Health	7,202,000	7,202,000	7,490,080	7,789,683	8,101,271
	8,055,336	8,102,917	8,409,015	8,726,997	9,076,077
Construction Official Salaries	444,800	456,400	465,528	474,839	484,335
Construction Official OE	26,000	26,000	26,000	26,520	27,050
Sub-Code Official Salaries	70,000	70,000	70,700	72,114	73,556
Sub-Code Official OE	5,500	5,500	5,500	5,610	5,722
	546,300	557,900	567,728	579,083	590,664
Telephone	92,500	92,500	94,350	96,237	98,162
Postage	19,000	19,000	19,000	19,380	19,768
Total Unclassified	111,500	111,500	113,350	115,617	117,929
Statutory Expenditures:					
PERS	714,038	658,441	691,363	725,931	762,228
Social Security	600,000	600,000	606,000	612,060	618,181
PFRS	2,472,376	2,462,616	2,585,747	2,715,034	2,850,786
Unemployment Compensation	135,200	135,200	140,608	146,232	152,082
Judgments	5,000	5,000	5,000	5,000	5,000
Matching Funds for Grants	5,000	5,000	5,000	5,000	5,000
Prior Year Bill	0				
Special Emergency (1/5)	73,000	73,000	73,000	73,000	73,000
Deficit In Water/Sewer Utility	0	379,000	0	0	400,000
Reserve for Hurricane Sandy	0	55,407	0	0	0
Tax Appeals Pending	100,000	75,000	50,000	75,000	100,000
Maintenance of Library	375,000	375,000	382,500	390,150	397,953
	4,479,614	4,823,664	4,539,218	4,747,408	5,364,229
<b>Total General Operating Expenses</b>	<b>29,619,582</b>	<b>30,005,576</b>	<b>30,237,805</b>	<b>31,106,381</b>	<b>32,381,797</b>
Federal & State Grants:					
Municipal Alliance DARE Grant	18,485	17,833			
Municipal Alliance DARE Grant Matching Funds (25%)	4,621	4,458			
County of Hudson:					
Senior Citizen Outreach 2012		41,000			
Senior Citizen Outreach Program	120,000	40,250			
Senior Citizen Food Program	102,482	25,621			
Meals on Wheels	10,000				
Recycling Tonnage Grant	0				
Equitable Sharing Grant	48,640	14,984			
Assistance to Firefighters Grant		30,739			
Assistance to Firefighters Grant Match		1,617			
Alcohol, Education and Rehabilitation Grant	1,187				

**TOWN OF HARRISON, HUDSON COUNTY, NJ**  
**3 YEAR SUMMARY OF PROJECTIONS**  
**REVENUES AND APPROPRIATIONS**

Description	Adopted Budget for 2012	Proposed Budget for 2013	Projected 2014	Projected 2015	Projected 2016
Clean Community	15,416				
Emergency Management	5,000	5,000			
Emer. Mgt. Matching Grant	5,000	5,000			
Senior Outreach Grant	55,734	0			
Safety Incentive Grant	0				
Click It or Ticket It	4,000				
Justice Byrne Grant	34,000	0			
<b>Total Grants</b>	<b>424,566</b>	<b>186,503</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Interlocal Service Agreements:</b>					
East Newark Dispatching	45,000	45,000	45,000	45,900	46,818
East Newark Street Cleaning	20,000	20,000	20,000	20,400	20,808
East Newark Ambulance Serv.	6,500	6,500	6,500	6,630	6,763
<b>Total Interlocal Agrmts.</b>	<b>71,500</b>	<b>71,500</b>	<b>71,500</b>	<b>72,930</b>	<b>74,389</b>
<b>Capital:</b>					
Capital Improvement Fund	50,000	50,000	50,000	75,000	100,000
NJ DOT Various Streets	0				
NJ DOT Paving Program	270,000				
<b>Total Capital</b>	<b>320,000</b>	<b>50,000</b>	<b>50,000</b>	<b>75,000</b>	<b>100,000</b>
<b>Debt Service:</b>					
Bond Principal	1,242,272	1,532,162	1,531,038	1,610,840	1,229,501
Note Principal	4,000	0	0	0	0
Interest on Bonds	536,739	930,882	976,783	998,119	856,715
Interest on Notes	449,711	222,100	221,500	221,500	221,500
NJEIT Loan Repayments P&I	1,277,729	1,277,019	1,250,823	1,229,128	1,228,128
Other Bond Payable P&I	3,110,000	3,115,000	3,105,000	3,105,000	3,105,000
Developer Bonds Prin/Int		615,375	619,734	629,534	628,574
Capital Lease Obligations Approved Prior to 7/1/2007					
Principal	205,000	215,000	225,000	235,000	250,000
Interest	485,978	476,003	465,553	454,628	442,421
<b>Total Debt Service</b>	<b>7,311,429</b>	<b>8,383,540</b>	<b>8,395,431</b>	<b>8,483,748</b>	<b>7,961,840</b>
<b>Res. for Uncollected Taxes</b>	<b>724,400</b>	<b>524,200</b>	<b>515,435</b>	<b>519,432</b>	<b>529,798</b>
<b>Total Appropriations Town</b>	<b>38,471,477</b>	<b>39,221,319</b>	<b>39,270,171</b>	<b>40,257,492</b>	<b>41,047,824</b>
<b>Total Appropriations Town</b>	<b>38,471,477</b>	<b>39,221,319</b>	<b>39,270,171</b>	<b>40,257,492</b>	<b>41,047,824</b>
<b>School Debt Service</b>	<b>922,906</b>	<b>953,440</b>	<b>937,750</b>	<b>916,800</b>	<b>895,850</b>
<b>Total Appropriations per Budget</b>	<b>39,394,383</b>	<b>40,174,759</b>	<b>40,207,921</b>	<b>41,174,292</b>	<b>41,943,674</b>