



Brian P. Stack
Mayor

City of Union City

Department of Public Safety
3715 Palisade Avenue
Union City, New Jersey 07087

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October 13, 2017

Mr. Timothy Cunningham
Director
Division of Local Government Services
New Jersey Department of Community Affairs
101 South Broad Street
Trenton, New Jersey 08625

VIA E-MAIL

Dear Mr. Cunningham,

I am writing in reference to Union City's SFY2018 Transitional Aid to Localities Application.

In the SFY2018 application, the city is requesting additional aid in response to some budgetary constraints. As you know, the city is constantly reviewing ways to reduce expenditures and increase revenues. Without the additional aid, the city's budget would be severely negatively impacted and may result in cutbacks in municipal services and limit the city's ability to protect the public's safety, health and welfare.

In addition to reviewing department expenditures and operations to eliminate inefficiencies and identify costs savings, the city continues to work with the County, Board of Education and other municipalities through shared service agreements. Exploring opportunities to identify costs savings and eliminate redundancies remains a priority.

Severe budgetary restrictions have caused the city to only allocate funding for emergency or priority projects. Several projects involving the city's infrastructure have not been completed due to these financial constraints. If the city does not dedicate funding to these projects, emergency repairs will continue and result in a more costly expenditure for the city.

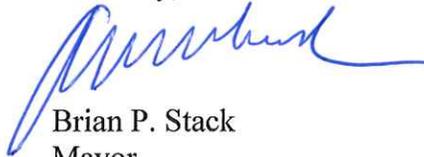
The city has continued to take actions in the immediate that will result in financial security and reduction on the city's reliance on Transitional Aid. Either through carrying a surplus from year to year or considering potential redevelopment agreements for increased tax

revenue, the city will continue to explore all options to place the city finances in the most favorable position as possible without excessively burdening the tax payers who cannot afford a larger tax bill.

An increase in Transitional Aid for SFY 2018, would assist the city with more financial stability to continue to take the necessary steps to increase the ratables, identify additional cost savings and eliminate redundancies. We look forward to working the Division staff to assist us in achieving this goal.

Thank you in advance for your time and consideration in this matter. Please do not hesitate to contact me if you have any questions or concerns.

Sincerely,

A handwritten signature in blue ink, appearing to read "Brian P. Stack", with a long horizontal flourish extending to the right.

Brian P. Stack
Mayor

Transitional Aid Application for Fiscal Year 2018
Division of Local Government Services
Department of Community Affairs

General Instructions: This application must be submitted in its entirety by October 13, 2017 for funding consideration under this program. Information contained in the application is subject to independent verification by the Division. Refer to Local Finance Notice 2017-17 when preparing this application for specific instructions and definitions, and review the Submission Checklist on Page 7.

Name of Municipality:	City of Union City			County:	Hudson
Contact Person:	Susan M. Colditz			Title:	Director of Finance
Phone:	201-348-5846	Fax:	201-348-0639	E-mail:	scolditz@ucnj.com

I. Aid History

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

SFY 2017	SFY 2016	SFY 2015
\$8,700,000	\$17,800,000	\$17,900,000

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.)

Amount of aid requested for the Application Year:	\$10,000,000
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If not seeking a decrease, a letter from the Mayor is required. See Local Finance Notice 2015-19.

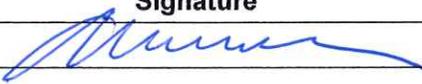
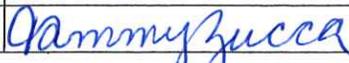
III. Submission Requirements

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
2017 Annual Financial Statement	August, 2017
2016 Annual Audit	April, 2017
2016 Corrective Action Plan	May, 2017
Application Year Introduced Budget	September, 2017
Budget Documentation Submitted to Governing Body	September, 2017

IV. Application Certification

The undersigned herewith certify that they he or she has reviewed this application and, to his or her knowledge, believe the 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		10/12/17
Governing Body Presiding Officer		
Chief Financial Officer		10/12/17

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 not raised, how it would substantially jeopardize the fiscal integrity of the municipality.

The city is reliant on State aid, local taxes and other fees to balance its budget. While the city is constantly reviewing ways to reduce expenditures and increase revenues, where appropriate, any further reductions in aid could have a severe negative impact on the fiscal integrity of the city. Reductions in aid would cause extreme cutbacks in municipal services and limit the city's ability to protect the public's safety, health and welfare.

In addition to reviewing department expenditures and operations to eliminate inefficiencies and identify costs savings, the city continues to work with the County, Board of Education and other municipalities through shared service agreements.

Last year, the city realized a cost savings through becoming self-insured for health benefits. The city, however, will have to be self-insured for a few years in order to appreciate a trend in cost savings. The city's health insurance broker will analyze coverage annually and will advise accordingly. The city, however, can only estimate the cost savings with consideration for other factors that are beyond the city's control and could lead to a decrease in the savings.

Budgetary restrictions have caused various projects involving the city's infrastructure to be put on hold for several years. City Hall requires elevator replacements and repair work in the Municipal Court as a result of a roof leak. If the city does not dedicate funding to these projects, emergency repairs will continue and result in a more costly expenditure for the city.

The city has started discussions with redevelopers for 2 projects. Currently, the city is receiving very little revenue on these properties. Through a redevelopment agreement, the city is hopeful to receive an increase in tax revenue as a result. PILOTs may be considered as part of the redevelopment agreements, however, the city recognizes that PILOTs should only be used if the project would not be completed without it and that the project benefits the community. Although discussions have commenced, the process is on-going and the city will not be collecting full tax payments on these properties for some time.

The city cannot continue to draw down on surplus as it will negatively impact the city's rating stability. The city has worked with Moody's to illustrate that the actions taken in the immediate will yield financial security and reduction on the city's reliance on Transitional Aid.

The city remains committed to continuing to work with the Division of Local Government Services to ascertain further opportunities for reductions in expenditures and improve the municipality's financial outlook.

V-B. Demonstration of Revenue Loss/Substantial Cost Increase – N/A

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	2017 Value	2018 Value	Amount of Loss/Increase
Description:			

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.)

The City has implemented policies to combine job duties and to eliminate the replacement of employees who retire, resign or are otherwise terminated, with the exception of positions essential to conduct City business. Employees have increased their job responsibilities and job titles have been combined where appropriate to further accommodate staff reductions. When employees must be replaced, newly hired, employees start at the entry level, or substantially less than the employee they have replaced. When possible and applicable, the City hires part-time employees to save on benefit costs. This policy has enabled the City to reduce full-time budgeted positions from 442 in FY2004 to 399 in FY2017 and represents a cost savings to the City in the health benefits appropriation.

The City has and will continue to aggressively seek grant funding to offset budgetary expenditures.

The City has and will continue to award contracts for essential services; (i.e. solid waste removal, recycling and container services) in the most cost effective and efficient manner possible so as to achieve cost savings to the City over a period of time. The City is trying to join other municipalities to obtain shared contracts for these services. During FY 2012 the City entered into a cooperative purchasing agreement for electricity with the County of Hudson with a projected savings of 5%.

The City is currently reviewing all collective bargaining agreements to identify additional cost savings. Additionally, as phase two of Chapter 78 has recently been implemented, the City has offered a lower cost health insurance plan to municipal employees in an effort to help them reduce their own contribution cost as well as assist the City in reducing its premium cost. The City is currently reviewing other options, including, but not limited to, self-insurance as a means to identify further savings.

With the new accounting software system, the City now has better internal controls over finance and procurement.

The City is working with the Division of Local Government Services to identify organizational changes that may result in cost savings. Union City will continue to work with the Division of Local Government Services to make every effort to control appropriations and reduce expenditures.

V-D. Discussion of Health Benefits

Skip this section if using SHBP. If not using SHBP, explain why the health benefit plan being used is cheaper, or what reasons exist for failing to move to SHBP. Additionally, list all brokers (primary broker, all co-brokers, and sub-brokers) together with their compensation for the current and prior two fiscal years. Compensation must be disclosed in this section whether provided directly by the municipality or as a commission from the insurance provider. It is the municipality's right, and obligation, to determine whether the broker is compensated with commission in order to fully complete this section. If commissions are being earned, provide both how the commission is calculated (percentage of premium or self-insurance) and the actual \$ value of the commission received in each year.

The City's health benefits plan is privately insured through Horizon BCBS. The health plans are collectively bargained and negotiated benefits. SHBP represents a diminution of the contractually negotiated benefits in place.

The City's health plans are annually marketed; however, the City is contractually obligated to provide benefits equal to current negotiated benefit levels.

Effective July 1, 2016 the City moved to a self-funded platform to help reduce costs. The City has provided, and continues to make available, new lower cost options for employees to consider, including the implementation of the Horizon OMNIA plan. We believe the City's costs are comparable to the SHBP. Our single rate for PPO participation is cheaper than the SHBP's comparable plan (\$777.99 vs. \$792.04). We have also received a 0% increase for the next plan year.

The City of Union City engages Reliance Insurance Group through a competitive Request for Proposal process for the City's medical benefits. Their services include bi-lingual, full-time, on-site staffing and provide full service for all aspects of the insurance program. They are compensated as a broker, with health commission paid through the insurance provider. Paid compensation is as follows:

Fiscal Year 2017, \$290,000

Fiscal Year 2016, \$288,660

Fiscal Year 2015, \$281,997

Commissions for the current year approximate 1.95% of premium and total approximately \$290,000. With the move to self-insurance, the broker compensation will be paid as a percentage of stop loss premium and a per contract per month Horizon TPA fee. Therefore, broker commissions may fluctuate based on enrollment but are equal to \$19 per contract per month through Horizon third party administration services and 12% of the medical stop loss costs. This does include a full time, on site employee who works in our City Hall to handle insurance matters.

Commissions for FY 2016 were calculated at 1.95% of the fully-insured Horizon premium and totaled \$288,660. Commissions for FY 2015 were 2.00% of the Horizon premium and totaled \$281,997.

VI. Historical Fiscal Statistics

Item	2016	2017	Introduced Application Year
1. Property Tax/Budget Information			
Municipal tax rate	\$4.437	\$4.535	\$4.596
Municipal Purposes tax levy	\$67,012,320	\$67,512,330	\$68,012,330
Municipal Open Space tax levy	\$0	\$0	\$0
Total general appropriations	\$113,912,973	\$116,935,194	\$119,324,647

2. Cash Status Information			
% Of current taxes collected	99.70%	99.64%	%
% Used in computation of reserve	116,000%	116,000%	116,000%
Reserve for uncollected taxes	\$1,352,427	\$1,177,038	\$1,096,783
Total year end cash surplus	\$9,238,354	\$9,682,071	
Total non-cash surplus	\$0	\$1,234,759	
Year end deferred charges	\$4,544,114	\$2,022,103	

3. Assessment Data			
Assessed value (as of 7/1)	\$1,478,136,125	\$1,491,164,362	\$1,491,164,362
Average Residential Assessment	\$116,000	\$116,000	\$116,000
Number of tax appeals granted	223	145	
Amount budgeted for tax appeals	\$0	\$0	\$0
Refunding bonds for tax appeals	\$0	\$0	\$0

4. Full time Staffing Levels			
Uniformed Police - Staff Number	195	202	273
Total S&W Expenditures	\$19,184,107	\$20,667,655	\$21,000,000
Uniformed Fire - Staff Number	N/A		
Total S&W Expenditures	N/A	\$	\$
All Other Employees - Staff Number	684	669	672
Total S&W Expenditures	\$16,279,328	\$16,519,907	\$17,033,395

5. Impact of Proposed Tax Levy

			Amount
Current Year Taxable Value			\$1,491,164,362
Introduced Tax Levy			\$68,012,330
Proposed Municipal Tax Rate	4.596	Average Res. Value (#4 above)	\$116,000
Current Year Taxes on Average Residential Value (#4 above)			\$5,331.36
Prior Year Taxes on Average Residential Value			\$5,260.60
Proposed Increase in average residential taxes			\$70.76

VII. Application Year Budget Information

A. Year of latest revaluation/reassessment

1991

B. Proposed Budget – Appropriation Cap Information

- | Item | Yes | No |
|---|------|----|
| 1. Was an appropriation cap index rate ordinance adopted last year?
If YES: % that was used | X | |
| 2. Amount of appropriation cap bank available going into this year | 3.5% | |
| 3. Is the Application Year budget at (appropriation) cap?
If NO, amount of remaining balance | | X |
| 4. Does the Application Year anticipate use of a waiver to exceed the appropriation cap?
If YES, amount: | | X |

Item	Yes	No
1. Was an appropriation cap index rate ordinance adopted last year? If YES: % that was used	X	
2. Amount of appropriation cap bank available going into this year	3.5%	
3. Is the Application Year budget at (appropriation) cap? If NO, amount of remaining balance		X
4. Does the Application Year anticipate use of a waiver to exceed the appropriation cap? If YES, amount:		X

C. List the five largest item appropriation increases:

Appropriation	Prior Year Actual	Application Year Proposed	\$ Amount of Increase
Debt Service	\$8,759,674	\$10,390,109	\$1,630,435
Health Insurance	\$15,634,682	\$16,169,284	\$534,602
Prior Year Bills	\$0	\$431,988	\$431,988
Capital Improvement Fund	\$400,000	\$800,000	\$400,000
NHRF	\$17,990,660	\$18,350,104	\$359,444

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

Department/Agency	Position	Number	Dollar Amount
	N/A		

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	\$68,512,000	\$42,300,000	\$10,900,000	\$38,100,000	\$74,000,000
Second year	\$69,012,000	\$42,800,000	\$10,800,000	\$38,500,000	\$75,000,000
Third year	\$69,512,000	\$43,500,000	\$10,700,000	\$39,100,000	\$76,000,000

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? If not, be prepared to discuss why not in your application meeting.		X

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	SHBP		
		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	2017	N/A	2016	VARIES
Average percentage increase	1.5%	N/A	Fixed	%
Last contract settlement date	12/31/2012	N/A	12/31/2016	
Contract expiration date	12/31/2018	N/A	12/31/2020	

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

Action	Police	Fire	Other Contract	Non-Contract
Furloughs (describe below)	N/A	N/A	N/A	N/A
Wage Freezes (describe below)	N/A	N/A	N/A	N/A
Layoffs (describe below)	N/A	N/A	N/A	N/A

D. Tax Enforcement Practices:

Question	Yes	No
1. Did the municipality complete its accelerated tax sale by June 30, if included in 2017 budget? If not, please include a letter from the tax collector explaining why he/she failed to complete the sale in a timely manner and what the impacts were on cash flow and lost investment earnings.	X	
2. When was the last foreclosure action taken or tax assignment sale held: Date:	October, 2005	
3. On what dates were tax delinquency notices sent out in 2016: Date: January, March, April, May, and June 2017		
4. Date of last tax sale: Date:	June, 2017	

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:

2016	\$34,596,	2017	\$45,196	Anticipated Application Year:	\$45,195
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2. List the instruments in which idle funds are invested:

NJ Cash Management	
NJ Arbitrage Rebate Management	

3. What was the average return on investments during SFY2017?

.50%

4. Left Blank Intentionally

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

Donohue, Gironde, Doria & Tomkins, LLC
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6. When was the last time the municipality changed auditors?

2000

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
Union City Employees Associations	12/31/2020	

H. Tax Abatements. Please provide a detailed discussion of any short-term or long-term tax abatements that are currently in place or are currently being negotiated including the following information:

Project Name/Property	Type of Project	2017 PILOT Billing	2017 Assessed Value	2017 Taxes If Billed in Full at 2016 Total Tax Rate	Term of Tax Abatement
Horizon Heights	Affordable Rental Units	\$15,188.05	\$4,447,100	\$307,027.78	50 Years
Palisade Urban Renewal	Low Income	\$34,826.60	\$2,079,000	\$143,243.10	30 Years
Serv	Supportive Housing	\$3,813.88	\$475,000	\$15,534.00	30 Years
UC Renaissance Urban Renewal	Low/Moderate Income	\$41,783.10	\$850,000	\$58,684.00	30 Years
Union Plaza	Moderate Housing	\$442,497.75	\$17,695,900	\$1,221,704.28	40 Years
Holy Rosary Senior Res.	Senior Housing	\$29,445.30	\$3,987,200	\$275,276.28	30 Years
Suede Promotions	Low Income	\$20,000	\$1,716,800	\$118,287.52	30 Years
Monastery Redevelopment	Low/Moderate Income	\$34,542.88	\$4,888,800	\$331,522.75	50 Years

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.

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	<input type="checkbox"/>	NO		Given the City's population's economic status and the high unemployment level, it is not feasible to charge fees for recreation and pools. Imposition of user fees would preclude use, by the population most in need of these services.
Sewer Fees	<input type="checkbox"/>	N/A	N/A	N/A
Water Fees	<input type="checkbox"/>	N/A	N/A	N/A
Swimming Pool	<input type="checkbox"/>	NO		SEE ABOVE
Uniform Construction Code	<input type="checkbox"/>	YES		
Uniform Fire Code	<input type="checkbox"/>	YES		
Land Use Fees	<input type="checkbox"/>	YES		
Parking Fees	<input type="checkbox"/>	NO		The City of Union City Parking Authority operates parking facilities and collects fees for usage.
Beach Fees	<input type="checkbox"/>	N/A	N/A	N/A
Insert other local fees below:	<input type="checkbox"/>	N/A	N/A	N/A

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)
Fire Department	North Hudson Fire & Rescue Joint Meeting	\$18,000,000	2013
Off Duty Police Officers	Union City Board of Education	\$100,000	2016
Recreation Center	Union City Board of Education	\$325,000	2015
Solid Waste Removal	Union City Board of Education	\$360,000	2015
Swim Pool	Union City Board of Education	\$136,000	2013
Snow Removal	Union City Board of Education	\$100,000	2013
Police Service	Union City Board of Education	\$655,000	2016
Crossing Guards	Union City Board of Education	\$1,200,000	2016
Electricity	County of Hudson Cooperative Purchasing	N/A	2015
Rock Salt	County of Hudson Cooperative Purchasing	\$75/ton	2015
Natural Gas	County of Passaic Cooperative Purchasing	N/A	2015

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	2015 Full Time Staffing	2016 Full Time Staffing	\$ Amount to be Saved
	There is no funding source available to cover the shortfall in revenue. Only minimal cuts could be made without affecting essential services.					

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

Rank Order	Service	Cost Savings	Impact on Services

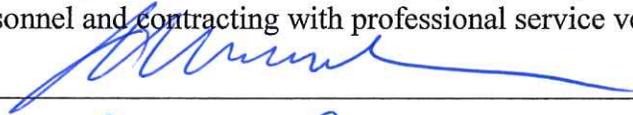
XII. Agreement to Improve Financial Position of Municipality

If aid is granted, the municipality will be required to submit to certain reporting conditions and oversight as authorized by law and a new 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 new Memorandum of Understanding and comply with all its provisions, without exception.	X	

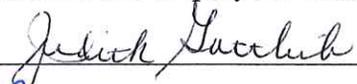
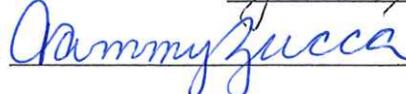
XIII. Certification of Past Compliance for Municipalities Currently Operating Under a Transitional Aid MOU:

The undersigned certify that the municipality is in substantial compliance with the conditions and requirements of the 2017 MOU and is moving in good faith to correct those areas 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: 10/12/17
 Chief Financial Officer:  Date: 10/12/17
 Chief Administrative Officer: _____ Date: _____

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

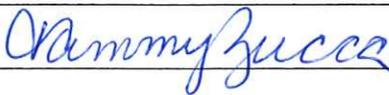
For Civil Service municipalities, the undersigned, being knowledgeable thereof, hereby certify that the municipality has placed the names of all current civil service employees in NJ "CAMPS".

Human Resources or Personnel Director:  Date: 10/12/17
 Chief Financial Officer:  Date: 10/12/17

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.

Mayor:  Date: 10/12/17

Chief Financial Officer:  Date: 10/12/17

Chief Administrative Officer: _____ Date: _____