

**Transitional Aid Application for Application Years CY 2010/SFY 2011**  
**Division of Local Government Services**  
**Department of Community Affairs**

**General Instructions:** This application must be submitted in its entirety by July 16 (for CY 2010) and September 30 (for SFY 2011) for funding consideration under this program. Information contained in the application is subject to independent verification by DLGS. Refer to Local Finance Notice 2010-14 when preparing this application for specific instructions and definitions.

<b>Name of Municipality:</b>		City of Bridgeton		<b>County:</b>	Cumberland
<b>Contact Person:</b>		Teresa C. Delp		<b>Title:</b>	CFO/Acting Business Administrator
<b>Phone:</b>	856-455-3230x204	<b>Fax:</b>	856-455-9903	<b>E-mail:</b>	delpt@cityofbridgeton.com
<b>Population:</b>	22,771				

**I. Aid History**

List amount of Discretionary Aid (Extraordinary, Special Municipal, or Capital Cities) received for the last three years, if any:

Prior Year	Previous Year	Previous less one year
\$2,250,000.00	\$1,800,000.00	\$2,500,000.00

**II. Aid Request for Application Year**

<b>Amount of aid requested for the Application Year:</b>	<b>\$2,000,000.00</b>
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*An aid request does not constitute guarantee of receipt of any funds.*

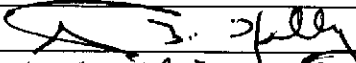
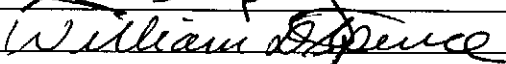
**III. Submission Requirements**

Without exception, 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
Prior Year Annual Financial Statement	9-21-2010
Previous Year Annual Audit	01-21-2010
Previous Year Audit Corrective Action Plan	03-19-2010
Application Year Introduced Budget	09-21-2010
Budget documentation submitted to governing body	09-21-2010

**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		9-30-10
Governing Body Presiding Officer		9-30-10

<b>Application Year CY 2010/SFY 2011</b>	Municipality:	County:
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Chief Financial Officer		
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**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. (See item B-5 in Local Finance Notice 2010-14 for details)

When the current elected leadership team ran this spring they ran with the slogan of "Progress Through Partnership" we are now working to make this slogan a reality. We believe that the only way this city can rebound from the perception of despair to vitality and progress is by partnering with those for profit companies, faith based ministries, non-profits institutions and individuals who have the resources and ideas to bring about positive long-lasting change in our community. We will continue to reach out to those groups and surrounding towns that have shown a willingness to help Bridgeton become the leader in the western portion of Cumberland County. The individual and collective leaders in the communities surrounding Bridgeton still identify with their roots coming from Bridgeton and they see that it is in their best interest for our joint region to thrive and grow together. The shared study that is currently taking place is but an example of leadership working together for the common good. The asset that the current city hall leadership agrees that must be developed and exploited is our parks and recreation area. This 1100 acre area is what sets us apart from most communities. We must find a way to tie the growth of the downtown to our recreational area so that they do not remain separate entities but accent each other. A forthcoming redesign of our UEZ will help enhance and spur this growth. The Crabfest/Riverfest that was just completed is an excellent example of the city working with the regional service organizations (Main Street, Rotary, Chamber of Commerce, Exchange Club, and area Townships) and many other local vendors and business groups to bring tourism to our area. We will actively work with the State of New Jersey and the County of Cumberland to apply for and seek guidance to be competitive for grants and other funding that can spur growth throughout our region.

The City of Bridgeton has been part of the Distressed Cities Program, the Special Municipal Aid program and now Transitional Aid Program since 2005.

From a financial stand point, the city tax base just cannot support the level of services required by the community. Public safety demands are 51% of all costs to the city. The city's tax base has been stagnate for many years with loss of the industrial base. Over the last eight years the assessed valuations have been:

2010	358,344,014
2009	359,193,224
2008	357,397,224
2007	357,845,234
2006	356,572,800
2005	362,228,210
2004	359,901,052
2003	358,864,845

The impact on the tax base is the continued loss of taxable property to the County of Cumberland. As the "County Seat," properties are acquired for expansion of County operations. The last three(3) year impact is as follows:

**Recent County Property Purchases**

Address	Block	Lot	Date	Assessment	Total Taxes	City Taxes
70-74 W. Broad St	259	11	12/3/2007	\$247,500	\$12,264	\$6,106
99 W. Broad St	267	28	8/28/2008	\$303,100	\$15,019	\$7,477
Oak St. Lot	267	11	8/28/2008	\$ 3,600	\$ 178	\$ 89
Oak St. Lot	267	10	8/28/2008	\$ 3,700	\$ 183	\$ 91
Oak St. Lot	267	9	8/28/2008	\$ 3,700	\$ 183	\$ 91
164 W. Broad St	257	1	2/27/2009	\$454,000	\$ 22,496	\$11,200
21 S. Burlington Rd	186	5	3/25/2009	\$ 62,200	\$ 3,082	\$ 1,534
<b>Total</b>				<b>\$1,077,800</b>	<b>\$53,405</b>	<b>\$ 26,589</b>

Everything possible is being done to reduce costs. Revenue enhancement practices were implemented and in the last two(2) years tax collection rates have been over 99.38% with the prior year being 99.33%. Fees across the board have been raised and revenues have stabilized. Costs that were once absorbed by the city are now being funded by user fees or professional escrow accounts.

This City of Bridgeton has a Solid Waste Utility. Each residential household pays \$360 annually for trash removal. Most communities in the state include trash removal in their local purpose tax. If we included trash removal into the total cost to taxpayers, this increases costs by \$ .47 per 100 on the monies paid to the city for services. The trash removal is curb pick up only.

The total rate with inclusion of trash removal, would make the total rates of local costs and taxation \$ 3.725 per \$100 of assessed values for FY2011.

The city sees reduction in revenues in Fiscal Year 2011 as follows: loss of local purpose tax due to County acquisitions, a reduction in State Aid, Construction Code Fees, and reduction in UEZ grant funding for Police.

**Control of Personnel Costs**

The first step in the process is to make the community and city employees aware of the seriousness of the situation. The unions especially must be made to understand the dire financial condition of the town. Substantial salary increases and added benefits are simply out of the question, given the current crisis. Through union negotiations and education we hope to make our employees aware of the gravity of our dilemma. During the beginning of FY11 we talked to all of the union representatives and were successful in getting all but one Union to take furlough days.

The present administration is committed to having employees contribute a percentage of cost to the premium the city presently pays for healthcare. Healthcare was transitioned on July 1, 2009 to the New Jersey State Health Benefit System, replacing a private broker. This move should stabilize healthcare costs in the new future. However the current administration is exploring private and or JIF Insurances as to the cost savings. The contribution by employees will begin July 1, 2011.

**Reduction In Force**

Every position in the City is annually reviewed for need and function and for possible consolidation or elimination. This includes rank-and-file, along with supervisory positions. In FY 2010 an Assistant Supervisor position was eliminated in the Public Works Department. Police dispatchers have been reduced from 11 in 2006 to 6 positions in 2010. We are anticipating demotions in the housing department as well as the Police department during FY11. In addition sworn Police Officers will be reduced from 64 last year to 60 during 2011. Fire department will be reduced by one and EMS one during 2011.

In October 2006 an ordinance was passed to reorganize the ranks within the police department. One captain position was created to minimize excessive overtime within the lieutenants' ranks. Overtime has been reduced in the Police Department alone from 2006 to 2009 by over \$400,000. During FY2010 the overtime totaled \$179,975.

In FY10 positions were not filled for retired clerks in the Code Enforcement Office along with the Housing Enforcement Office. One position was eliminated in the Recreation Department and another Code Enforcement position was eliminated in April 2010 with a retirement. In FY2011 there will be a retirement of a clerk in police records room and 2 police officers that will not be replaced, as well as a demotion in Housing from a supervisor to inspector.

**Revenue Enhancers**

The City has requested that Cumberland County increase their contribution for the Cohanzick Zoo, The present county contribution is \$20,000, which has not been increased for many years. Present Administration continue to request more funds. Other projects for revenue are included in section V-C.

**Fees-Fines**

Fee increases across the board were enacted in December 2006 including liquor licenses, birth and marriage licenses, and permitting and copying fees. The court fines and penalties were increased from \$1,250 to \$2,000 in November of 2006, which is the maximum authorized by state law. All other fees are being reviewed and anticipating being increased during FY2011.

**Recovery of Outstanding Court Fines**

The Municipal Court system has had significant problems collecting fines and penalties. Efforts are being coordinated between the courts and police to increase collections and to increase arrests for contempt violations. As noted above, special problems with collections occur with the City's migrant population. In FY 09 collections were up over \$40,000, or about a 6% increase. In FY 10 collections actually went down by \$32,000. The court has been strapped with personnel issues that will be worked out this year in our consolidation plan with outlining townships for shared services.

The bail mechanism must be utilized to a greater extent in order to guarantee appearances in court by persons charged with violations. In cases of failure to appear, the city would then be able to recover some costs.

**Sales of City Property**

The City Council has established the entire City as an "Area in Need of Rehabilitation." This has allowed negotiated sales of many dormant properties throughout the City. In 2010, 2009 and 2008 the City sold \$855,300 of assessed value of property, generating \$ 296,492.00 in sales, and an increase of local purpose taxes of \$21,449 annually.

**Tax Increases**

The following are the tax increases since 2005 for both local purpose tax and total taxes to residents.

Year	Local	Total	Percent Local	Percent Total
<b>2005</b>	\$ 1.990	\$ 4.082		
<b>2006</b>	\$ 2.012	\$ 4.272	1.11%	4.65%
<b>2007</b>	\$ 2.147	\$ 4.487	6.71%	5.03%
<b>2008</b>	\$ 2.371	\$ 4.888	10.43%	8.94%
<b>2009</b>	\$ 2.467	\$ 4.955	4.05%	1.37%
 <b>4 Years</b>			 22.30%	 19.99%

**V-B Alternate Eligibility Calculation N/A**

Complete this section only if Discretionary aid **was not** received in the prior year. If the requirements of this section are met, this application must also reflect that the criteria in Section B, items 2-7 of Local Finance Notice 2010-14 are met.

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**Part 1** calculates loss of equalized value. If there is a loss of 2% of equalized value, the eligibility criteria is met and the rest of the form does not have to be completed.

If 2% the criteria is **not** met, continue with Part 2 to identify individual revenue losses (exclusive of State CMPTRA/ETR formula aid reductions) or specific, extraordinary appropriation increases (pursuant to Local Finance Notice 2010-14, Item B-8).

Part 1 – Eligibility of Value Loss	Current Year County Equalization Table County Apportionment (a)	Prior Year Director's Table Equalized Value (b)	Decrease (c)
Equalized Value Reduction	593,281,751	590,084,204	N/A
Percent of loss from prior year (c) divided by (b) as percent: If this exceeds 2%, stop and proceed to the next page.			

**Part 2 – Demonstration of Revenue Loss/Substantial Cost Increase**

Complete Part 2 if eligibility was not met in Part 1. Show extraordinary revenue losses (exclusive of State CMPTRA/ETR aid reductions), but not as the aggregate of many revenue line items; or specific, extraordinary appropriations. Describe the item on the cell below each entry.

Revenue or Appropriation	Prior Year Value	Current Year Value	Amount of Loss/Increase
Revenue	5,140,909	4,219,968	(920,941)
Description:	State aid revenue loss		
Revenue	2,250,000		(2,250,000)
Description:	SMA revenue not included in introduction of budget		
Description:			
Description:			
Description:			
Description:			
Description:			
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.

- 1. Reviewing all ordinances for appropriate fee increases**
- 2. Looking into shared services with neighboring Townships for being the lead agency for Municipal Court**
- 3. Out sourcing Animal Control \ or Shared Service**
- 4. Exploring Health Care Services by entering into a JIF**
- 5. Turning all fringe benefit costs for the Bridgeton Free Public Library previously paid by the City of Bridgeton to them to pay (a savings of \$92,173.00)**
- 6. Working with Cumberland Development Corp for developing shared services within Cumberland County.**
- 7. Exploring possibility of operating a City owned towing and a storage yard.**
- 8. Having a Solar energy survey done to install solar on public buildings and on a City owned field to provide electricity for public buildings. Looking also at solar powered street lighting.**
- 9. Elected Officials no longer receive Health Benefits effective 7-1-2010.**
- 10. Exploring shared services for IT services with the local School system.**
- 11. Talking to companies who provide Red Light Camera's and ticketing mechanism to bring in Revenue.**
- 12. Talking with Regional Hospital to provide Ambulance Services which is presently handled by one company**
- 13. Anticipated savings in having the Local election moved to November from May in 2014.**
- 14. Started receiving donations in our Recreation Trust Fund to help with activities throughout the City Park. Through these donations and revenues generated by the Zoological Society we able to support some expenses for our ZOO. Admission fees and increase permit fees for the Zoo and Park area are also being reviewed.**
- 15. Turning our old Landfill into a solar field to provide electric to the Parks system.**



**16. Applying for grant money to enhance the downtown area, sidewalks, and beautification to the downtown area in order to promote more business, entice businesses to open in that area and make it a safer environment**

## VI. Historical Fiscal Statistics

Item	Actual Previous Year	Actual Prior Year	Introduced Application Year
<b>1. Property Tax/Budget Information</b>			
Municipal tax rate	\$4.888	\$ 4.955	\$5.868
Municipal Purposes tax levy	\$2.371	\$2.467	\$3.277
Municipal Open Space tax levy		\$	\$
Total general appropriations	\$23,134,718	\$23,174,371	\$21,790,623
<b>3. Cash Status Information</b>			
% Of current taxes collected	99.38%	99.32%	%
% Used in computation of reserve	98.75%	98.50%	98.80%
Reserve for uncollected taxes	\$224,040	\$272,712	\$254,307
Total year end cash surplus	\$2,112,347	\$2,831,983	
Total non-cash surplus	\$260,970	\$58,394	
Year end deferred charges	\$0	\$0	
<b>4. Assessment Data</b>			
Assessed value (as of 7/1)	\$357,397,029	\$359,193,224	\$361,115,414
Average Residential Assessment	\$58,500	\$54,433	\$54,433
Number of tax appeals granted	10	9	
Amount budgeted for tax appeals	\$0	\$0	\$0
Refunding bonds for tax appeals	\$0	\$0	\$0
<b>5. Full time Staffing Levels</b>			
Uniformed Police - Staff Number	64	64	60
Total S&W Expenditures	\$4,907,617	\$4,964,999	\$5,265,000
Uniformed Fire - Staff Number** (includes EMS Staffing)	31	31	29
Total S&W Expenditures	\$2,167,327	\$2,341,132	\$2,395,184
All Other Employees - Staff Number	FTE 111 \ PT 65	FTE 111 \ PT 66	FTE 109 \ PT 65
Total S&W Expenditures	\$3,236,300	\$3,805,572	\$3,453,743
<b>6. Impact of Proposed Tax Levy</b>			
			<b>Amount</b>
Current Year Taxable Value			358,344,014
Introduced Tax Levy			11,745,968
Proposed Municipal Tax Rate	3.277	Average Res. Value ( #4 above)	54,433
Current Year Taxes on Average Residential Value (#4 above)			1784
Prior Year Taxes on Average Residential Value			1345
Proposed Increase in average residential taxes			439

**VII. Application Year Budget Information**

A. Year of latest revaluation/reassessment ( **one is scheduled for next summer**)

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B. Proposed Budget – Appropriation and Levy Cap Information

Item	Yes	No
1. Was an appropriation cap index rate ordinance adopted last year? If YES: % that was used	X	
3.5%		
2. Amount of appropriation cap bank available going into this year		
\$832408.89		
3. Is the Application Year budget at (appropriation) cap? If NO, amount of remaining balance		X
\$955,326.25		
4. Does the Application Year anticipate use of a waiver to exceed the levy cap? If YES, amount:	X	
\$1,842,572		

C. List the five largest item appropriation increases:

Appropriation	Prior Year Actual	Application Year Proposed	\$ Amount of Increase
Health Insurance	1,958,834	2,476,552	517,718
P&FRS*** (includes new number not in budget)	1,135,647	1,586,047	450,400
Police S&W	4,964,999	5,258,080	293,081
Petroleum Products	189,000	300,000	111,000
Social Security System	490,210	549,258	59,048
Workman's Comp	434,608	490,000	55,392
<b>Total</b>			<b>1,486,639</b>

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

Department/Agency	Position	Number	Dollar Amount
	NONE		

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
<b>First year</b>	<b>9,754,000</b>	<b>2,888,000</b>	<b>2,000,000.00</b>	<b>10,736,027</b>	<b>6,174,052</b>
<b>Second year</b>	<b>9,949,080</b>	<b>3,138,000</b>	<b>1,500,000.00</b>	<b>10,950,000</b>	<b>6,000,000</b>
<b>Third year</b>	<b>10,148,061</b>	<b>3,388,000</b>	<b>1,000,000.00</b>	<b>11,169,000</b>	<b>6,000,000</b>

### 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. 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	<b>SHBP</b>		
	X		

#### C. 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	7/1/10	7/1/10	7/1/10	2006
Average percentage increase	3.25%	3.25%	2.75%	0%
Last contract settlement date	7/10/08	6/25/08	6/30/08	
Contract expiration date	06/30/2011	06/30/2011	6/30/2011 – 6/30/2012	

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)		58,793	81,730	3,712
All unions but the PBA agreed to take furlough days, we are still negotiating with them possibly giving up clothing allowances and some furlough days along with possible demotions.				
Wage Freezes (describe below)				

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<b>Layoffs (describe below)</b>	77267	3600
If negotiations with Police does not provide some savings then demotions will be made in that department as well as no replacements for retirees. Also Housing department will have at least one demotion		

**D. Tax enforcement practices:**

<b>Question</b>	<b>Yes</b>	<b>No</b>
1. Does the municipality use the accelerated tax sale program?	X	
2. When was the last foreclosure action taken or tax assignment sale held: <b>Date:</b>	04/23/2010	
3. During 2009, on what dates were tax delinquency notices sent out: <b>Date:</b>	10/09,12/09,3/10,5/10	
4. Date of last tax sale: <b>Date:</b>	6/21/2010	

**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.

<b>Service</b>	<b>Yes</b>	<b>No</b>
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:

<b>Prior Year:</b>	\$66,987	<b>Last Year:</b>	\$77,938	<b>Anticipated Application Year:</b>	\$50,000.00
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2. List the instruments in which idle funds are invested:

Money market, sweep accounts, investment accounts	

3. What was the average return on investments during CY 2009?

1.75%
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4. When was the last time fee schedules were reviewed and updated?

10/31/09
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**F. Status of Collective Negotiation (Labor) Agreements:** List each labor agreement by employee group, contract expiration date, and the status of negotiations of expired contracts.

<b>Employee Group</b>	<b>Expiration Date</b>	<b>Status of Negotiations of Expired Agreement</b>
Council 18	6-30-11	N/A
Council 18 - Supervisors	6-30-12	N/A
Teamsters 676	6-30-11	N/A
Fire 52 \ 252	6-30-11	N/A

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EMS	6-30-11	N/A
Police PBA \ SOA	6-30-11	N/A

**IX-A. Demonstrated reductions or actions that limited otherwise ordinary increases in Salary and Wage costs.  
(See item B-4 in Local Finance Notice 2010-14 for details)**

S&W Line Item	Prior Year Actual	Application Year Proposed	Explanation of Change
Administration	136513	167165	Change of personnel
Human Resources	72277	38856	Reduction of staff, Furlough
Collections	130664	116897	Transfer of employees, Furlough
Health	52784	43820	Retirement, Furlough
Municipal Court	313513	302788	Transfer of Personnel, Furlough
Economic Development	98162	131752	Recruitment of Director to help bring in businesses and revenues
Fire	2341132	2395184	Reduction of staff, Furlough
Streets & Roads	825223	776669	Transfer of Employees, Furlough
Parks	171973	126631	Retirement, Furlough
Recreation	85089	77772	Reduction of Staff, Furlough

**IX-B. Demonstrated reductions or actions that limited otherwise ordinary increases in Other Expense or other costs. (See item B-6 in Local Finance Notice 2010-14 for details). Include changes in spending policies that reduce non-essential spending.**

Line Item	Prior Year Actual	Application Year Proposed	Explanation of Change
Mayor	2810	1500	50% reduction to cut spending
Council	3499	1500	50% reduction to cut spending
Clerk	45082	30000	Not a Municipal Election year
Administration	17297	15000	Cut to spending
Housing & Inspections	36119	15000	Reduced computer software reoccurring expenses
Fire	324243	290000	Reduction to spending, utilizing Trust Funds, cut appropriation by \$25,000
Public Relations \ Celebrations And Holidays	37000	20000	Reduced during FY10 in freezing spending to just under \$20,000.00
Telecommunications	135665	135000	Switched carriers and had an efficiency audit done with reduced costs
Police	192513	200000	Cut budget appropriation by \$25,000.00
Streets & Roads	156271	150000	Cut budget appropriation by \$25,000.00




**IX-C. Evaluate existing local revenues, as to whether or not the rates or collections can be increased, and if so, how changes will be implemented. (See B-7 in Local Finance Notice 2010-14 for details)**

Local Revenues	Prior Year Realized	Application Year Anticipated	Evaluation, Recommendation, and Implementation Plan
Alcohol Licenses	24651	24000	Scheduled increases being made
Licenses Other	19027	11800	Limited in increases
Fees & Permits	107110	100000	Schedules are being reviewed by Council
Fines and Cost- Municipal Court	727697	727000	Rates have been reviewed for the city Portion. Looking into implementing Red Light cameras to bring in additional revenue
Interest and Costs on Taxes	126959	90000	No control over the amounts brought in, fixed by state statute
Interest on Investments	83142	50000	Just completed a RFP and switched banks during FY10 in order to receive better ROI
Rental Permits	344160	340000	Will be reevaluating the Fees and changing the due dates this year to bring in revenue on a more timely basis.
Dedicated Uniform Construction Code	158317	155000	Fee Ordinance presently being reviewed by Council
Emergency Ambulance Service	872232	825000	New contract with third party collector will be negotiated during FY11. Also a new contract with the Regional Hospital for services.

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**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)
<b>Shared Services: Emergency Ambulance</b>	Hopewell	10000	FY09
	Greenwich	5000	FY09
	Stow Creek	5000	FY09
<b>Co-Op Purchasing Electrical Hot Mix Asphalt</b>	Cumberland County: George Sparks Inc.		FY11
	South State Inc. (all purchase are as needed no history thus far)		FY11
<b>Fuel for city owned vehicles</b>	City utilizes the Cumberland County Fueling facility	208500	
<b>Road Salt</b>	City buys from county on a as needed basis	25200	

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**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	2010 Full Time Staffing	2011 Full Time Staffing	\$ Amount to be Saved
1	Police  This would put the taxpayers safety at risk in an already high crime area. Putting investigative personnel on the streets would provide minimal investigative services	10	1-1-2011	64	54	587000
2	Fire & EMS  This would increase the response time for all fire and ambulance calls and create unsafe conditions within and outside of city due shared services and back up calls . It would also increase overtime for both the fire and EMS covering calls	7	1-1-2011	31	22	376,623
3	Streets & Roads  Services such as street sweeping , normal maintenance of streets, city owned properties, leaf and Brush pickup will be neglected.	3	1-1-2011	18	13	91,034
4	Library  The City Library would close,	6	1-1-2011	6	0	131,300

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

Rank Order	Service	Cost Savings	Impact on Services
5	Municipal Clerk / Vital Statistics	\$15,000	Loss of bilingual services and closing of office of certain days of the week
6	Parks & Recreation, Zoo	265539	We would literally close down the entire Park and Recreation system lay off 11 people and watch this area go from being the one beautiful attraction the City has to offer to an overgrown wasteland. The city hosts many activities in this area which draws hundreds of people to our city . This is the one thing the city is trying to capitalize on by making it a revenue bearing park area. There are talks of creating camp sites for a fee, boating for a fee, golf course for a fee. The new administration has very new ideas and much needed enthusiasm and commitment in making all of this work for the benefit of the city.

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


If aid is granted, are you willing to enter into a “memorandum of understanding” that will, among other restrictions and requirements:


	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 as recommended by the Director to address the findings of Division staff	X	
3. Enter into a Memorandum of Understanding	X	

The undersigned herewith 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 9/20/10

Chief Financial Officer  Date 9/30/10

ATTEST:  Date 9/30/10  
Municipal Clerk