

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

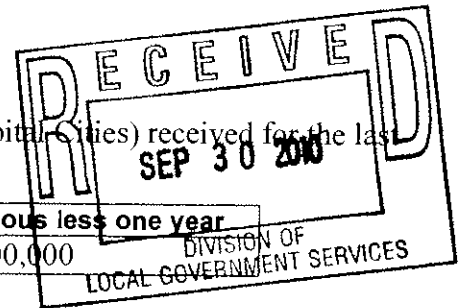
**General Instructions:** This application must be submitted in its entirety by July 16 (for CY 2010) and September 30 (for SFY 2011) for funding consideration under this program. Information contained in the application is subject to independent verification by DLGS. Refer to Local Finance Notice **2010-14**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

<b>Name of Municipality:</b> City of Trenton		<b>County:</b> Mercer	
<b>Contact Person:</b> Andrew J. McCrosson, Jr.		<b>Title:</b> Business Administrator	
<b>Phone:</b> 609-989-3807	<b>Fax:</b> 609-989-4250	<b>E-mail:</b> amccrosson@trentonnj.org	
<b>Population:</b> 82,000			

**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
\$34,900,000	\$32,040,000	\$37,500,000



**II. Aid Request for Application Year**

<b>Amount of aid requested for the Application Year:</b>	\$39,375,000
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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	9/23/2010
Previous Year Annual Audit	9/23/2010
Previous Year Audit Corrective Action Plan	To be submitted
Application Year Introduced Budget	9/23/2010
Budget documentation submitted to governing body	9/21/2010

**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	<i>Tom Muschal</i>	9/30/10
Governing Body Presiding Officer	<i>George P. Muschal</i>	9/30/10
Chief Financial Officer	<i>Jarlet Schenker</i>	9/29/10

**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)

In preparing the SFY 2011 Budget for the City of Trenton we were confronted with challenges unlike any that the City had previously experienced. Our City, our County, our State and our Nation remain mired in an economic downturn. As we crafted the 2011 Budget it was painfully clear that economic conditions would not rebound strongly enough any time soon to provide us with any substantive relief.

Navigating its own financial storm, the State has proposed to cut the level of aid that the City of Trenton had anticipated by \$42.3 million. Additionally, we estimate a \$2.43 reduction in previously approved one time City revenues along with a \$1.28 million decrease in various local revenues. Coupled with \$3.15 million in scheduled contractual salary increases, \$4.03 million in current and deferred pension payments and an approximately \$2.5 million jump in health benefit costs this would result in an anticipated budget deficit of \$55.7 million. Simply put our costs are up, our revenues are down.

To counter this staggering shortfall the City has implemented a number of cost saving steps. The most difficult step is the layoff plan that calls for 328 layoffs, 53 demotions, and the elimination of 98 vacant positions for a projected savings of approximately \$20.8 million. We have also implemented a budget freeze, we are refining a plan to consolidate departments, and we continue to work with our bargaining units in seeking out additional strategies to lower costs such as voluntary furlough days and possible contract concessions. We are also exploring the expansion of shared services with our governmental neighbors to reduce all of our costs. Executing a comprehensive plan to reduce municipal expenses is a priority since the shortfall remains at approximately \$35 million. On the revenue side we are evaluating our fees and costs and reaching out for every available grant, as well as initiating a concerted effort to identify and collect every penny due to the City.

Our proposed total General Appropriations for 2011 are \$186,754,203 as compared to \$214,911,599 for 2010, a 13.1% reduction in overall spending. Personnel costs including salaries and wages, pensions and benefits of \$126,256,230 account for 67.6% of the total General Appropriations. In order to make up our revenue shortfall, the amount proposed to be raised by taxation is \$102,323,961 and the proposed local purpose tax rate will increase to \$5.16 per \$100 of assessed property value from \$3.33 last year, which was a 21% jump over the 2009 rate of \$2.75. For 2011 that's a local purpose tax of \$5,160 for a property valued at \$100,000, or \$3,341 for the average residential assessment of \$64,744 That represents an increase in the local purpose tax of \$1,185 for the average residential property, equating to a 55% increase.

Exacerbating the escalating property tax burden is the fact that just over 52% of the real property in the City of Trenton is tax exempt, leaving less than half of the City's property owners – residents and businesses alike – to bear the responsibility of funding in large part the operations of municipal government.

Home to the State government, the County government and of course our own Municipal government, the City of Trenton also attracts a host of non-profit entities and a variety of business enterprises. As a result the demands placed upon the City of Trenton to provide the requisite services to our residents, the businesses and entities, and the work force they employ and bring into our City every day are great and without the material financial assistance of the State it would be impossible to conduct the necessary operations of the Capital City of the State of New Jersey.

**V-B Alternate Eligibility Calculation**

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.

**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).

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

**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.

<b>Revenue or Appropriation</b>	<b>Prior Year Value</b>	<b>Current Year Value</b>	<b>Amount of Loss/Increase</b>
<b>Description:</b>			
<b>Description:</b>			
<b>Description:</b>			
<b>Description:</b>			
<b>Description:</b>			
<b>Description:</b>			
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<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.

Managing our budget during the ensuing years will require a high degree of due diligence as a result of the limitations imposed by the current economic conditions and the continued outlook for a weak economic recovery. We will continue to work hard to meet the vital public safety and infrastructure needs of our community and we will do all we can to drive down costs while maintaining the delivery of requisite services.

In order to both enhance local revenues and reduce costs, we have charged each of our departments to review their respective operations with a very critical eye and to solicit from our employees suggestions regarding new or better ways to deliver the services that we provide. We have also directed them to review our current schedules of fees and costs to ascertain the appropriateness of proposing increases. Ordinances to be introduced. Along with those efforts we are currently evaluating the likely consolidations of our departments so as to achieve internal cost savings. Currently department heads are paid at or near \$100,000 in addition to pension and benefit costs so that each of those positions that are eliminated will result in an immediate material savings.

Our Municipal Court has already determined that a receivable balance of some \$7 million exists and has initiated steps to effectuate collection. Allowing for a 50% collection rate over the next two years and estimating that 10% of the amounts collected remain with the municipality we expect to increase revenue by \$350,000 each year. Continued emphasis on the efficient administration of the court will provide an enhanced revenue stream going forward.

On a more definitive note we have determined to continue to trim our workforce through attrition and/or other personnel initiatives. In addition, we have scheduled meetings with our bargaining units to discuss such measures as furloughs and reopening existing labor contracts to renegotiate agreed contractual salary increases, which will also have an impact in reducing fringe costs as well. Each furlough day equates to approximately \$330,000 for the City of Trenton and we hope to keep personnel costs flat.

A dialog concerning the utilization of shared services with our neighbors has already been opened, and not only will economies of scale allow us to reduce current expenses, but future capital costs may be mitigated as well as joint resources are cataloged and made available for shared usage.

We have already begun to re-bid our professional services contracts and we will continue to issue requests for proposals as we seek to reduce all of our professional service costs and the number of professional service contracts that have been in place. We also plan to explore the possibility of outsourcing some of our services and functions if it appears that we can achieve genuine cost savings.

A major concern is the fact that the City of Trenton is the guarantor for the debt incurred related to the Lafayette Yard Community Development Corporation and the construction of the Marriott Hotel. In an effort to eliminate the potential for continuing financial exposure and the possible expenditures necessary to cure any default on the debt, we are aggressively seeking to effectuate the sale of the property to not only remove that expense but also extract the City from the hotel business.

Finally, the City has approximately 1,500 vacant City owned parcels scattered throughout our neighborhoods. We have determined to adopt a scattered site redevelopment plan so that we may be able to return these parcels to the tax rolls and generate approximately an additional \$3.6 million in local purpose taxes while improving the City at large and making it a more attractive place. We have also accelerated the auction of other developable properties to not only realize additional immediate income but again to realize a return of these properties to the tax rolls while encouraging the growth of our commercial community.

### VI. Historical Fiscal Statistics

Item	Actual 09 Previous Year	Actual 10 Prior Year	Introduced 11 Application Year
<b>1. Property Tax/Budget Information</b>			
Municipal tax rate	\$4.66	\$5.25	\$7.00
Municipal Purposes tax levy	\$2.75	\$3.33	\$5.16
Municipal Open Space tax levy	\$0	\$0	\$0
Total general appropriations	\$190,073,853.35	\$214,911,598.67	\$186,754,203.32

<b>3. Cash Status Information</b>			
% Of current taxes collected	98.225%	97.5537 %	97.55%
% Used in computation of reserve	98.53%	98.225%	97.55%
Reserve for uncollected taxes	\$1,343,431.89	\$1,846,974.34	\$3,409,146.85
Total year end cash surplus	\$0	\$0	\$0
Total non-cash surplus	\$5,037,127	\$5,090,021	\$0
Year end deferred charges	\$17,891,969	\$15,000,000	\$0

4. Assessment Data	CY2008	CY2009	CY2010
Assessed value (as of 7/1)	\$1,967,081,328	\$1,983,865,463	\$1,983,835,190
Average Residential Assessment	\$64,427.32	\$64,531.98	\$64,744.16
Number of tax appeals granted	69	218	0
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	371	371	255
Total S&W Expenditures	\$31,283,011	\$35,676,160	\$29,336,181
Uniformed Fire - Staff Number	243	243	160
Total S&W Expenditures	\$21,215,945	\$21,177,211	\$18,436,092
All Other Employees - Staff Number	737	728	464
Total S&W Expenditures	\$29,636,769	\$24,999,827	\$26,151,375

### 6. Impact of Proposed Tax Levy

			Amount
Current Year Taxable Value			\$1,983,835,190
Introduced Tax Levy			\$102,323,960.06
Proposed Municipal Tax Rate	\$5.16	Average Res. Value ( #4 above)	64,744.16
Current Year Taxes on Average Residential Value (#4 above)			4,532.09
Prior Year Taxes on Average Residential Value			3,399.06
Proposed Increase in average residential taxes			1,133.03

**VII. Application Year Budget Information**

A. Year of latest revaluation/reassessment

1992
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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?<br>If YES: % that was used     | Yes  |    |
| 2. Amount of appropriation cap bank available going into this year                                 | 3.5% |    |
| 3. Is the Application Year budget at (appropriation) cap?<br>If NO, amount of remaining balance    | Yes  |    |
| 4. Does the Application Year anticipate use of a waiver to exceed the levy cap?<br>If YES, amount: | Yes  |    |

	Yes	No
	Yes	
3.5%		
\$24,665,831.22		
	Yes	
\$		
	Yes	
\$31,100,141.43		

C. List the five largest item appropriation increases:

Appropriation	Prior Year Actual	Application Year Proposed	\$ Amount of Increase
Unemployment Insurance	\$720,155.36	\$4,842,335.00	\$4,122,179.64
Salary & Wage Adjustment Program	\$10,780.00	\$2,633,814.00	\$2,623,034.00
Pension	\$14,565,709.00	\$16,600,167.00	\$2,034,458.00
Reserve for Uncollected Tax	\$1,846,974.34	\$3,409,146.85	\$1,562,172.51
Deferred Charge	\$0.00	\$1,500,000.00	\$1,500,000.00

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

Department/Agency	Position	Number	Dollar Amount
Mayor's Office	Aide to the Mayor	1	\$40,000.00

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>67,798,099</b>	<b>34,745,610</b>	<b>31,600,000</b>	<b>69,572,247</b>	<b>111,161,446</b>
<b>Second year</b>	<b>69,299,610</b>	<b>35,645,170</b>	<b>30,000,000</b>	<b>68,000,000</b>	<b>111,863,589</b>
<b>Third year</b>	<b>70,937,395</b>	<b>36,900,372</b>	<b>27,200,000</b>	<b>67,000,000</b>	<b>111,351,455</b>

**VIII. Financial Practices**

A. Expenditure controls and practices:

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

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>	Rx	
	Yes		

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	2010	2010	2010	2010
Average percentage increase	3.38%	3.25%	3.25%	3.25%
Last contract settlement date	2009	2009	2009	
Contract expiration date	2011	2012	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) 5 furlough days, estimated savings \$1,100,000	No	Yes	Yes	Yes
Wage Freezes (describe below) Ongoing Discussions with unions regarding contract concessions	None	None	None	None
Layoffs (describe below) The city of Trenton submitted a layoff plan to the NJ Civil Service Commission and has received the approval to execute this layoff plan, with an effective date of October 22, 2010 for layoff. Estimated savings \$20m.	Yes	Yes	Yes	Yes

D. Tax enforcement practices:

Question	Yes	No
1. Does the municipality use the accelerated tax sale program?	Yes	
2. When was the last foreclosure action taken or tax assignment sale held:	Date:	August 2010
3. During 2009, on what dates were tax delinquency notices sent out:	Date:	9/10/2009,12/2/09, 3/12/09, tax sale notice,5/31/10,6/8/10
4. Date of last tax sale:	Date:	06/29/10

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)		No
The municipality provides rear-yard solid waste collection through the budget		No

F. Other Financial Practices

1. Amount of interest on investment earned in:

Prior Year:	\$292,495.17	Last Year:	\$199,274.47	Anticipated Application Year:	\$199,274.47
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2. List the instruments in which idle funds are invested:

NJ Cash Management	
Sun Bank Investment Account	

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

.25%
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4. When was the last time fee schedules were reviewed and updated?

4/04/08
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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.

Employee Group	Expiration Date	Status of Negotiations of Expired Agreement
FMBA Local #6	12/31/12	
TFOA	12/31/12	
TSOA	12/31/12	
PBA Local #11	12/31/10	
AFSCME Local #2281	12/31/13	



AFSCME Local #2286	12/31/11	

**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	1,112,473	844,709	10 layoffs, 1 demotion, 1 vacancy eliminated
Accounts & Control	301,591	337,579	2 layoffs, 2 demotions
Treasury	257,857	135,724	1 demotion, 1 vacancy
Tax	485,030	455,057	2 layoffs, 1 demotion
Assessment	406,422	396,323	1 layoff
Health & Human Svc. Director	352,966	205,587	4 layoffs, 1 demotion
Health	941,959	806,854	6 layoffs, 1 demotion
Children's Health Services	544,808	275,575	4 layoffs, 2 demotions, 5 vacancies
Animal Control	267,660	192,179	1 layoff, 1 demotions, 3 vacancies
Adult & Family Services	369,607	141,251	4 layoffs, 1 demotion
Social Services	678,521	295,486	9 layoffs, 1 vacancy
Fire	22,092,516	19,343,694	67 layoffs, 5 demotions, 26 vacancies
Police	39,076,793	32,398,189	120 layoffs, 11 demotions, 29 vacancies
Public Works Director	95,950	60,920	1 layoff, 2 demotions, 1 vacancy
Solid Waste Management	3,039,175	2,152,995	26 layoffs, 2 demotions, 1 vacancy
Streets	1,412,776	1,078,760	10 layoffs, 4 vacancies
Public Property	2,102,213	1,496,280	17 layoffs, 3 demotions, 2 vacancies
Traffic & Transportation	583,879	345,414	6 layoffs, 5 demotions
Engineering & Operations	147,182	37,539	2 layoffs



**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's Office	34,339	29,650	Reduction in Other Expense city-wide
City Council	14,692	11,640	
Elections	250,080	40,000	
Administration	841,267	164,150	
Finance Director	2,269	0	
Accounts & Control	9,458	8,650	
Health	149,626	74,280	
Children's Health Service	544,808	68,835	
Adult & Family Services	105,459	80,000	
Social Services	80,931	32,700	
Fire	679,043	288,030	
Police	1,218,353	921,104	
Trenton Emergency Medical Svc	100,000	0	
Solid Waste Management	213,321	142,475	
Streets	376,756	326,914	
Recycling	917,155	804,000	
Public Property	899,065	672,194	
Traffic & Transportation	74,349	58,200	
Engineering & Operations	7,575	6,500	



**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
Fees & Permits	\$416,574	+\$566,600	<p data-bbox="381 493 414 821">+\$150K</p> <p data-bbox="430 556 803 1039">The Division of Environmental Health covers a number of vital public health compliance inspections. These inspections can range from food establishments to the important inspection of housing stock for lead-based paint. As many governmental divisions, the department revenues for fees and permits do not allow match our expenditures. For 2010, the Division of Health revenue is anticipated at \$68,000. We feel that but raising our fees and permits, we can raise additional revenue to help support the operation of City.</p> <p data-bbox="820 1060 998 1291">In reviewing the City Ordinances, the fees for the retail food establishments are \$50.00 and have been since 1989. The current fees are such that Division costs are not covered for overtime during weekend/one day events. We have reviewed a majority of the retail food establishment fees from the other 109 local health departments and proposed an increasing in fees in a phased in approach over the next several years. These increases will defray the costs of our operation. The proposed fees are anticipated to generate an additional \$100,000 and eliminate the costs for special event overtime.</p> <p data-bbox="1047 1354 1258 1627">The Office of Vital Statistics is a modern, efficient operation that is located in City Hall. The Office is responsible for processing, maintaining and issuing certified copies of all births, marriages, deaths and civil unions. These certified copies have similar security features that are found on United States currency. In addition, the processing of these certificates are an important part of and function of homeland security. Dog licenses are also issued by this office.</p> <p data-bbox="1291 1669 1469 1900">In our review of the Office of Vital Statistics, we have determined that there is a way to enhance the revenue generated from the certificates and dog licensing/redemptions in order for Vital Statistics to become self-sustaining based on 2009 revenue. Certified copies of vital statistics records have not been increased for two years. Other fees have not been increased in 20 years. Other municipalities and the State have been</p>



### 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)
Weapon Equipment	Atlantic Tactical	8,840	
Maint. & Repair Svc/HD Vehicles	BCI Truck, Inc.	30,000	
Tires & Tubes	Bridgestone Americas	19,000	
Computers	Dell Marketing, LP	81,832	
GIS Hardware, Software & Service	Civil Solutions	40,976	
Repair Service for Vehicles	Dick Greenfield Dodge	15,000	
Ikon Copier	Ikon Office Solutions	20,256	
Lead Paint Analyzer	Thermo Niton Analyzers, LLC	16,770	
Pre-treated Rock Salt	International Salt	59,938	
Pre-treated Rock Salt	International Salt	99,945	
Nicelog 96 Channel Digital Rec.	Micro Strategies Inc.	63,583	
Maintenance Service – Radios	Motorola Inc.	281,117	
Upgrades Wireless Network System	NJ Business Systems	39,936	
Networking Services	NJ Business Systems	75,000	
Maint. & Repair Svc/HD Vehicles	Pete's Welding	10,000	
Low Sulfur Diesel Fuel/Winter Mix	Riggins, Inc.	211,000	
#2 Heating Fuel	Riggins, Inc.	30,000	
87 Octane Gasoline	Riggins, Inc.	115,000	
Body Armor	Samzies, Inc.	80,168	
Office Supplies	Staples, Inc.	105,000	
Copiers	Xerox Corporation	33,991	
Curbside Collection of Recyclables	Mercer County Improvement Authority	804,000	2008



**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	Mayor's Office	1	10/22/2010	9	10	19,898
1	Administration	10	10/22/2010	24	14	561,609
1	Finance	5	10/22/2010	33	27	137,224
1	Health & Human Services	28	10/22/2010	63	26	937,442
1	Fire	67	10/22/2010	264	171	4,505,416
1	Police	120	10/22/2010	500	351	8,665,624
1	Public Works	63	10/22/2010	163	93	2,130,439
1	Housing & Economic Development	7	10/22/2010	19	11	425,752
1	Inspections	4	10/22/2010	34	28	324,709
1	Recreation, Natural Resources & Culture	40	10/22/2010	50	0	1,473,063

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

Rank Order	Service	Cost Savings	Impact on Services
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**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	Yes	
2. Implement actions as recommended by the Director to address the findings of Division staff	Yes	
3. Enter into a Memorandum of Understanding	Yes	

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 9/30/10

Chief Financial Officer  Date 9/29/10

ATTEST:  Date 9/30/10  
Municipal Clerk