

**DEPARTMENT OF COMMUNITY AFFAIRS
DIVISION OF LOCAL GOVERNMENT SERVICES**

TRANSITIONAL AID TO LOCALITIES PROGRAM

(More than \$50 million in State Taxpayer Savings)

FIRST ANNUAL REPORT

December 20, 2011

Overview

Prior to Governor Christie's administration, there were three municipal grant programs offered by the Department of Community Affairs' Division of Local Government Services that had virtually no conditions on grants and no accountability for recipients. In 2010, these programs distributed more than \$190 million.

- *Extraordinary Aid disbursed tens of millions of dollars to almost 50 municipalities without any State conditions or municipal commitments to reform.*
- *Special Municipal Aid disbursed approximately \$150 million to a dozen municipalities with conditions that existed in name only. Funds were awarded without even modest State staffing levels necessary for proper oversight and enforcement.*
- *Capitol City Aid disbursed more than \$30 million to the City of Trenton. Despite statutory requirements that funds be awarded with the same conditions as Special Municipal Aid recipients, the State simply disbursed funds without any pretense of oversight or conditions.*

Governor Chris Christie directed these grant programs to be consolidated into a new program called "Transitional Aid to Localities" (TA). The intent was to allocate scarce funds to only municipalities with severe fiscal distress that agreed to pursue structural budget reforms and adhere to State oversight. To move this vision forward, one percent of program funds was set aside for State oversight and enforcement costs. A competitive hiring process was undertaken and more than 50 applicants applied for the program. Thus far, 4 part-time and 3 full-time staff with, cumulatively, hundreds of years of municipal management experience were retained to ensure recipient municipalities are reducing spending and becoming more self-sufficient. Additionally, the Division allocated substantial oversight duties to existing staff who generally work in the areas of budget, procurement, and public safety matters. These staff members have redesigned program applications and strengthened oversight requirements. They enforce conditions placed on aid recipients and worked with municipal officials to help identify and advance solutions that address financial difficulties.

Consolidating grant programs, conditioning grants on fiscal restraint and reforms, and allocating staff to enforce this new paradigm have transformed a culture where there was a sense of complacency and entitlement amongst many recipient municipalities into a culture where reforms and efforts to reduce spending are more aggressively being explored and executed.

Applications for discretionary State funds have been reduced from more than 75 in State Fiscal Year 2010 to fewer than 30 in State Fiscal Year 2011 and only 17 in State Fiscal Year 2012. Most of the almost 75 municipalities that once received aid with little or no oversight

chose to take the steps necessary to balance their budgets rather than to apply for aid and becoming subject to oversight.

Furthermore, of the 22 municipalities that successfully applied for Transition Aid in State Fiscal Year 2011, half have graduated the program and no longer need State funding to balance their budgets. In fact, seven of the prior year recipients did not even bother to apply for funding in this most recent year (State Fiscal Year 2012).

By almost any measure, the consolidation has been a success for taxpayers. State spending on these grant programs has decreased from almost \$200 million in 2010 to less than \$150 million. The following pages explain the consolidation of the aid programs in more detail with specific explanations of oversight activities taking place in municipalities.

A history of municipal aid allocations from the consolidated programs and Transitional Aid is attached as Exhibit A.

Application Process

Any municipality may apply for Transitional Aid. Later this month, municipalities operating on a calendar year basis will be notified of application eligibility and will be provided information about the SFY 2013 Transitional Aid Program. They will also be provided an application and will be notified of an application deadline of February 29, 2012. Municipalities operating on a fiscal year will be notified in July, 2012 of application eligibility and will be provided an application with a mid-September deadline.

Applicants must demonstrate that they are facing financial distress and that they have taken steps to improve their financial situation. They must submit detailed information about staffing levels and personnel actions to obtain savings. They also must submit information about various services and associate user fees. Finally, applications must be accompanied by introduced budgets, documents explaining the budget, the Annual Financial Statement, labor contracts, and certain other documents.

Applicants are reviewed by career professional staff at the Division of Local Government Services and conference calls or meetings are held with the mayor and budget staff of all applicants to discuss applications.

The Division of Local Government Services strives to announce aid allocations in advance of deadlines for pursuing levy elections, so municipalities can plan accordingly.

A Local Finance Notice explaining the application process will be available on the Division of Local Government Services website on or before Friday, December 23, 2011.

Disbursement and Conditions of Aid

Disbursement and conditions of aid awards are set forth in a Memorandum of Understanding. If a municipality does not agree to the terms of the Memorandum of Understanding, no aid will be provided.

The conditions set forth in the Memorandum are valid through the end of the budget year following the year of aid allocation. Municipalities receive 75% of aid allocation upon signing the Memorandum of Understanding and receive the final 25% in the final two weeks of their budget year, but only if they have been in substantial compliance with the terms of the MOU.

The following is a summary of conditions set forth in the MOU.

- The Memorandum requires Division approval for:
 - 1) Hires;
 - 2) Professional and consulting contracts;
 - 3) Newly negotiated PILOTs that do not allocate revenue to local jurisdictions in same percentages as allocated under ordinary property taxes;
 - 4) Receipt of grants when they trigger matching or out year financial obligations;
 - 5) Creation or expansion of programs;
 - 6) Contracts exceeding a certain amount.

- While exceptions are possible where there is demonstrated need, the Memorandum prohibits:
 - 1) Raises other than raises required under contract;
 - 2) Providing health care to part-time officials, elected or otherwise;
 - 3) Certain travel and meal expenses;
 - 4) Discretionary funds for elected officials;
 - 5) Education expenses not directly related to work duties.

- The Memorandum provides for regular reports or communication concerning:
 - 1) Progress on labor contract negotiations (with a warning that failure to keep labor costs under an increase of 2% in future years and failure to bring health care costs down to at least the costs of the State Health Benefits Plan may adversely impact future Transition Aid requests).
 - 2) Governmental rulings and actions that impact the municipality's finances.
 - 3) Judgments or settlements over a certain amount.
 - 4) Complaints pertaining to Open Public Records Act.

- Finally, the Memorandum requires each recipient to prepare a clear plan to reduce their reliance on Transition Aid over a three year period. Plans include:
 - 1) An acknowledgement that the Municipality needs to reduce its reliance on Transition Aid; and
 - 2) A plan to reduce staffing costs for the current fiscal year from previous fiscal year levels through layoffs, attrition, restructuring, or other personnel actions; and
 - 3) A plan to eliminate or reduce the costs of services or activities not deemed essential or that are of low priority; and
 - 4) A plan to maximize recurring revenues, including but not limited to updating fees, fines and penalties, maximizing enforcement of revenue delinquencies, selling surplus land and property, and encouraging sustainable and taxable development; and
 - 5) A plan to address findings resulting from various audits, investigations, and reports with respect to the Municipality, including municipal audits, applicable State Comptroller reports and audits, federal program audits, and other audits as identified by the Director.

Based on conditions unique to certain municipalities, special conditions may be included in a particular municipality's memorandum. Paterson's Memorandum requires sewer fees to be brought into line with expenses to address a deliberate deficit that causes State taxpayers to subsidize their sewer use. Trenton's Memorandum contains a provision establishing a special hiring procedure for the Business Administrator and department heads to address a situation there where quality managers have not been retained. There are other special conditions as circumstances dictate.

Specific Oversight Activities

The following pages document some of the specific oversight activity undertaken by the Division in specific municipalities. It is only a partial listing. The listings do not repeat standard requirements (for example: adopting Pay-to-Play restrictions and at least having a fair and open process for all vendor selections) and standard prohibitions (for example: bans on certain travel, elimination of health benefits for part-time employees, etc.) as set forth in the Memorandum.

In addition to the specific oversight activities and associated cost savings documented in the following pages, enhanced Division oversight and enforcement undoubtedly causes some municipalities to improve their practices and avoid inappropriate activities that might occur without monitoring. For example, certain municipalities whose procurement practices have a history of problems have begun to pay closer attention to adhering to procurement requirements so that necessary Division approvals under the Memorandum can be obtained. Similarly, the Division has taken a firm stance on not allowing for raises and promotions unless essential and as part of a plan to achieve broader savings. As a result, municipalities generally

rarely request to give employees yearly raises and promotions that may have been more prevalent during better times.

It is important to remember that savings realized through changes in behavior attributable to a heightened local understanding that actions are under scrutiny may be as important and valuable as the specific oversight activities listed in the pages that follow.

TRENTON

GENERAL OVERSIGHT ACTIVITIES

ACTIONS THAT HELPED THE COMMUNITY BETTER MANAGE ITSELF

ACTIONS THAT SAVED TAXPAYER DOLLARS

- Regularly meet with Business Administrator and various City officials to review operations, offer assistance and advice, and to encourage savings.
- More than 50 requests to hire or promote personnel were reviewed. Actions included:
 - Denied various requests to hire employees and to give discretionary raises as appropriate.
 - Conditioned certain requests as appropriate.
 - Denied an appointment of municipal judge for lack of appropriate municipal court experience.
 - Denied appointment of Director of Finance for lack of government finance experience.
 - Denied appointment of Acting Law Director for lack of municipal law experience.
 - Would not allow advancement of one nomination of Police Director to City Council due to lack of experience.
 - Denied hiring an intern as a full time aide to Mayor for lack of experience.
 - Required City to lessen the salaries for 2 filled court employee salaries by about 11% per employee.
 - Denied City's request to hire three part-time park rangers. After review, it was determined one candidate had not passed a criminal background check, another was not authorized to work in the United States, and a third candidate expressed no further interest upon learning due diligence was being pursued.
 - Referred a matter to criminal law enforcement authorities where certain employees had apparently been reimbursed for fraudulently-prepared time sheets. Additionally worked with City to obtain reimbursement of inappropriate expenses.
 - Recommended the termination or reassignment of a Division Director responsible for general mismanagement, who has been involved in inappropriate salary overpayments.
- Reduced budget for reinstatement of a summer intern program from \$116,500 to \$20,000. While DLGS recognized the value in providing employment for Trenton youth, in light of impending layoffs, it was not the most prudent use of City funds.

- Denied request for an inappropriately procured technology contract that would have disrupted City technology functions and resulted in unnecessary law suits by competing vendors. Advised City on appropriate procurement process.
- Met with City officials in the spring of 2011 to help facilitate budget discussions between the Mayor and City Council that allowed the City Council to adopt a balanced City budget.
- Helped City management communicate to public and various unions the need to obtain personnel savings and clearly articulated willingness to consider labor concessions to try and reduce the need for layoffs.
- Advised City with respect to police and fire restructurings and contract review to recommend and facilitate savings.
- Began quarterly review of legal billings to verify that City's shift from using in-house counsel to using outside attorneys will not result in unnecessary legal costs.
- Denied or reduced certain requests for travel.
- Implemented a new recruitment and hiring/termination process to recruit and retain quality management.

Application can be viewed at:

http://www.state.nj.us/dca/lgs/munaid/11_aid/11tran_aid/s2012ta_application_trenton.pdf

PATERSON

GENERAL OVERSIGHT ACTIVITIES

ACTIONS THAT HELPED THE COMMUNITY BETTER MANAGE ITSELF

ACTIONS THAT SAVED TAXPAYER DOLLARS

- Several DLGS staff met weekly with Paterson in the spring of 2011 to review written weekly progress reports submitted by the City on adopting a budget that closed a large structural budget deficit for the Fiscal Year 2011. Meetings explored options for closing the gap and coordinated State actions or approvals needed to help close the gap. DLGS guided various savings ideas and ensured that the City followed through on savings.
- Discovered a situation whereby the City was not collecting 1.5% of pay towards health benefits for nonunion employees and directed the City to comply.
- Worked with new mayor to correct previous administration's hiring of personnel that was neither approved by DCA nor entered into State Civil Service System.
- Required the City to reduce the number of unnecessary temporary seasonal employees.
- Reviewed several professional service proposals. Scrutinized the proposals to ensure necessity and proper procedures and regulations were followed.
- Encouraged the City to charge a nominal fee for recreation programs.
- Division staff met with the City and CSC staff to assist with the implementation of a layoff plan and facilitated the reconciliation of hundreds of personnel records.
- Worked with the City to appropriately reduce work-force.
- Facilitated payment plan with Department of Labor with respect to unemployment benefit reimbursements to provide for a more manageable and reasoned layoff plan.
- Directed and facilitated a restructuring of debt (in progress) to allow reasonable maturities aligned with the useful life of funded projects.
- Directed the City to comply with past audit findings calling for sewer revenues to be brought in line with sewer services.
- Directed reimbursement of overtime expenses inappropriately incurred with respect to management work activities and directed change of process moving forward.
- Advised City with respect to police and fire restructurings to recommend and facilitate savings.
- Denied approval of hires until such time as the City begins to make progress in addressing the purposeful introduction of a budget with an \$8 million deficit.

Application can be viewed at:

http://www.state.nj.us/dca/lgs/muniaid/11_aid/11tran_aid/s2012ta_application_paterson.pdf

LAWNSIDE

GENERAL OVERSIGHT ACTIVITIES

ACTIONS THAT HELPED THE COMMUNITY BETTER MANAGE ITSELF

ACTIONS THAT SAVED TAXPAYER DOLLARS

- Hosted various meeting with Lawnside to encourage savings initiatives, including: limiting deferred charges which totaled approximately \$530,000 in FY2011; and entering into shared services agreements.
- Denied certain raises for nonunion employees.
- Discouraged use of funds for nonessential purposes (certain recreational and celebratory expenditures).

Application can be viewed at:

http://www.state.nj.us/dca/lgs/munaid/11_aid/11tran_aid/s2012ta_application_lawnside.pdf

HARRISON

GENERAL OVERSIGHT ACTIVITIES

ACTIONS THAT HELPED THE COMMUNITY BETTER MANAGE ITSELF

ACTIONS THAT SAVED TAXPAYER DOLLARS

- Several DLGS staff met weekly with Harrison in the spring of 2011 to review written weekly progress reports submitted by the Town on adopting a budget that closed a large structural budget deficit for the Fiscal Year 2011. Meetings explored options for closing the gap and coordinated State actions or approvals needed to help close the gap. DLGS guided various savings ideas and ensured that the Town followed through on savings.
- Discovered a situation whereby the Town was providing health benefits for 9 elected officials that cost the tax payer over \$200,000 annually. The Town was directed to eliminate or reduce this unsustainable level of compensation and the Town eliminated health benefits for elected officials by resolution, saving taxpayers over \$200,000 annually.
- Encouraged the Town to execute a layoff plan to reduce the Police Department by 8 officers and the Fire Department by 12 Firefighters. This resulted in a cost savings of \$507,000 for Police and \$717,000 for Fire for the last 6 months of 2011. For 2012, the savings for Police is \$805,000 and Fire is \$1.16 million. The savings was achieved through retirements in lieu of layoffs.
- Due to the layoffs in the Fire Department, the Harrison Fire Chief retired and was replaced by a part-time Fire Director for \$40,000 annually. This saves the Town approximately \$130,000 between salary and benefits for 2012, with a prorated share for 5 months of 2011.
- DLGS staff worked with Harrison to create a RFP for Emergency Medical Services, which became necessary after the downsizing of the Harrison Fire Department that handled First Responder activities.
- Discovered that the Town Health Officer was retiring. DLGS staff encouraged the Town to enter into a contractual agreement with a nearby Health Officer or County-wide service group. This outsourced service will save tax payers approximately \$100,000 annually.
- DLGS staff is working with Harrison and Kearney to pursue a shared service agreement for Fire Protection Services. Proposals are currently being shared by the two municipalities.
- DLGS is working with Harrison to restructure a municipally run senior services program through an alternate agency that can receive the benefit of Medicaid or Medicare assistance.
- Reviewed 4 requests to hire personnel and refused to allow the City to hire 1, which was deemed unnecessary.
- Reviewed 2 professional service proposals and refused to allow the City to retain 1 professional deemed unnecessary.
- Directed the City to restructure its debt from an unsustainable and unreasonable 10 year maturity to a more sustainable and reasonable 20 year maturity.

- Forced the City to adopt a budget in a timely manner, thereby allowing for an accelerated tax sale that could otherwise not have taken place.
- Facilitated a three-week bridge loan at no interest to the City to cover cash flow pending the refinancing of a bond anticipation note. The loan saved taxpayers from otherwise paying an effective 10% interest rate on a private sector loan.

Application can be viewed at:

http://www.state.nj.us/dca/lgs/muniaid/11_aid/11tran_aid/2011ta_application-harrison.pdf

ASBURY PARK

GENERAL OVERSIGHT ACTIVITIES

ACTIONS THAT HELPED THE COMMUNITY BETTER MANAGE ITSELF

ACTIONS THAT SAVED TAXPAYER DOLLARS

- Met with constituents to hear their concerns regarding various issues and incorporated ideas as appropriate (including eliminating health care for part time officials, requiring DLGS approval for increased debt, and advancing conversion to cheaper State Health Benefits Plan).
- Took an active role in helping the City in negotiations with Monmouth County, Ocean Township and Neptune Township in entering into a shared service agreement for an emergency dispatch center.
- Encouraged the City to not back fill vacant positions and to combine job duties where it deemed appropriate.
- Denied or reduced certain requested raises for City employees.
- Encouraged the adjustment of the City's fee schedules.
- Pushed for, and recommended labor negotiation concessions for police, fire and civilian personnel.
- Recommended that the City move into a contractual agreement with their Labor Counsel rather than pay a stipend for his services.
- Participated on, and monitored, the City's redevelopment planning process.
- Facilitated discussions between the City and its Master Developer to ensure continued progress on various redevelopment matters.

Application can be viewed at:

http://www.state.nj.us/dca/lgs/munaid/11_aid/11tran_aid/2011ta_application-asbury_park.pdf

PROSPECT PARK

GENERAL OVERSIGHT ACTIVITIES

ACTIONS THAT HELPED THE COMMUNITY BETTER MANAGE ITSELF

ACTIONS THAT SAVED TAXPAYER DOLLARS

- Prospect Park has reduced staff, limited contracts and increased employee productivity since being in the Transitional Aid Program.
- Prospect Park has reached an agreement with their P.B.A. to accept 9 days of furlough and the remaining municipal employees are not receiving annual raises in 2011.
- Prospect Park continues to solicit inter-local agreements with neighboring communities to reduce tax payer burden.
- Reviewed 3 requests to replace essential personnel and approved all 3 requests. Since being in the Transitional Aid Program, the Borough of Prospect Park has requested to replace personnel only when absolutely necessary.
- DLGS has reviewed the Contract for Prospect Park's Chief of Police and has returned recommendations for inclusion in this contract.

Application can be viewed at:

http://www.state.nj.us/dca/lgs/muniaid/11_aid/11tran_aid/2011ta_application-prospect%20Park.pdf

PENNS GROVE

GENERAL OVERSIGHT ACTIVITIES

ACTIONS THAT HELPED THE COMMUNITY BETTER MANAGE ITSELF

ACTIONS THAT SAVED TAXPAYER DOLLARS

- DLGS staff conducts periodic meetings with the Penns Grove's administration regarding their budget, cash flow concerns, and possible revenue enhancements. Meetings explored where DLGS can guide the Borough into various savings ideas and DLGS ensures that the Borough follows up on these savings ideas.
- DLGS staff reviewed 6 requests to hire personnel.
 1. DLGS refused to allow the Borough to hire a Police Director in a 7/8th of a square mile municipality, who already employed a Police Chief. DLGS deemed it as an unnecessary position.
 2. DLGS refused to allow the Borough to hire 2 full time police officers while the municipality was exploring shared police services with Carneys Point.
 3. 3 requests were denied.
- Advised the Borough on privatizing certain collection of municipal court debt in accordance with the NJ Supreme Court Procedures.
- Discovered borough noncompliance with various conditions on police hire approvals and took enforcement action.
- Advised the Borough to explore the feasibility of "Shared Police Services" with Carney Point for the police department as the Borough is only 7/8th of a square mile employing 14 police officers at an annual budget \$2,300,000. DLGS staff has been providing technical assistance regarding the shared police service program between Carneys Point and Penns Grove.
- Reviewed 6 professional service proposals that were all acceptable in accordance to the local public contracts law and the Borough's Pay-to-Play Ordinances.

Application can be viewed at:

http://www.state.nj.us/dca/lgs/muniaid/11_aid/11tran_aid/2011ta_application-penns_grove.pdf

CHESILHURST

GENERAL OVERSIGHT ACTIVITIES

ACTIONS THAT HELPED THE COMMUNITY BETTER MANAGE ITSELF

ACTIONS THAT SAVED TAXPAYER DOLLARS

- DLGS identified areas where Chesilhurst may want to explore shared service agreements with neighboring municipalities and the County.
- Chesilhurst adopted a Pay-to-Play Ordinance on November 22, 2010.
- DLGS encouraged Chesilhurst to successfully renegotiate their contract for legal services for a lesser hourly rate.

Application can be viewed at:

http://www.state.nj.us/dca/lgs/muniaid/11_aid/11tran_aid/2011ta_application-chesilhurst.pdf

MAURICE RIVER

GENERAL OVERSIGHT ACTIVITIES

ACTIONS THAT HELPED THE COMMUNITY BETTER MANAGE ITSELF

ACTIONS THAT SAVED TAXPAYER DOLLARS

- DLGS encouraged the elimination of unnecessary spending on celebratory events.
- DLGS encouraged the Township Administration to work with the labor unions to consolidate positions and job duties rather than hire replacements.

Application can be viewed at:

http://www.state.nj.us/dca/lgs/muniaid/11_aid/11tran_aid/2011ta_application-maurice_river.pdf

**The oversight of Maurice River has been limited as they have limited staffing and services and are not pursuing new personnel and/or programs.

CAMDEN

GENERAL OVERSIGHT ACTIVITIES

ACTIONS THAT HELPED THE COMMUNITY BETTER MANAGE ITSELF

ACTIONS THAT SAVED TAXPAYER DOLLARS

- DLGS staff has been actively involved in assisting the County of Camden and the City of Camden in an effort to consolidate the County and City police departments.
- DLGS staff meets with City officials on a regular basis to assist in the budget process and various other municipal matters.
- DLGS staff helped receive concessions from the City police union to move to a more efficient and cost saving 12-hour shift, thus creating an increase of 30% more staffing in the patrol division.
- DLGS suggested the City adopt a towing ordinance as a means of revenue enhancement.
- DLGS suggested the City pursue third party municipal court fee collections roughly increasing their collection amount by \$8m.
- DLGS recommended the City work with their labor unions in evaluating the cost savings of switching to the State Health Benefits Plan.
- DLGS encourages and offered assistance in the City seeking approval to modify the COPS grant to a retention grant rather than a new hire grant.
- DLGS is working with the City to realign and reorganize the Fire Department to promote efficiency and cost savings.

Application can be viewed at:

http://www.state.nj.us/dca/lgs/munaid/11_aid/11tran_aid/s2012ta_application_camden.pdf

UNION CITY

GENERAL OVERSIGHT ACTIVITIES

ACTIONS THAT HELPED THE COMMUNITY BETTER MANAGE ITSELF

ACTIONS THAT SAVED TAXPAYER DOLLARS

- Worked with City officials to only fill replacements when necessary and to limit new hires to only essential personnel.
- Denied certain requested personnel actions.
- Currently assisting the City in effort to recruit a finance director.
- Facilitated the return of the City's UEZ funds to support services that help improve the urban enterprise zone.
- Encouraged the City to charge a nominal fee for the City's recreations programs and pools.
- Encouraged the City to meet with labor unions to seek 0% wage increases across the board.

Application can be viewed at:

http://www.nj.gov/dca/lgs/muniaid/11_aid/11tran_aid/s2012ta_application_union_city.pdf

IRVINGTON

(NO TRANSITIONAL AID, BUT UNDER STATE SUPERVISION DUE TO RECURRING DEFICITS AND STRUCTURAL IMBALANCE AND OVERSIGHT IS SIMILAR TO OVERSIGHT UNDER TRANSITIONAL AID)

GENERAL OVERSIGHT ACTIVITIES

ACTIONS THAT HELPED THE COMMUNITY BETTER MANAGE ITSELF

ACTIONS THAT SAVED TAXPAYER DOLLARS

- Denied City's proposal to effectively borrow for operating expenses by borrowing to reimburse itself for certain prior debt service payments.
- Facilitated a voluntary State Supervision action in Superior Court to allow the City to spread an operating deficit over several years.
- Regularly met with Mayor and City officials to review operations, offer assistance and advice, and to encourage savings.
- Reviewed police operations to try and end the practice of continually laying off and rehiring police.
- Encouraged firefighter restructuring to reduce out-of-title pay.
- Facilitated transition from a fiscal year basis to a calendar year basis, which helped bolster surplus and brought Irvington into a more manageable financial model consistent with the vast majority of other municipalities.
- Reduced cost of grants consultant.
- Reviewed hiring procedures to assure background checks for new hires and summer program workers.
- Helped Irvington review use of collection agency for court fines and fees in arrears.
- Ensured that Irvington hired off a list of unemployed police when replacing essential police to minimize training costs and unemployment benefits paid by other municipalities attributable to layoffs.

ATLANTIC CITY

(NO TRANSITIONAL AID, BUT UNDER STATE SUPERVISION DUE TO PAST DEFICITS AND STRUCTURAL INSTABILITY DUE TO TAX APPEALS AND OVERSIGHT IS SIMILAR TO OVERSIGHT UNDER TRANSITIONAL AID)

GENERAL OVERSIGHT ACTIVITIES

ACTIONS THAT HELPED THE COMMUNITY BETTER MANAGE ITSELF

ACTIONS THAT SAVED TAXPAYER DOLLARS

- Eliminated all “open-ended” professional contracts and replaced them with a more specific scope of services and a “not to exceed” dollar amount.
- Eliminated “sole source” purchasing contracts and required RFPs for all goods and services.
- All contracts that are exempt from public bidding were done with “fair and open” process, even those under the \$17,500 statutory threshold.
- Prevented city from hiring its own attorney for municipal ward re-districting and required them to use the statutory procedure whereby the County Board of Elections performs the redistricting.
- Reduced municipal towing employee force to prevent the city from losing over \$150,000 annually on towing operations.
- Restructured a contract with the CRDA for maintenance of six parks and 15 boardwalk comfort stations that reduced the city cost from \$250,000 to \$90,000.
- Decreased the number of FT Licenses & Inspection employees and utilized PT L&I inspectors to work nights and weekends. Improved coverage where it was needed most and decreased cost to city.
- Assisted the City with getting a \$3.35 million CRDA “Law Enforcement Technology Grant”, so City can move toward centralized police/fire dispatch and improve crime mapping and crime data
- City had 375 police officers in 2009, with the assistance of the NJSP, and improved utilization of manpower, the force is down to 330. There is also a plan to utilize Class II Special Officers for summer boardwalk patrols instead of hiring regular officers or paying overtime to existing officers.
- Reduced size of PW full time staff by employing temporary, seasonal employees for the summer months.
- Required the City to start selling properties on its foreclosed property list.

- Rejected all out of state and/or overnight travel except one HUD funded trip to Baltimore for CDBG funding.
- Pressed the City to forego their own Weights and Measures services and utilize cheaper county services.
- Actively reviewing extraordinary pending tax appeals that threaten sustainability of current service levels.