

Transitional Aid Application for Calendar Year 2024
Division of Local Government Services
Department of Community Affairs

General Instructions: This application must be submitted in its entirety by April 1, 2024, for CY2024 applicants for funding consideration under this program. Information contained in the application is subject to independent verification by the Division. Refer to Local Finance Notice 2024-06 when preparing this application for specific instructions and definitions and review the Submission Checklist on Page 19 of this application and listed on Page 7 of the Local Finance Notice.

Name of Municipality:	City of Camden			County:	Camden
Contact Person:	Tim Cunningham			Title:	Administrator
Phone:	(856) 757-7150	Fax:		E-mail:	ticunnin@ci.camden.nj.us

I. Aid History

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

FY2024 / CY2023	FY2023 / CY2022	FY2022 / CY2021
\$18,955,000	\$18,955,000	\$19,250,500

II. Aid Request for Application Year: (All municipalities currently operating under a Transitional Aid MOU are advised that a decrease from prior year funding of 15% should be anticipated.)

Amount of aid requested for the Application Year:	\$20,000,000
--	---------------------

If not seeking a decrease, a letter from the Mayor is required. See Local Finance Notice 2024-06

III. Submission Requirements

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

Item	Date Submitted to DLGS
2023 Annual Financial Statement	02/10/2024
2022 Annual Audit	09/06/2023
2022 Corrective Action Plan	09/06/2023
Application Year Introduced Budget	02/26/2024
Budget Documentation Submitted to Governing Body	02/27/2024

IV.A Application Certification

The undersigned herewith certify that they have reviewed this application and, individually, believe the contents to be true and accurately portray 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		04/29/2024
Governing Body Presiding Officer		04/29/2024
Chief Financial Officer		04/29/2024
Chief Administrative Officer		04/29/2024

IV.B Transitional Aid Recipients Applying in CY2024 / FY2025

Municipalities operating under a Memorandum of Understanding ("MOU") must certify that they are in substantial compliance with all conditions and requirements of the MOU.

Official	Signature	Date
Mayor/Chief Executive Officer		04/29/2024
Governing Body Presiding Officer		04/29/2024
Chief Financial Officer		04/29/2024
Chief Administrative Officer		04/29/2024

V-A. Explanation of Need for Transitional Aid

Explain the circumstances that warrant 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 jeopardize the fiscal integrity of the municipality.

The City of Camden has been fiscally distressed for many years, as we are all very much aware. By now planning budgets with a 5-year trend and a 5-year projection we have a better understanding of the challenges we will face, and are able to plan for the solutions.

Requesting a modest increase in Transitional Aid to \$20,000,000 compared with \$18,955,000 that was received in 2023 allows for a balanced 2024 budget. Success in 2025 will determine the long-term stability of the City. For 2025 we face a \$25 million deficit and then a \$5 million deficit for each year 2026 through 2029. It should be noted that this deficit existed in the 2022 budget but was pushed forward by the use of \$20 million from Trust Fund Reserves for Health Benefits. 2024 includes \$11 million in Reserves, at which point the full Trust Fund Health Benefit Reserve balance will be exhausted.

The City, on paper, does have a large Surplus balance that could provide relief while transitioning into a long term financial plan. However, it must be noted that roughly \$45 million of that balance was created by adjusting the Metro Police Contract to a Calendar Year Budget and must be available to make payments to the County in January and April of each year.

Utilizing Surplus as Revenue in any amount in excess of what can be anticipated as actual operations should only be considered as a short-term solution, and one representative of a Camden before it fully partnered with the State in an embrace of fiscal discipline and responsibility.

To sum up the financial position, the City has a \$45,000,000 structural deficit (\$20,000,000 TA + \$25,000,000 projected deficit). This structural deficit is over 20% of the \$200 million operating budget. Reducing the amount of TA in the 2024 budget would have an adverse long-term impact.

The City also operates a Water and Sewer Utility. The City is significantly increased water and sewer rates in fourth quarter 2023. It is planned for the 2026 and 2027 Water and Sewer Budgets, to transfer \$2,000,000 in each of those 2 years to the Current Fund to make hole for multiple prior year subsidies to the Water and Sewer Accounts. The City will work closely with the contract operator to increase revenue collections and control operating costs. This essential asset must be sustained as a self-supported operation.

New Environmental Regulations from the State and Federal governments over water quality have not been friendly to the City's fiscal health. A reduction in the allowed parts per million of PFAS has forced the closure of one Water Treatment Plant creating an additional \$3 million a year cost to purchase water. \$55 million will be needed in order to fund the capital improvements to bring the Water Treatment Plan back on-line in accordance with the stricter standards, and cease the water purchases. In addition, Lead Service Line replacements required and unfunded by State Statute will cost the City \$106 million. On a smaller scale comparatively, but significant undisputedly, there are roughly \$40 million in other deferred and unfunded Water and Sewer capital needs. In addition, the NJ DEP is mandating a series of storm water improvements that will cost in excess of \$125,000,000. It is important to note that the City has procured a grant writer to secure State and Federal funds as a possible funding solution for a portion of these needs.

The City has planned solutions to continue its improvement, including planned, and well-advertised, building expansions that will bring significant tax dollars into the City. Evidence from increased Construction Code permits as well as the ratable base increasing by \$13 million for 2024 is evidence to support that real growth has begun. If the City is supported in its plan to cover the gap between the 2024 City Budget and when tax revenue from the development begins to materialize, the City will then be in strong fiscal shape. To help the City bridge that gap, we ask to increase Transitional Aid for at least the next 5 budget years.

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

Show: (1) specific, extraordinary revenue losses, but not as the aggregate of many revenues line items; and (2) specific, extraordinary increases in appropriations, but not as the aggregate of many appropriation line items. Describe the item in the cell below each entry. If applicable, indicate in the description of the extraordinary increase in expenditure if the increase was the result of a policy decision made by the municipality (i.e., a back-loaded debt service schedule, deferred payment, costs associated with additional hires, etc.).			
Revenue or Appropriation	2023 Value	2024 Value	Amount of Loss/Increase
Trash Collection	13,500,000	17,500,000	4,000,000
Description:	<p>Appropriation – Waste Management, the City’s contracted hauler, ended their contract with the City. Transition contracts have included huge cost increases. A 50% increase was necessary for 2023. Unfortunately, other large haulers also lack interest in contracting with the City. Although we were successful in contracting a trash and a recycling hauler it came at a significant cost. A 30% increase is now necessary for 2024.</p> <p>It should be noted that a 3% increase in property taxes generates slightly over \$900,000 while Trash Collection has increased \$8,300,000 over the last 2 budgets. In 2022, the appropriation for trash collection was \$9,190,000 and is now \$17,500,000 for 2024</p>		
Health Insurance	5,800,000	14,575,000	8,775,000
Description:	<p>Health Insurance increased by \$4,875,000 (24%). In addition, the use of available Trust Fund Reserves dropped from \$15,300,000 to \$11,200,000. This is all that remains in that Health Insurance Trust Fund. Thus, contributing to the projected deficit for 2025. For 2025 the Health Benefits budget will be \$27,920,000 in comparison to \$2,500,000 in 2022, just 3 years earlier- a \$25,420,000 increase.</p>		
County Metro Police SSA	83,488,685	85,536,149	2,047,464
Description:	<p>While this is a reasonable 2.5% increase over 2023, the dollar increase, in excess of \$2 million greatly exceeds the available increase in the Tax Levy of just over \$900,000. The \$85,536,149 appropriation for 2024 is net of an anticipated use of Trust Fund Reserves of \$2.5 million as well as \$1.35 million in anticipated interest earnings. Current Union Contract negotiations have raised concern over the sustainability of this budget into 2025. It is possible that the City could incur a larger than anticipated increase in 2025 due to Trust Fund Reserves being depleted as well as a significant increase in salary and fringe benefit costs. This budget has not yet been completely calculated. As a result, the impact is not included in the \$25 million deficit projection. As such, the 2025 deficit could grow well in excess of \$25 million.</p>		

V-C. Actions to Reduce Future Need for Aid

Detail the steps the municipality is taking to reduce the need for future aid. Include details about shared services and consolidation, 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.

These steps should demonstrate initiatives taken to bring structural balance to the municipality's finances and shall include, but are not limited to the following:

Use additional pages if necessary.

- Efforts to bring economic development to the municipality; and
- A plan to constrain or reduce staffing costs through collective negotiation, attrition, consolidation, restructuring, or other personnel actions; and
- A plan to eliminate, reduce or constrain the costs of non-essential services and activities; and
- A plan to maximize recurring revenues, including, as appropriate: updating fees, fines, and penalties; maximizing enforcement of delinquencies; and selling surplus land and property; and
- A plan to address findings contained in various audits, investigations, and reports with respect to the municipality, including municipal audits, applicable State Comptroller and State Auditor reports and audits, federal program audits, and other audits as identified by the Director.

Economic Development – Cooper Hospital has announced plans for a \$2 billion expansion. This will double the existing \$1.7 billion ratable base. However, because of the large scope of this project it will be a few years before the City can realize the full benefit. Until then, the continued effort to bring other businesses into the City and expand other existing businesses remains at full speed. PILOTs have proven to be an effective tool. Revenue from PILOTs increased by \$3,315,952 in the 2023 budget. Development growth is also evidenced by an increase in Building Permits, with revenue there increasing by \$350,000 (from \$850,000 in 2022).

All labor contracts were settled in 2022 with COLA increases to the guides of an average of 2.50% to 2.75%. Of course, progression within the guides leads to a much higher percentage of salary growth. However, the certainty in Labor Costs over the next few years is very helpful in planning budgets.

Given the challenges presented by the projected 2024 and 2025 budgets, all programs, and assigned staff, will be examined as we move forward in 2023. Efforts will always continue with the goal of maximizing every dollar of revenue.

Revenue Enhancement includes a more aggressive approach at actively reviewing PILOT receipts against their contracts and audits. Fees will be reviewed as to appropriate amounts.

Tax Collections is an area of success. By aggressively foreclosing upon City-held Liens, properties are made available for development and taxes are made current. The Tax Collection percentage has increased in each of the last three years resulting from

enforcement efforts and is now greater than 90%. These concerted efforts will continue to bring the collection percentage as close to 100% as is reasonable.

Of course the City will continue to value and follow all advice provided by the Director and Commissioner.

V-D. Discussion of Health Benefits

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

The City was able to hold the gross annual Health Insurance Cost at essentially the same amount in 2023 as was paid in 2022. This was possible by use of a competitive process to procure Health Insurance. The City was able to avoid a 20% increase by leaving the State Health Benefits Plan effective 1/1/2023.

Aggressive pursuit of cost control continued into the 2024 budget. While the City did experience a 24% increase in 2024, premiums still remain significantly less than they would had the City stayed in the State Health Benefits Plan.

The Health Insurance Broker of Record is Conner Strong and Buckelew. Their cost for services is \$200,000 for 2023 and for 2024 which is included in the City Appropriation (cost) for Health Insurance. Cost to provide service was determined by a competitive Request for Proposals (RFP). There were no costs for these services in prior years because the City was in the State Health Benefits Plan. Broker costs are far outweighed by savings they secure for the City, especially compared to the cost of remaining in the State Health Benefits Plan.

★ CSB WAIVED THEIR BROKERAGE FEE FOR 2024

Application Year: CY2024 / FY2025	Municipality:	County:
--	----------------------	----------------

VI. Historical Fiscal Statistics

Item	2022	2023	Introduced Application Year
1. Property Tax/Budget Information			
Municipal tax rate	\$1.679	\$1.710	\$1.768
Municipal Purposes tax levy	\$28,804,194	\$29,663,495	\$30,553,400
Municipal Open Space tax levy	\$	\$	\$
Total general appropriations	\$188,448,463	\$195,897,277	\$209,128,033
2. Cash Status Information			
% Of current taxes collected	%	90.05%	%
% Used in computation of reserve	89.00%	90.00%	90.00%
Reserve for uncollected taxes	\$6,687,237	\$6,116,855	\$6,277,307
Total year end cash surplus	\$80,706,500.35	\$90,809,582.14	
Total non-cash surplus	\$82,791,086.21	\$94,430,322.80	
Year-end deferred charges	\$1,866,840.79	\$1,400,130.59	
3. Assessment Data			
Assessed value (as of January 10)	\$1,715,414,483	\$1,734,341,564	\$1,728,378,512
Average residential assessment	\$57,260	\$58,565	\$58,500
Number of tax appeals granted	29		
Amount budgeted for tax appeals	NONE	NONE	NONE
Refunding bonds for tax appeals	NONE	NONE	NONE
4. Staffing Levels			
Total Number of Sworn Police -			
Total S&W Expenditures	\$	\$	\$
Class 2 and Class 3 Officers			
Total S&W Expenditures			
Uniformed Fire -- Staff Number	188	196	202
Total S&W Expenditures	\$24,868,400	\$26,487,300	\$25,404,100
Number of Other Full-time Employees	268	321	323
Total S&W Expenditures	\$19,755,799	\$21,705,200	\$21,986,700
Number of Other Part-time Employees			
Total S&W Expenditures			

5. Impact of Proposed Tax Levy

	Amount
Current Year Taxable Value	1,728,378,512
Introduced Tax Levy	30,553,400
Proposed Municipal Tax Rate	1.768
Average res. value (#3 above)	58,500
Current Year Taxes on average residential value (#3 above)	1,034.28
Prior Year Taxes on average residential value	1,000.35
Proposed increase in average residential taxes	33.93

Application Year: CY2024 / FY2025	Municipality:	County:
--	----------------------	----------------

VII. Application Year Budget Information

A. Year of latest revaluation/reassessment

A1. Most current equalized ratio

	2011
	75.64%

B. Proposed Budget – Appropriation Cap Information

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

C. List the five largest item appropriation increases:

Appropriation	Prior Year Actual	Application Year Proposed	\$ Amount of Increase
SSA - Metro Police	83,488,685	85,536,149	2,047,464
Salaries – Fire	26,487,300	25,404,100	(1,083,200)
OE – Trash Collection	13,500,000	17,500,000	4,000,000
Fringe – Health Insurance	5,800,000	14,575,000	8,775,000
Fringe – Pension	9,266,963	9,217,366	(49,597)

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

Department/Agency	Position	Number	Dollar Amount
	NONE		

Application Year: CY2024 / FY2025	Municipality:	County:
-----------------------------------	---------------	---------

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

	Tax Levy	Local Revenues	Transitional Aid	Total S&W	Total OE
First year	31,470,002	136,972,212	45,975,000	48,725,900	124,911,823
Second year	32,414,102	139,366,552	49,930,000	50,343,700	128,199,701
Third year	33,386,525	140,553,798	54,930,000	52,137,900	132,123,436

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? If so, please identify system being used.	Edmunds	
6. Does the municipality operate the public assistance program?		X
7. Are expenditures controlled centrally (Yes) or decentrally by dept. (No)?	X	
8. At any point during the year are expenditures routinely frozen?	Nov 30	
9. Has the municipality adopted a cash management plan?	X	
10. Have all negative findings in the prior year's audit report been corrected? If not, be prepared to discuss why not in your application meeting.	X	

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

Coverage	JIF/HIF	Self	Commercial
General Liability	X		
Vehicle/Fleet Liability	X		
Workers Compensation	X		
Property Coverage	X		
Public Official Liability	X		
Employment Practices Liability	X		
Environmental	X		
Health Benefits	SHBP X		

C. 1) Salary and employee contract information (when more than one bargaining unit for each category, use average):

Question	Police	Fire	Other Contract	Non-Contract
Year of last salary increase				
Average total cost percentage increase	%	5.0% + Steps	2.75% + Steps	2.75% no steps
Last contract settlement date		2022	2022	
Contract expiration date		12/31/2024	12/31/2025	

Application Year: CY2024 / FY2025	Municipality:	County:
--	----------------------	----------------

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

Action	Police	Fire	Other Contract	Non-Contract
Furloughs (describe below)				NO
Wage Freezes (describe below)				NO
Layoffs (describe below)				NO

D. Tax Enforcement Practices:

Question	Yes	No
1. Did the municipality complete its accelerated tax sale by December 31, if included in 2024 budget? If not, please include a letter from the tax collector explaining why he/she failed to complete the sale in a timely manner and what the impacts were on cash flow and lost investment earnings.		X
2. When was the last foreclosure action taken or tax assignment sale held: Date:	Oct 2023	
3. On what dates were tax delinquency notices sent out in 2023: Date:	Quarterly	
4. Date of last tax sale: Date:	Oct 2023	

E. Specialized Service Delivery:

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

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

F. Other Financial Practices

1. Amount of interest on investment earned in:

2022	\$804,622.00	2023	\$6,675,575.75	Anticipated Application Year:	\$5,001,730
------	--------------	------	----------------	-------------------------------	-------------

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

Certificates of Deposit (10-12 month maturities)	
Demand Deposits	

3. What was the average return on investments during 2023?

4. Left Blank Intentionally

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

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

5.15%
Bowman
2015

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

Employee Group	Expiration Date	Status of Negotiations of Expired Agreement
CWA	12/31/2025	N/A
IAFF	12/31/2024	Currently at the table
CWA Crossing Guards	12/31/2023	No communications

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

Project Name/Property	Type of Project	2023 PILOT Billing	2023 Assessed Value	2023 Taxes If Billed in Full at 2022 Total Tax Rate	Term of Tax Abatement
See detailed schedule presented on User Friendly Budget					

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

S&W Line Item	Prior Year Actual	Application Year Proposed	Explanation of Change
Police & Fire	26,487,300	25,404,100	Reduction through attrition, several retirements after settling last contract saved \$1,675,000
Municipal Court	1,850,900	1,732,200	Reduction by Eliminating 1 Cashier @ 60,000 and saved 115,000 through attrition
General Government	3,493,400	3,548,100	1.6% increase
Administration and Finance	4,211,100	4,202,300	No Change
Code Enforcement	2,425,000	2,645,300	Moved Fire Sub-Code Official 95,000 from Fire Budget to Code Enforcement Budget + Housing Budget was underfunded by 135,000 in 2023
Planning & Development	1,535,600	1,577,000	2.7% increase
Public Works	6,131,000	6,188,100	0.9% increase, net of 125,000 savings from attrition
Human Services	2,058,200	2,093,700	1.7% increase

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

Line Item	Prior Year Actual	Application Year Proposed	Explanation of Change
Garbage Collection	13,500,000	17,500,000	Scrubbed the budget for savings wherever possible. A small number of appropriations caused overall increases
Metro Police Contract	83,488,685	85,536,149	Waste Mgt refused to bid. Inability to use automated trucks has driven up the cost of remaining potential bidders.
Animal Control	670,125	1,410,000	While only 2.5% it was obtained by using fund surplus which is significantly at risk due to recent Contract approval. At 2.5% the cost increase is 2,047,464. This line-item makes up 40.9% of the total Budget (55.0% of "Other Expenses")
Payroll Taxes and Benefits	18,922,551	27,796,316	Limited competition has led to significant increases in bid proposals
Deferred Charges	1,862,076	531,710	Continue to phase out the reliance on a Self-Insured Trust Fund Reserve used to balance the 2022 Budget = 8,873,765 overall (net) increase. 2025 is projected to increase 13,863,694. Then relative stability in 2026 and later years
All Other Expenses (excluding Salary and Debt)	19,734,830	19,653,835	Paid down unfunded Capital Projects in 2023 Budget, while funds were available (from Surplus) to do that.
			A 80,995 decrease to almost 20 million, of appropriations. Basically, other than the challenges noted above, the 2024 budget has NO increases (0.4% decrease).
	141,587,922	155,459,926	

IX-C. Evaluate existing local revenues, as to whether the rates or collections can be increased or imposed, and if so, how changes will be implemented.

Local Revenues and services provided through the General/Current Fund	Check if services are provided	Are fees charged to cover the costs of the program?	If fees do not cover costs, what is the amount of subsidy?	If there is a subsidy, explain why fees cannot be increased to reduce or eliminate subsidy.
Recreation programs	X	No	100%	The majority of the subsidy is grant funded. Will lose grant funds if costs are off-set by user fees
Sewer Fees	X	Yes		
Water Fees	X	Yes		
Swimming Pool	X	No		The majority of the subsidy is grant funded. Will lose grant funds if costs are off-set by user fees
Uniform Construction Code	X	Yes		
Uniform Fire Code	X	Yes		
Land Use Fees	X	Yes		
Parking Fees	X	Yes		
Beach Fees	<input type="checkbox"/>			
Insert other local fees below:	<input type="checkbox"/>			
Land Use Escrow fees for in-house staff	<input type="checkbox"/>			
Land Use Escrow fees for independent contractors	<input type="checkbox"/>			

X. Service Delivery

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

Type of Service	Name of Contracted Entity	Estimated Amount of Contract	Estimated Savings	Year Last Negotiated (as applicable)
Police	Camden County	85,536,149		2024
Sewer Treatment	Camden County – MUA			1976
Facilities Maintenance	Camden County	122,000		1934
AAO/EEO Compliance Officer	Camden County and Camden Redevelopment Authority	72,000		2020
Ticketing/Towing – abandoned and illegally parked vehicles	Camden Parking Authority	79,000		
SSA and Capital Infrastructure Coordination	Camden County	75,000 Reimbursement		2022
Trash Collection	Suburban	9,750,000		2023
Recycling	Seaside	2,280,000		2023

Section XI – Impact of Limited or No Aid Award

Describe in detail the impact if aid is not granted for the current fiscal year. Essential services needs should be given priority. 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 ones that the municipality will make absent a grant of aid.**

Rank Order	Department	# Of Layoffs	Effective Date	2022 Full Time Staffing	2023 Full Time Staffing	\$ Amount to be Saved
	The City of Camden cannot effectively provide necessary services to the citizens if any reduction in staffing is effectuated					

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

Rank Order	Service	Cost Savings	Impact on Services
	The City of Camden cannot effectively provide necessary services to the citizens if any reduction in staffing is effectuated		

XII. Agreement to Improve Financial Position of Municipality

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

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

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

The undersigned certify that the municipality is in substantial compliance with the conditions and requirements of the 2023 MOU and is operating in good faith to correct those areas of noncompliance that have been identified.

Mayor: _____

Date: 4/29/24

Chief Financial Officer: _____

Date: 4/29/24

Chief Administrative Officer: _____

Date: 4/29/24**XIV. CAMPS Certification (County and Municipal Personnel System - Civil Service municipalities only)**

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

Human Resources or Personnel Director: _____

Date: 4/29/24

Chief Administrative Officer: _____

Date: 4/29/24**XV. CERTIFICATION OF APPLICATION FOR TRANSITIONAL AID**

The undersigned acknowledges the municipality must comply with the foregoing requirements to receive Transitional Aid. In addition, included with this application is a copy (printed or electronic) of the budget documentation supporting the budget calculation that was provided to the governing body.

Mayor: _____

Date: 4/29/24

Chief Financial Officer: _____

Date: 4/29/24

Chief Administrative Officer: _____

Date: 4/29/24

APPENDIX A

Submission Checklist:

- ☐ Signed and certified application.
- ☐ Copy of introduced budget, Annual Financial Statement, and budget documentation.
- ☐ Organization charts.
- ☐ Copies of current labor contracts.
- ☐ Copies of salary ordinance/resolutions and any contracts of non-union affiliated individuals.
- ☐ Debt service schedules for all municipal obligations, including municipally operated utilities; all listed by payment date.
- ☐ For prior recipients requesting level or increased funding, a letter from the mayor explaining why they failed to reduce their need for funding.
- ☐ For new applicants, a governing body resolution authorizing application and agreeing to State supervision immediately upon filing of the application.
- ☐ A list of all motor vehicles owned or leased by the municipality (excluding construction equipment and fire apparatus); the agency assigned to its use; if the vehicle is assigned to an individual, the name of the individual; and if the vehicle is used by the individual outside of the regular workday or taken home by the individual.
- ☐ A certification that copies of all active collective negotiation agreements and the cost-out of each have been delivered to PERC. Support documentation regarding the method of cost out must also be provided.
- ☐ List of all existing shared service agreements.
- ☐ List of documented efforts to share municipal services, including public safety dispatch, code enforcement, public health services, and other services offered by neighboring municipalities, area boards of education, local authorities, or the county, if those costs are less than the current full cost of providing equivalent service.

Submission Instructions:

- E-mail electronic forms to dlgs@dca.nj.gov, with "<name of municipality> Transitional Aid Application" in the subject line.
- Submit one copy of the signed application form and any printed documents to:
Transitional Aid Program
Division of Local Government Services
101 South Broad Street
PO Box 803
Trenton, NJ 08625-0803