Transitional Aid Application for Calendar Year 2013 Division of Local Government Services Department of Community Affairs

General Instructions: This application must be submitted in its entirety by March 15, 2013 for funding consideration under this program. Information contained in the application is subject to independent verification by DLGS. Refer to Local Finance Notice 2013-05 when preparing this application for specific instructions and definitions, and review the Submission Checklist on Page 7.

Name of Municipality: Bor		rough of Penns Grove		County:	Salem	
Contact Person: Stephen			b		Title:	Chief Financial Officer
Phone: (856) 299-0098 Ext 107		Fax:	(856) 299-0975	E-mail:	slabb@pei	nnsgrove-nj.org

I. Aid History

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

CY 2012	CY 2011	CY 2010
\$ 563,607.00	\$ 750,000.00	\$ 1,000,000.00

II. Aid Request for Application Year: (All municipalities currently operating under a Transitional Aid MOU are advised that a decrease from prior year funding is likely.)

Amount of aid requested for the Application Year:	\$ \$876,000.00	

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

III. Submission Requirements

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

ltem	Date Submitted to DLGS
2012 Annual Financial Statement	2/14/2013
2011 Annual Audit	1/06/2012
2011 Corrective Action Plan	1/07/2013
Application Year Introduced Budget	3/14/2013
Budget Documentation Submitted to Governing Body	2/26/2013

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	(Xshor a. Mashinston	3/14/13
Governing Body Presiding Officer	MANY SAX X	3/14/13
Chief Financial Officer		3/14/13

Application Year: CY 2013	Municipality: Borough of Penns Grove	County: Salem

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. If this application is being submitted due solely to expenditure and revenue impacts of Superstorm Sandy, please skip this section.

The following factors, which exist in the Borough of Penns Grove justify the need of awarding Transitional Aid in 2013, these are continuing conditions as mentioned in prior applications which are updated. Mayor and Council are still hopeful that a developer will see the potential of the River Walk Project Council continues to take steps in reducing costs without major impact to services.

- 1. The effect of high percentage of properties that are non-ratables on the size of a Municipality that is less then one square mile.
- 2. The effect of subsidized public housing on the Borough's tax base.

FACTOR 1:

It is difficult to offset revenue decreases or budget increases in the Borough of Penns Grove. The Borough of Penns Grove is less than one square mile in total area. Based on the Demographics and Social Economic Characteristics of the 2010 Census, Per capita income of the past 12 months is \$ 16,132.00; Medium household income is \$ 25,867.00; Persons below Poverty are 1,441, which is 28% of the population. Current Unemployment rate is 11.90%, estimated Job Growth is -6.26%, Home Appreciation is -2.87% as the data suggest, the Borough of Penns Grove qualifies as distressed. The only viable land for development is the Riverfront. Mayor and Council are hoping to attract the "right developer", for the Riverfront. Even though there have been many setbacks with prior Developers the goal is to move forward. There is an ongoing effort for the Municipality to be self sufficient, but currently we need the State's support in order to achieve this goal. The Municipality will not be able to sustain a 30 cent increase in Local Purpose Tax, if additional aid is not received.

The Borough also suffers from a high percentage of properties, which are non-ratables. It is estimated that 34% of the total value of land and improvement (property), within the Borough of Penns Grove are non-taxable. Here again is a list of those properties:

Application Year: CY 2013 Municipality: Borough of Penns Grove County: Salem

a. Government Institutions:

- 1. The Penns Grove Carneys Point School District Office.
- 2. The Penns Grove Carneys Point Middle School.
- 3. The Penns Grove Carneys Point Carleton School.
- 4. The Salem County Social Services main office.
- 5. The Borough Hall.
- 6. The Ambulance and Fire Department buildings.
- 7. The Public Works Department building.

b. Non-profit Organizations and Clubs:

- 1. The Washington Club.
- 2. The Citizens' League.
- 3. Two separate Elk Lodge facilities.
- 4. The American Legion.
- 5. The Puerto Rican Action Committee.
- 6. Howard Avenue Mental Health Facility Halfway House.

The Penns Grove – Carneys Point Historical Society Headquarters. This is the most recent non-profit organization, which acquired a former ratable and transferred it into a non-ratable. The property was formally a commercial bank, which unfortunately closed. Although the Borough of Penns Grove supports the efforts of the Historical Society, it is hard to accept the fact that the acquisition of this building, by a tax exempt organization is in a key commercial section of our town. The loss of such a well maintained structure eliminates the Borough's opportunity to secure a commercial ratable.

*Formed in 2003.

c. Churches:

The Borough of Penns Grove presently has eleven (10) active churches within it's' boundaries as well as a large community center, all of which are exempt from taxes. The Borough surely does not object to having these religious institutions within it's' boundaries, but includes them to give a clear picture of just how severe the non-ratable situation is for the Borough.

In summary, when considering the size of the Borough of Penns Grove, and review the number of non-ratable properties that exist, there is a tremendous burden placed on the tax payers. Not only does the Borough have these exempt facilities within it's' boundaries, but in many cases, provides additional services and support without any financial contribution.

FACTOR 2:

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Penns Grove continues to host an excessive number of subsidized housing units. Penns Grove, although being less than one square mile, has within its' boundaries, five subsidized low-income housing facilities. These facilities are Penn Village Apartments, Silver Run Apartments, Mallard Park Apartments, the Penn Towers Senior Citizens Complex and Penns Grove Gardens. These facilities have a total of 448 units. The owners of these facilities are all receiving funding from the federal government, none of which are passed on to the Borough of Penns Grove. These facilities place a financial strain on the Borough's limited resources.

Example 1: The Penns Grove Housing Authority, which includes the Silver Run Apartments and the Penn Towers Senior Citizens facility, are assessed at \$9,803,300.00. The Authority made a payment in Lieu of Tax in the amount of \$ 9,586.00 in 2012. Both facilities have a combined total of 190 units, which represents a breakdown of \$ 50.45 per unit.

Example 2: Penn Village Apartments, which has an assessed value of \$7,297,000.00, provides a payment in lieu of taxes to the Borough in the amount of \$42,500.00 per year. This payment does not in any way reflect the amount of attention that this facility receives by way of police calls, municipal court and other services.

Example 3: Mallard Park Apartments is a subsidized housing facility, with assessed value of \$1,165,800.00. The revenue received does not offset the cost associated with this property.

Subsidized Housing grossly underpays its' fair share of property taxes. In 2012, a Penns Grove homeowner with an average assessment of \$111,239.00 paid \$1,616.57 in local property taxes. Compare this with one of the subsidized housing complexes in the Borough of Penns Grove. The Penns Grove Housing Authority, a \$ 9,586.00 payment to the Municipality, despite the fact that they have over 190 apartment units in the Borough of Penns Grove. As has been stated previously, the complexes place a much greater demand on the services provided by the Borough, particularly the Police Department. The average per unit payment for an apartment unit in one of the subsidized housing complexes is shown below:

Penns Grove Housing Authority – Payment in Lieu, \$ 50.45 per unit. The Penn Village Apartments – Payment in Lieu, \$354.17 per unit. Mallard Park – \$ 1,306.42 in taxes per unit.

The Social Economic factors, which result from this, place a burden on the budget. We have a police budget for 2013 in the amount of \$1,557,309.00. In addition to the cost Health Insurance in the amount of \$812,527.57, this includes \$396,913.34 in payment for retiree's and officers retired on disability. The grand total for the Police Department is \$2,369,836.27. This amount represents over 39% of the entire budget for the Borough of Penns Grove.

This is a constant situation and is why we must mention it in every Aid Application until the RiverWalk Project or shared police services are completed, which will help off-set subsidized housing.

Application Year: CY 2013	Municipality: Borough of Penns Grove	County: Salem

If this application is being submitted due solely to expenditure and revenue impacts of Superstorm Sandy, please skip this section.

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Demonstration of Revenue Loss/Substantial Cost Increase

Complete Part 2 if eligibility was not met in Part 1. Show: (1) specific, extraordinary revenue losses, but not as the aggregate of many revenue line items; and (2) specific, extraordinary increases in appropriations, but not as the aggregate of many appropriation line items. Describe the item on the cell below each entry. If applicable, indicate in the description of the extraordinary increase in expenditure if the increase was the result of a policy decision made by the municipality (i.e. a back-loaded debt service schedule, deferred payment, costs associated with additional hires, etc.)

Revenue or Appropriation	2012 Val ue	2013 Va lue	Amount of Loss/Increase
Description:	Decrease in Surplus		
	\$ 313,000.00	\$ 135,000.00	\$ 178,000.00
Description:	Inter Funds Receivab	le	
	\$ 164,000.00		
Description:	Anticipated Decrease	in Transitional Aid	***************************************
	\$ 600,000.00	\$ 450,000.00	\$ 150,000.00
Description:			
Description:			
Description:			
Description:			

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V-C. Actions to Reduce Future Need for Aid

Detail the steps the municipality is taking to reduce the need for aid in the future. Include details about long-term cost cutting and enhanced revenue plans, impact of new development, potential for grants to offset costs, and estimated short and long-term annual savings. Use additional pages if necessary. (Items included in a Transition Plan submitted by a current recipient need not be repeated here.) If this application is being submitted due solely to expenditure and revenue impacts of Superstorm Sandy, please skip this section.

In working with the Municipal Benefits Broker for 2013, the Municipality is able to anticipate a \$ 41,575.20 reduction in Health Benefits costs from March 1, 2013 to February 29, 2014. This is the second consecutive year that the Municipality realized a reduction in health benefits. The Police Committee will negotiate with the unions for additional savings in Health Benefits, which can be accomplished through a sidebar agreement. The Borough's Horizon Plan is as cost effective as the State Plan.

Mayor and Council are disappointed with the stalled negotiations with Carneys Point concerning police services in 2012. To renew the discussions, Mayor John Washington forwarded a letter, to the new Mayor of Carneys Point Township requesting continued talks concerning shared services for the Police Department. (*see copy of attached correspondence). Hopefully, this will open a meaningful dialogue that will benefit both communities.

On March 8, 2013, Borough Officials met with County Officials and State Representative to discuss County Wide Dispatching Services. Though it was an initial meeting, ground work was set for additional meetings. The goal of County Wide Dispatching is to provide more efficient services while providing a saving to the taxpayers.

As stated in prior applications, Borough officials are still trying to facilitate economic revitalization through the Riverwalk project. There has been a constant emphasis for riverfront development that has been hampered by prior developers and the economy. Officials are aware that the Municipalities' goal of becoming self sufficient hinges on the only major area that can generate ratable, jobs and an infusion of economic growth. This is the corner stone to the restoration of Penns Grove.

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V-D. Discussion of Health Benefits

If this application is being submitted due solely to expenditure and revenue impacts of Superstorm Sandy, please skip this section.

1. Identify the company that is the broker of record for health insurance and how long have they served as broker of record?

Conner Strong & Buckelew Companies, Inc. are the broker of record for health insurance. The company has served as broker of record for over 20 years.

- 2. How much in commissions or fees does the broker of record receive from: (a) the municipality \$\frac{\text{N/A}}{\text{N/A}}\$; and (b) the insurance company providing health benefits \$\frac{3.69\%}{\text{for Medical and 3.46\%}\$ for RX.
- 3. As an attachment, have the broker list the provided coverage, and the categories and number of employees in each program. Create a side by side comparison with the State Health Benefits Plan and outline costs. (see attached)
- 4. Provide a clear and concise explanation as to why the State Health Benefits Plan is not being used and discuss the relative costs of insurance used and the State Health Benefits Plan. (It is advisable for you to share this question with your broker of record and have them fill it out.)

Comparing the State cost to the proposed Horizon cost and factoring in Medicare costs as the State requires Parts A & B of Medicare, the Borough of Penns Grove is saving an estimated \$21,256.00 by not converting over to the State Plan.

Second, from a provider disruption basis, only 66% of current providers being used by Borough employees participate with the State plan. Our experience is 85% participation deemed acceptable to avoid arbitration issues.

Third, the Borough of Penns Grove has Traditional and PPO plans that are greater in benefit as compared to the State plan, therefore, "equal to or better than" provisions of collective bargaining would be a contractual issue.

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VI. Historical Fiscal Statistics

ltem 2011 2012 Introduced Application Year

1. Property Tax/Budget Information

Municipal tax rate Municipal Purposes tax levy Municipal Open Space tax levy Total general appropriations

\$ 1.418	\$	1.453	\$ 1.753
\$ 2,537,772.98	\$	2,604,210.46	\$ 3,110,671.11
\$.00	\$.00.	\$.00
\$ 6,300,021.43	\$,	6,016,608.51	\$ 6,037,968.86

2. Cash Status Information

% Of current taxes collected % Used in computation of reserve Reserve for uncollected taxes Total year end cash surplus Total non-cash surplus Year end deferred charges

	90.91%		90.07%	%
	90.80%		90.86%	.90%
\$	579,147.98	\$	587,995.44	\$ 698,467.11
\$	315,202.14	S	139,449.85	
\$	844.92	\$.00	
S	84,000.00	\$	42,000.00	

3. Assessment Data

Assessed value (as of 7/1) Average Residential Assessment Number of tax appeals granted Amount budgeted for tax appeals Refunding bonds for tax appeals

\$	178,905,801	\$	179,199,850	\$	177,457,600
S	111,241	S	111,239	S	110,900
	9		4		
\$	0	s	0	S	0
\$	0	\$	0	\$	0

4. Full time Staffing Levels

Uniformed Police - Staff Number

Total S&W Expenditures
Uniformed Fire - Staff Number
Total S&W Expenditures
All Other Employees - Staff Number
Total S&W Expenditures

Г	28	14 FT Police, 4 FT	14 FT Police, 4 FT
	20	Dispt, 2PT Dispt.1 PT	Dispt, 2PT Dispt.1 PT
		Clerk,, 2 Crossing	Clerk,, 2 Crossing
		Guard.	Guard.
\$	1,483,037.40	\$ 1,457,420.45	\$ 1,479,309.00
	N/A	N/A	N/A
\$	N/A	\$ N/A	\$ N/A
	43	25	25
\$	541,853.59	\$ 386,797.15	\$ 417,494.00

5. Impact of Proposed Tax Levy

Amount

Current Year Taxable Value			177,457,600
Introduced Tax Levy			\$ 3,110,671.11
Proposed Municipal Tax Rate	1.753	Average Res. Value (#4 above)	110,900.00
Current Year Taxes on Average	Residentia	l Value (#4 above)	1,943.98
Prior Year Taxes on Average Re	esidential V	alue	1,616.53
Proposed Increase in average re	sidential tax	æs	327.45

/II. Application Year Budç	get Information					
A. Year of latest revaluat	ion/reassessment			2009		
B. Proposed Budget - Appro	priation Cap Information					
	Item				Yes	No
1. Was an appropriation cap ind		last year?			X	
If YES: % that was us		.1 •	02.62.56	3.50%		
 Amount of appropriation cap Is the Application Year budge 		this year	\$363,57	1.38		X
If NO, amount of remain			\$602,99	99.03		Λ
4. Does the Application Year an		exceed the	1000,5	,,,,,		X
appropriation cap?						
If YES, amount:			\$			
C. List the five largest item a Appropriation	Prior Year Actual	Applicati		\$	Amoun	
eserve for Uncollected Taxes	\$ 587,995.44	Proposed \$ 698,467.11		11	Increase \$ 110,471.67	
Iunicipal Clerk Other Expenses	\$ 24,650.00		\$ 44,650.	00	\$ 2	0,000.00
nter Local Service Agreement Public /orks	\$512,682.00		\$ 528,274.	00	\$ 1:	5,592.00
ther Insurance Plans	\$ 417,090.00		\$431,000.	00	\$ 13	3,910.00
nter Local Service Agreement Revenue dministration (Tax Collection)	\$ 46,735.00		\$ 49,144.	00	\$ 2	2,409.00
D. List all new property tax fi	anded full-time positions p Position N/A		ne Applica Iumber		ear: r Amo un	ıt
E. Display projected tax levie Transitional Aid, total sala application years:						ost-

Municipality: Borough of Penns Grove

County: Salem

Application Year: CY 2013

Local Revenues

Tax Levy

First year Second year Third year Transitional Aid

Total S&W

Total OE

^{*} As stated in prior applications, significant reduction in Aid cannot be realized until Police Services Consolidation or RiverFront Development.

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Expendation Teal. C1 2015	withicipanty. Bolough of Fellis Glove	County, Saicin

VIII. Financial Practices

A. Expenditure controls and practices:

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

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

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

C. 1) Salary and Employee Contract Information (when more than one bargaining unit for each category, use average):

Question	Police	Fire	Other Contract	Non-Contract
Year of last salary increase	2013	N/A	Dispatchers 2012	2009 Non-Cont. 2011 Statutory
Average percentage increase	2%	N/A %	2%	2%
Last contract settlement date	2011		2010	
Contract expiration date	2013	N/A	2012	

2) 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)				
Significant amounts for one time s	avings from the	Police Depar	ment would have to	o be negotiated.

Wage Freezes (describe below)				
Wage Freezes are in effect, only con	tracted employed	es are receivii	ng raises until the C	Contract Expires
Layoffs (describe below)				

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D. Tax Enforcement Practices:

Question		Yes	No
1. Does the municipality use the			X
accelerated tax sale program?			
2. When was the last foreclosure	action	2/20/08. On 2/07/13 letters were sent	
taken or tax assignment sale held: Date:		sale certificates with intent to foreclose, as of date two were redeemed.	
3. On what dates were tax deling	uency	2/15,6/8,8/17	7,12/7
notices sent out in 2012:	Date:		
4. Date of last tax sale: Date:		4/19/12	

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:

2011	\$ 2,532.06	2012:	\$ 2,263.11	Anticipated Application Year:	\$ 2,000.00
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2. List the instruments in which idle funds are invested:

T7 1 0 11 1 1 1 1 1	
Various Operating and Trust Checking Accounts	
Tarious operating and Trust offeeking Accounts	

- 3. What was the average return on investments during CY 2012?
- 4. When was the last time fee schedules were reviewed and updated?
- 5. The name and firm of the municipality's auditor?
- 6. When was the last time the municipality changed auditors?

.27 %	ó
Construction Code Fees effective increase for fees and permits 9/02/2012	
Bowman and Company	
2006	

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
Penns Grove Police Association	2013	
Penns Grove Police Dispatchers	2012	Offering 0% increase and some modifications of health insurance for additional savings.
Penns Grove Police Chief	2010	Working under a contract that was not signed.

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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
			Currently negotiating with the Dispatchers for 0% increase and health insurance modifications.

Application Year: CY 2013 Municipality: Borough of Penns Grove County: Sal	lem	
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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
Group Health Insurance	\$958,409.00	\$880,401.00	Reduction in Premiums

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IX-C. Evaluate existing local revenues, as to whether or not the rates or collections can be increased or imposed, and if so, how changes will be implemented; i.e., recreation fees, utility fees, land use fees, construction, housing, and fire code.

Local Revenues and services provided though the General/Current Fund	Check if services is provided	Are fees charged to cover the costs of the program?	If fees do not cover costs, what is the amount of subsidy?	If there is a subsidy, explain why fees cannot be increased to reduce or eliminate subsidy.
Recreation programs	X	No		Due to Social Economical Conditions, Council believes that in providing program helps curb mischief.
Sewer Fees				
Water Fees				
Swimming Pool				
Uniform Construction Code	X	Implementation date was 9/2/2012		Construction Code fees for various permits and applications were increased to the maximum sum.
Uniform Fire Code				
Land Use Fees	X	No		Fees were last updated in 2008 to help defray cost.
Parking Fees				
Beach Fees				
Insert other local fees below:	X			
Land Lord License Fee (Other Construction Code Functions		Yes		
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Application Year: CY 2013	Municipality: Borough of Penns Grove	County: Salem	-
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X. Service Delivery

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

Service	Name of Contracted Entity	Estimated Amount of Contract	Year Last Negotiated (as applicable)
Inter Local Service Agreement- Revenue Administration	Carneys Point Township		2011
Inter Local Service Agreement- Public Work Functions: Includes Trash Collecting, Disposal, Storm Water Management, Recycling and Public Work Functions	Carneys Point Township		2012
Senior Transportation	Salem County		2013
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Application Year: CY 2013 Municipality: Borough of Penns Grove County: Salem	
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Section XI - Impact of Limited or No Aid Award

Describe in complete detail the impact if aid is not granted for the current fiscal year; this priority setting requires that the municipality will maintain a minimum level of essential services. List the appropriate category of impact if the aid is not received. Rank each item from both lists as to the order in which elimination will take place. If across the board cuts will be made, indicate under service. For rank order purposes, consider the two sections as one list. The cuts outlined here are one that the municipality is committing to make if they do not receive aid.

Rank Order	Department	# of Layoffs	Effective Date	2012 Full Time Staffing	2013 Full Time Staffing	\$ Amount to be Saved
I	Police Department, even though the Department is under staffed, the number of cuts will depend on the Aid Award, the Police Budget accounts for 39% of the Municipal Budget.					
2	General Government., in prior years budgets General Government personnel have been cut thorough layoff. Other positions have been reduced to part-time. The Governing Body will look into additional cuts depending on the Aid Award					

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

Rank Order	Service	Cost Savings	Impact on Services
1	Police Services		Possibility half of the under staff department terminated, will have a disastrous effect on Police Services
2	General Government		Depending on what additional positions will be cut affects the services provided by the already minimum staffing.

Application Year: CY 2013	Municipality: Borough of Penns Grove	County: Salem
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Section XII – SPECIAL SECTION FOR APPLICANTS FILING DUE TO IMPACTS OF SUPERSTORM SANDY

Attach a copy of any application filed with FEMA to receive assistance pursuant to the Community Disaster Loan Program. Explain why the funding sought through that program is insufficient to address budget needs.

Explain the loss of tax ratables due to Sandy and the impact of this tax ratable loss on remaining properties. Attach related disclosure statements issued in conjunction with notes/debt, Assessor documentation of reassessments filed pursuant to guidelines issued by the Division of Taxation, and any other documents that explain taxable ratable losses. Do not include other losses of ratables such as tax appeals unrelated to Sandy.

Explain the loss of other revenues (beach fees, parking revenues, court fines etc.) attributable to the impacts of Sandy.

Explain in detail, all claims and applications your municipality has filed with FEMA, insurance companies and third parties. Provide a good faith estimate of how much in funding you expect to receive. Detail any cost share that your municipality believes it will have to be responsible for paying, including an assessment as to whether those costs are being financed. Please provide any relevant supporting documents.

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XII. Agreement to Improve Financial Position of Municipality

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

		Yes	No
1.	Allow the Director of Local Government Services to assign management,	X	
	financial, and operational specialists to assess your municipal operations.		
2.	Implement actions directed by the Director to address the findings of Division staff.	X	
3.	Enter into a Memorandum of Understanding and comply with all its provisions, without exception.	X	
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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 2012 MOU and is moving in good faith to correct those area of noncompliance that have been identified, including, but not limited to, the following: establishment of a pay to play ordinance; termination of longevity pay for officers and employees not contractually entitled to longevity pay; termination of health benefits for part time officers and employees; receipt of signed approval forms as required prior to hiting personnel and contracting with professional service vendors.

Mayor: John W. Washington	Date: 3/14/13
Chief Financial Officer:	Date: 3/14//
Chief Administrative Officer:	Date:
XIV. CAMPS Certification (County and Municipal Person municipalities only)	nel System - Civil Service
· · · · · · · · · · · · · · · · · · ·	geable thereof, hereby certify that the
municipalities only) For Civil Service municipalities, the undersigned, being knowledge	geable thereof, hereby certify that the

		4
Application Year: CY 2013	Municipality: Borough of Penns Grove	County: Salem

XV. CERTIFICATION OF APPLICATION FOR TRANSITIONAL AID

The undersigned acknowledges the foregoing requirements with which the municipality must comply in order to receive aid as outlined above. In addition, included with this application is a copy (printed or electronic) of the budget documentation that supports the budget calculation that was provided to the governing body.

Mayor: John a Mashin	glon	Date:	3/14/13
Chief Financial Officer:		Date:	3/4/13
Chief Administrative Officer:		Date:	



BOROUGH OF PENNS GROVE

OFFICE OF THE MAYOR

West Main & State Street P.O. Box 527 Penns Grove, NJ 08069

February 13, 2013

Mayor Richard Gatanis Carneys Point Township 303 Harding Highway Carneys Point, NJ 08069

RE: Shared Service for Policing

Dear Mayor Gatanis:

As we all begin the budgetary process for 2013, we recognize the importance of reducing costs and alleviating the burden on the taxpayer. Shared services between municipalities and other governmental entities have the potential to provide a great opportunity for financial savings for all parties involved. As the Mayor of Penns Grove, and on behalf of the Borough Council, I respectfully request Carneys Point and Penns Grove reconvene discussions regarding the shared service of police services. If you and the Township Committee would also like to continue discussions on this topic, please respond at your earliest convenience so that a meeting may be scheduled.

If you have any questions regarding this matter, please do not hesitate to contact me.

Respectfully.

don A. Washington, Mayor Borough of Penns Grove

Cc: June Profit, Carneys Point Township Clerk Sharon Williams, Penns Grove Borough Clerk

APPENDIX - VIII. FINANCIAL PRACTICES

The following are uncorrected prior year's audit findings:

- 1. **Finding No. 2010-01**: The Borough did not obtain actuarial valuation of its Other Post Employment Benefits (OPEB) required for footnote disclosure. For CY 2010, the Borough provided its employees and retirees, health insurance coverage through Horizon Blue Cross and Blue Shield of New Jersey.
- 2. **Finding No. 2010-004:** A general fixed asset accounting system was not properly Maintained for the year 2010.

An Employee Benefits Renewal Analysis presented to the

Borough of Penns Grove

Presented by:
Scott Davenport
RHU, REBC, GBA, CEBS





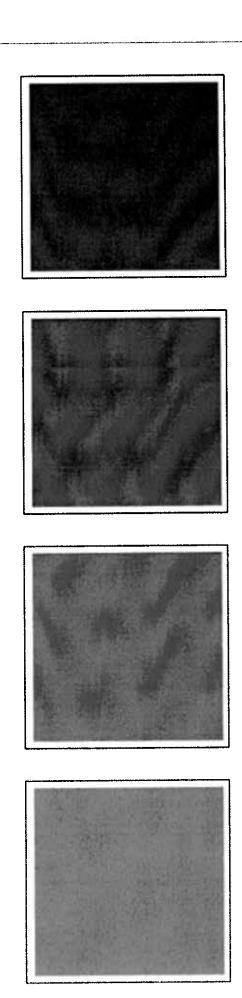




January 24, 2013

Schedule of Exhibits

- 2013 Renewal Summary
- 2013 Renewal Rates
- State Rates
- Disruption Analysis

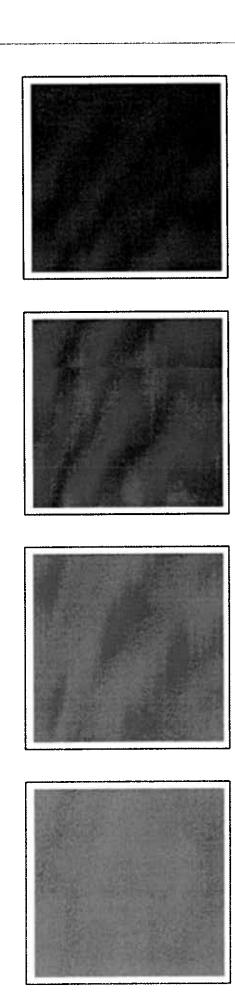


2013 Renewal Summary

Borough of Penns Grove

2013 Renewal Summary

Horizon Renewal 3/01/2013 - 2/28/2014 • 5% reduction to Current	\$789,921.24
State Plan 3/01/2013 – 2/28/2014 • Horizon rates used for State (Aetna rates higher) • Rates increased 9.1% for January, February 2014	\$811,177.80
Disruption Analysis (State) • 85% considered acceptable	66% Match
Current Options	
Convert Rx to Current Police Rx	\$11,082.96 Savings
Convert Medical to Current Police Medical	\$15,526.20 Savings
Convert Rx from \$7/\$20-\$7/\$20 to \$7/\$30-\$7/\$30	\$20,000.00 Savings



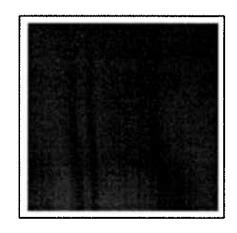
2013 Renewal Rates

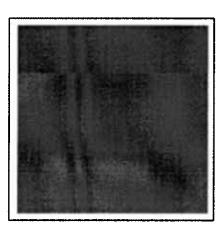
Borough of Penns Grove

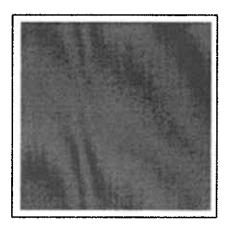
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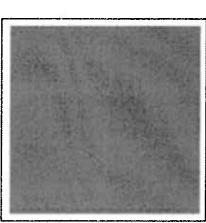
2013 Renewal Rates

Horizon 05 Horizon 05 Horizon 01 Horizon 01 Horizon 04 Horizon 05				75.20	-441,575.20		THE REAL PROPERTY.	THE PERSON NAMED IN	\$ Decrease
Horizon U5				21.24	\$789,9			No. of the last of	Total RENEWAL Annual Premium
Horizon 05	September 1	The second	THE PERSON NAMED IN	98.44	\$831,4	The state of the s	The same		Total CURRENT Annual Premium
Horizon 05	\$146,128.68	\$153,819.72	\$24,481.08	\$25,769.52	\$98,253.40	\$103,424.76	\$521,058.00	\$548,482.44	Total Annual Premium
Horizon (1)	\$12,177.39	\$12,818.31	\$2,040.09	\$2,147.46	\$8,107.79	\$8,518,73	\$43,421.50	\$45,708.87	Total Monthly Premium
Hortzon 05	\$3,667,46	\$3,860,48	\$0.00	\$0.00	\$0.00	\$0.00	\$0,00	\$0.00	Family - Medicare Eligible
Horizon 05	\$4,007.91	\$4,218.87	\$0,00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	Husband/Wife - Medicare Eligible
Horizon 05	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$567.63	\$597.50	Single - Medicare Eligible
Horizon Hor	\$0.00	\$0.00	\$0.00	\$0.00	\$4,608.02	\$4,850.54	\$30,903.74	\$32,530.26	Family
Hortzon (\$2,068.27	\$2,177.13	\$0.00	\$0.00	\$0.00	\$0.00	\$7,291.56	\$7,675.36	Husband/Wife
Hortzon US Hortzon VI	\$1,478.31	\$1,556.11	\$0.00	\$0.00	\$2,701.06	\$2,843.24	\$1,295.25	\$1,363.43	Parent/Child
Horizon U5	\$955.44	\$1,005.72	\$2,040.09	\$2,147.46	\$878.71	\$924,95	\$3,363.32	\$3,540.32	Single
Horizon Hor	STATE OF THE PARTY OF	September 1		THE SHAPE	THE WAY			ì	forthly Premium:
Horizon US	2	2	0	0	0	0	0	0	Family - Medicare Eligible
Horizon U Hor	3	з	0	0	0	0	0	0	Husband/Wife - Medicare Eligible
Horizon US	0	0	0	0	0	0	_	_	Single - Medicare Eligible
Horizon 05 Horizon 11 Horizon 12 Horizon 12 Horizon 13 Horizon 13 Horizon 14 Horizon 14 Horizon 14 Horizon 14 Horizon 14 Horizon 14 Horizon 15	0	0	0	0	2	2	14	14	Family
Horizon 05 Horizon 11 Horizon 12 Horizon 12 Horizon 12 Horizon 13 Horizon 14 Horizon 14 Horizon 14 Horizon 14 Horizon 14 Horizon 15 Horizon 15 Horizon 15 Horizon 16 Horizon 16 Horizon 16 Horizon 16 Horizon 17 Horizon 16 Horizon 17 Horizon 18	_	_	0	0	0	0	4	4	Husband/Wife
Horizon 05 Horizon 01 Horizon 04 Horizon 04 Horizon 05 Horizon 01 Horizon 01 Horizon 04 Horizon 05 Horizon 01 Horizon 04 Horizon 05 Horizon 05 Horizon 05 Kanana		_	0	0	2	2		1	Parent/Child
Horizon 05 Horizon 01 Horizon 04 Publicans Sassassian Sassassian Current Renewal Sassassian Sa	_	_	3	3	_	-	4	4	Single
Horizon 05 Horizon 01 Horizon 04 Polos 04 Current Renewal Season 3 \$1,005.72 \$880.03 \$1,005.72				THE PARTY NAMED IN	Neoron Mark			The same of the sa	No. in Class:
Horizon 05 Horizon 01 Horizon 01 Horizon 04 Polos 05 Lumber \$885.08 \$885.08 \$840.83 \$924.95 \$878.71 \$715.82 \$680.03 \$1,005.72 \$1,005.72 \$680.03 \$1,005.72 \$1,005.72 \$1,232.66 \$1,171.03 \$1,556.11 \$1,556.11 \$1,363.43 \$1,822.89 \$2,005.81 \$1,905.52 \$1,462.20 \$1,389.09 \$2,177.13 \$2,177.13 \$1,964.61 \$1,866.38 \$2,632.62 \$2,307.41 \$2,425.27 \$2,304.01 \$1,964.61 \$1,866.38 \$2,632.62 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$1,406.29 \$1,406.29 \$1,406.29 \$1,406.29 \$1,406.29 \$1,406.29 \$1,406.29 \$1,406.29 \$1,406.29 \$1,406.29 <td< td=""><td>\$1,833,73</td><td>\$1,930.24</td><td>\$0.00</td><td>\$0.00</td><td>\$0.00</td><td>\$0.00</td><td>\$0.00</td><td>\$0.00</td><td>Family - Medicare Eligible</td></td<>	\$1,833,73	\$1,930.24	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	Family - Medicare Eligible
Horizon 05 Horizon 01 Horizon 04 Portugin 12 Current Renewal Sego.03 \$1,005.72 \$680.03 \$1,005.72 \$680.03 \$1,005.72 \$1,005.72 \$1,005.72 \$1,005.72 \$1,556.11 \$1,556.11 \$1,556.11 \$1,205.83 \$1,232.63 \$1,232.63 \$1,232.63 \$1,232.63 \$1,365.31 \$1,265.31 \$1,265.31 \$1,265.31 \$1,265.31 \$1,265.31 \$1,265.31 \$1,265.31 \$1,265.31 \$1,265.31 \$1,265.31 \$1,265.31 \$1,265.31 \$1,265.31 \$1,265.31 \$1,265.31 \$1,265.31 \$1,265.31	\$1,335,97	\$1,406.29	\$0.00	\$0.00	\$0.00	\$0.00	\$0,00	\$0.00	Husband/Mife - Medicare Eligible
Horizon 05 Horizon 01 Horizon 04 Post of 12 Current Renewal St.05.72 \$1,005.72 \$1,005.72 \$1,005.72 \$1,005.72 \$1,005.72 \$1,005.72 \$1,171.03 \$1,556.11 \$1,566.11 \$1,235.05 \$1,235.05	\$0.00	\$0.00	\$0.00	\$0,00	\$0.00	\$0.00	\$567.63	\$597.50	Single - Medicare E≨gible
Horizon 05 Horizon 01 Horizon 04 Current Renewal Current Renewal Current Renewal Current Figure 10 Current Page 10	\$2,500.99	\$2,632.62	\$1,866.38	\$1,964.61	\$2,304.01	\$2,425.27	\$2,207.41	\$2,323.59	Family
Horizon 05 Horizon 01 Horizon 04 Porton 04 Port	\$2,068,27	\$2,177.13	\$1,389.09	\$1,462.20	\$1,905.52	\$2,005.81	\$1,822.89	\$1,918,84	Husband/Wife
Horizon 05 Horizon 01 Horizon 04 Horizon 0 Current Renewal Current Renewal Current Renewal Current Current	\$1,478.31	\$1,556.11	\$1,171.03	\$1,232.66	\$1,350.53	\$1,421.62	\$1,295.25	\$1,363,43	Parent/Child
Horizon 05 Horizon 01 Horizon 04 Horizon 0 Current Renewal Current Renewal Current Renewal Current	\$955.44	\$1,005.72	\$680.03	\$715.82	\$878.71	\$924.95	\$840.83	\$885.08	Single
Renewal Current Renewal Current Renewal Current Current				The state of the s	THE REAL PROPERTY.	Section Sectio			lonthly Rates:
Horizon 01 Horizon 04	Renewal	Current	Renewal	Current	Renewal	Current	Renewal	Current	
	n 03	Horizo	n 04	Horizo	» 01	Horizo	on 05	Horizo	





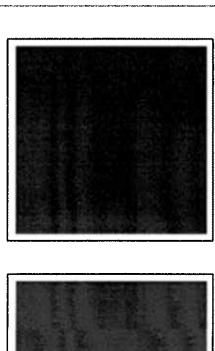


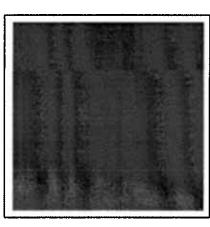


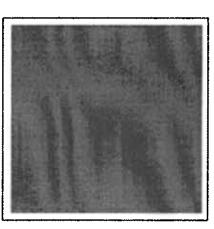
State Plan Rates
Borough of Penns Grove

State Plan Rates

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Æ	Active	201/201/201	Retirees	585	Spinister of the last
	3/1/2013 -	1/01/2014 -		3/1/2013 -	1/01/2014 -
	12/31/2013	2/28/2014	30 10 20 MAN TO THE REAL PROPERTY.	12/31/2013	2/28/2014
Rates:			Rates:		
Single	\$856.73	\$934.69	Single - Medicare Eligible	\$479.41	\$523.04
P/C	\$1,285.10	\$1,402.04	Single - Not Medicare Eligible	\$1,092.29	\$1,191.69
WH	\$1,713.46	\$1,669.38	P/C - Medicare Eligible	\$759.06	\$828.13
Family	\$2,141.84	\$2,336.75	P/C - Not Medicare Eligible	\$1,529.23	\$1,668.39
Enrollment			H/W - 2 Medicare Elibigle	\$958.83	\$1,046.08
Single	5	5	H/W - 1 Medicare Eligible	\$1,556.45	\$1,698.09
P/C	2	2	H/W - Not Medicare Eligible	\$2,381.27	\$2,597.97
WH	ω	ω	Family - 2 Medicare Elibigle	\$1,243.25	\$1,356.39
Family	12	12	Family - 1 Medicare Eligible	\$1,875.54	\$2,046.21
Monthly Premium:			Family - Not Medicare Eligible	\$2,708.95	\$2,955.46
Single	\$4,283.65	\$4,673.45	Enrollment		
P/C	\$2,570.20	\$2,804.08	Single - Medicare Eligible	4	4
WH	\$5,140.38	\$5,608,14	Single - Not Medicare Eligible		
Family	\$25,702.08	\$28,041.00	P/C - Medicare Eligible	0	0
			P/C - Not Medicare Eligible	2	2
			H/W - 2 Medicare Elibigle	2	2
			H/W - 1 Medicare Eligible		
			H/W - Not Medicare Eligible	2	2
			Family - 2 Medicare Elibigle	0	0
			Family - 1 Medicare Eligible	2	2
			Family - Not Medicare Eligible	4	4
			Monthly Premium:		
			Single - Medicare Eligible	\$1,917.64	\$2,092.16
			Single - Not Medicare Eligible	\$1,092.29	\$1,191.69
			P/C - Medicare Eligible	\$0.00	\$0.00
			P/C - Not Medicare Eligible	\$3,058.46	\$3,336.78
			H/W - 2 Medicare Elibigle	\$1,917.66	\$2,092.16
			H/W - 1 Medicare Eligible	\$1,556.45	\$1,698.09
			H/W - Not Medicare Eligible	\$4,762.54	\$5,195.94
			Family - 2 Medicare Elibigle	\$0.00	\$0.00
			Family - 1 Medicare Eligible	\$3,751.08	\$4,092.42
			Family - Not Medicare Eligible	\$10,835.80	\$11,821.84
Annual Premium Active:					\$459,216.44
Annual Premium Retirees:					\$351,961.36
TOTAL ANNUAL STATE PREMIUM (Active & Retirees):	PREMIUM (Act	ive & Retiree:	s):		\$811,177.80
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Horizon Disruption Analysis

Borough of Penns Grove

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RADIOLOGY ASSOCIATES OF NEW JERSEY PC	DOOPER GYN ONCOLOGY ASSOCIATES	APOGEE MEDICAL GROUP	DELAWARE VALLEY UROLOGY LLC	BOSTON ASSOCIATES REHABILITATION LLC	MACREEN FONDERWOOD LOSW	SOUTH JERSEY ANESTHESIA AND PAIN PHYSICI	CROSS KEYS PHYSICAL THERAPY CENTER	PREMIER WOMENS HEALTH OF SOUTH JERSEY	DAVID D CARROZZINO DPM PC	COOPER PERINAL OF COOLIN	ALLERGY ASTHMA CARE CENTER	DAVID J GEHRING MD	SALEM MEDICAL PROFESSIONALS PC	PINNACLE MID ATLANTIC ANESTHESIA ASSOCIA	OMUND WOMENIA LEAT THE OF SOCIETY INDICATES	FIRST STEP PEDIATRICS	EDWARD W CIPOLLA DO PA	SINGULEX INC	TAROBATORY CORD OF AMERICAL CLINIC	SALEM MEDICAL PROFESSIONALS PC	CARDIOVASCULAR ASSOCIATES OF THE DELAWA	PENNSVILLE RADIOLOGY INC	ADVOCARE LLC	CARDIOVASCULAR ASSOCIATES OF THE DELAWA	CHILDRENS HEALTHCARE ASSOCIATES OF NEW J	SALEM MEDICAL PROFESSIONALS PC	ADVANCED ENDOCRINOLOGY LLC	APOGEE MEDICAL GROUP	INCEDIO P WARNSTH MD PA	ADVANCED ORTHOPAEDIC CENTERS PA	FENWICK EMERGENCY PHYSICIANS	ADVANCED ORTHOPAEDIC CENTERS PA	COOPER PERINATOLOGY ASSOCIATES	REGIONAL DIAGNOSTIC IMAGING PA	PINNACLE MID ATLANTIC ANESTHESIA ASSOCIA	CENTER FOR ADVANCED UROLOGY LLC	WOODBURY PEDIATRICS LLC	WOODBURY MEDICAL OFFICE	COOPER ANESTHESIA ASSOCIATES PA		CARDIOVASCULAR ASSOCIATES OF THE DELAWA	DIANON SYSTEMS INC	PAIN SPECIALISTS PA	BOOTH RADIOLOGY ASSOCIATES PA	HESS ANKLE AND FOOT CENTER LLC	BOSTON ASSOCIATES REHABILITATION LLC	DELIES CHOAN
PO Box 347274	FO Box 5016	PO Box 708640	2003 Llncom Drive W	291 Harding Hwy	2005 Kings Hwy	PO Box 766	151 Fries Mill Road	PO Box 2403	158 Delawara Street	PO Box 6016	901 Route 168 Suite 504	223 S Evergreen Avenue	Po Box 8735	PO Box 650782	PO Box 635	PO Box 189		1650 HARBOR BAY PKWY #200	PO Box 3340	PO Box 8735	120 White Horse Pike	248 S Broadway	PO Box 3001	120 White Horse Pike	PO Box 8500-5892	PO Box 8/35	310 Woodstown Road	PO Box 708640	PO Box 785006	414 Tatum Street	PO Box 37812	414 Tatum Street	PO Box 6016	2527 Cranberry Highway	PO Box 650782	PO Box 413	70 Box 269/ 307 Glassboro Rd	50 Cooper St	PO Box 1730	PO Box 754075	330 vvbodstown Road	PO Box 8005	1907 New Rd	PO Box 8500	300 LexIngton Rd	STE 301 WHITE CLAY CREEK 291 Harding Hwy	STE 301 WHITE OLAY COLEY
Pittsburgh	Belmawr	Sandy	Mertton	Cameys Point	Swedesboro	Woodbury	TurnersvIIIe	Voorhees	Woodhirv	Bellmawr	Turnersville	Woodbury	Belfast	Dallas	Delimawr	Deerfield Street	Salem	ALAMEDA	Attantic City	Belfast	Haddon Heights	Pennsville	Voorhees Bettast	Haddon Heights	Philadelphia	Beffast	Salem	Sendy	Philadelphia	Woodbury	Philadelphia	Pinsorova	Bellmawr	Wareham	Dallas Philadelphia	Bridgeton	Vineyand Woodbury Heights	Woodbury	Cherry HIII	Philadelphia	Salem Haddon Heights	Burlington	Northfield	Philadelphia	Swedesboro	NEWARK Cameys Point	NEWACK
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\$1,541.00	\$3,297.00	\$73.41	\$1,000.00	\$6,257.00	\$400.00	\$564,00	\$250,00	\$231.00	\$156.00 \$156.00	\$422,00	\$950.00	\$140,00	\$5,118.00	\$2,099,50	\$195.00	\$115.00	\$170.00	\$1,573.00	\$400.00	\$347.00	\$550.00	\$7,746.00	\$243.00	\$220.00	\$105.00	\$1,126,00	\$240.00	\$557.72	\$7,00,00	\$660.00	\$2,149.00	\$1,290.00	\$339,00	\$73,00	\$1,995,00	\$1,560.00	\$275,00	\$575.00	\$5,280.00	\$150.00	\$361.00	\$410.00	\$250.00	\$214.00 \$210.00	\$150.00	\$455,00 \$2,302,00	CHARGES

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PO Box 636086	4 Bypass Rd	PO Box 11028	90 Rovie 45 PO Box 828955	Lockbox 6019	PO Box 766	107 Vine St	PO Box 11028	DO BOY SO100	PO Box 662	PO Box 6017	PO Box 2749	2003 Lincoln Drive W	341 Shell Rd	Depertment L 3282	PO Box 34/2/4	PO Box 5783	PO Box 11028	PO Box 6018	127 N Broad St	PO Box 8500	600 Jessup Rd	2003 Lincoln Drive W	PO Box 1710	PO Box 37812	238 West Chestnut Avenue	52 W Red Benk Ave	414 Tatum Street	PO Box 13704	125 East Avenue	545 Route 73 North	48 North Broadway	PO Box 636086	600 Jessup Rd	PO Box 35	PO Box 3001	297 Westwood Dr	1120 N Delsea Drive	2527 Cranberry Highway	PO Box 766	1140 White Horse Rd	PO Box 766	48 North Broadway	26 E Red Bank Avenue PO Box 15875	499 Beckett Road	PO Box 48158	PO Box 3/812 PO Box 37812		200 Kings Hwy S
Lancaster Cincinnati	Selem	Lencaster	Salem	Beltmawr	Woodbury	Hammoston	Challeston	Logan Township	Lehighton	Bellmawr	Vinetand	Martton	Penns Grove	Columbus	Pittsburgh	Jacksonville	Lancaster	Bellmawr	Woodbury	Philadelphia	Paulshorn	Martton	Voorhees	Phlladelphia	Vinetand	Woodbury	Woodbury	Philadelphia	Woodstown	West Berlin	Pennsville	Cincinnati	Paulsboro	Pennsvilla	Voorhees	Woodbury	Glassboro	Wareham	Penns Grove	Voorhees	Woodbury	Pennsville	Woodbury	Logan Township	Newark	Philadelphia Philadelphia	Lancaster	Сћепу Ніј
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CARE ASSOCIATES OF SALEM COUNTY PC	ADVOCARE LLC	OAK AND MAIN SURGICENTER	MEDICAL DIAGNOSTIC LAB	COOPER PRIMARY CARE PENNSVILLE PA	MAZZUCA EYE AND LASER CENTERS PA	JOHN R AMRIEN MD PC	LOURDES MEDICAL ASSOCIATES PA	CENTRA NEW JERSEY PC	EKG INTERPRETERS SALEM COUNTY	HELEN L SLOVE MO	CMC DEPARTMENT OF MEDICINE GROUP PA	ATLANTICARE CLINICAL LABS	CROSS KEYS PHYSICAL THERAPY CENTER	PRAHLAD M PATEL MD	OXYMED HOMECARE EQUIPMENT CORPO	DANIEL E SHUFLER MD	SOUTHGATE HEALTH CARE CENTER (SNF)	JOHN A GAGLIARDI DC	JOHN E PATRICELLI MD	GROVE PODIATRY ASSOCIATION	STAT MEDICAL TRANSPORTING	FDWARD WICIPOLLA DO PA	PEDRO O DAYRIT MO	REPORTED AND A STANDARD OF THE STANDARD AND A STANDARD A STANDARD A STANDARD A STANDARD A STANDA	NAGINDAS M VORA MU	AMANTE N DECASTRO MD PA	JOHN F SCHMELZER DO	MANHATTAN PHYSICIANS LABORATORIES INC	ADVANCED ORTHOPAEDIC CENTERS PA	UNDERWOOD MEMORIAL HOSPITAL	KENNEDY MEMORIAL MOSPITAL	WOMEN FIRST LECT	BOOTH RADIOLOGY ASSOCIATES PA	WAMIO S SULTAN MD	TREASURER STATE OF NEW JERSEY	MICHAEL S ROGERS MD PA	AMERICAN I FOION AMBUL ANCE ASSOC	VIRTUA WEST JERSEY HEALTH SYSTEM	SOUTH JERSEY HOSPITAL SYSTEM - ELMER	COOPER MEDICAL CENTER	REGIONAL DIAGNOSTIC IMAGING PA	TENEVICE ENERGENCY RETUICENS	DENIS A TAVANI MD	DR HILLI FAMILY PRACTICE AND WELLNESS CT	MINUTECLINIC DIAGNOSTIC OF NEW JERSEY LL	ADVANCED ORTHOPAEDIC CENTERS PA	BTD RADIOLOGY AT SALEM PA	DAYSPRING CENTER FOR	ALDINOLOADOO OOY DA	ALL ABOUT WOMEN OF	SALEM MEDICAL PROFESSIONALS PC	CAPE URGENT CARE LLC	CRAIGH ROSEN MD PA	TO BE LERAMEY DRACTION AND WILL NEAR OT	DOINT DI AZA EAMII Y DEACTICE
341 Shell Rd	PO Box 3001	907 North Main Road	2439 Kuser Road	Lockbox 6019	48 North Broadway	4 Bypass Rd	PO Box 9367	5000 Sagemore Dr	PO Box 11268	1601 North 2nd Street	PO Box 6018	PO Box 785616	151 Fries Mill Road	600 Berlin Crosskeys Rd	49 DANA STREET	48 N Broadway Suite D	449 South Pennsville Auburn Road	295 Shell Rd	1 Pointers Aubum Road	291 Harding Hwy	PO Box 13702	330 Woodstown Rd		481 Edward H Ross Drive	PO Box 311	4 Bypass Rd	9002 Lincoln Drive W	25 Riverside Drive	414 Tatum Street	509 North Broad Street	PO Box 48023	187 Fast Avanua	PO Box 8500	310 Woodstown Road	PO Box 35219		PO Box 187 32 Maple Court	PO Box 8500-8032	PO Box 6050	PO Box 6037	2527 Cranberry Highway	4071 Tates Creek Ctr Dr	309 Rte 45	20 Hunters Creek Cir	PO Box 8442	414 Tatum Street	PO Box 11028	71 OMEGA DRIVE	PO Box 347408	4/35 OGLETOWN-STANTON RD	1	8 Berwyn Drive	603 N Broad St	20 Hunters Creek Cir	SSS Foo Harry Rd
Penns Grove Clnchmati	Voorhees	Vineland	Hamilton	Bellmawr	Pennsville	Salem	Belfast	Mertton	Lancaster	Milwille	Bellmawr	Philadelphia	Turnersville	Sicklerville	WILKES BARRE	Pennsville	Carneys Point	Carneys Point	Salem	Cameys Point	Philadelphia	Salem	Salem	Elmwood Park	Penns Grove	Salem	Martton	Plne Brook	Woodbury	Woodbury	Newark	Whodshown	Philadelphia	Salem	Newark	Woodbury	Woodstown	Woodharv	Bellmawr	Bellmawr	Warehem	Lexington	Dailedolada	Mullica Hitl	Belfast	Woodbury	Lancaster	NEWARK	Pittsburgh	NEWARK	Belfast	Oceen View	Woodbury	Miller Hill	Spuigli
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SHAUKAT M QUEESHI ND	DIAGNOSTIC IMAGING ASSOC DA	FIRST STATE SURGERY CENTER	BRANDYWINE MEDICAL ASSOCS	KALMAN, VICTOR	STRANDY WIND DYN CENTER TO	DELAWARE ORTHOP, AEDICS SPE	BRANDYWINE UROLOGY CONSULT	PAPASTAVROS' ASSOCIATES	ANESTHESIA SERVICES PA	FIRST STATE ORTHOPAEDICS	LIMESTONE AMBULATORY	FAMILY EAR NOSE & THROAT	PANZER DERMATOLOGY ASSOC	VERAY ASSOCIATES DA	CHRIS HANA CARE, HETH SVC	BEEBE MEDICAL CENTER-DE	VA MEDICAL CENTER DE HOSP	ST FRANCIS HOSP-WILMINGTON	PRAXAIR HEALTHCARE SERVICES	COOPER PRIMARY CARE PENNSVILLE PA	REDIONAL DIAGNOSTIC IMAGING PA	EMPLINC	QUEST DIAGNOSTICS	DOCTORS FOR EMERGENCY SERV	CBL PATH INC	THE NEMOURS FOUNDATION	FENWICK EMERGENCY PHYSICIANS	VIRTUA MEDICAL GROUP PA	WOMEN EDATIO LABORATORY N	FREELS, NICOLE G	PINNACLE MID ATLANTIC ANESTHESIA ASSOCIA	GLOUCESTER COUNTY SURGICAL CENTER	SCHNEIDER TERRI L	UMDNJ SOM PATHOLOGY	SYNERGY ORTHOPEDIC LLC	ADVOCARE LLC	INSTITUTE FOR DERMATOPATHOLOGY PC	THOMAS JEFFERSON UNIVERSITY HOSPITAL	JEANES HOSPITAL	HAVERFORD WELLNESS CENTER	HEALTH ACCESS NETWORK	AMERICAN MEDICAL RESPONSE	BOOTH RADIOLOGY ASSOCIATES PA	DELAWARE COUNTY MEMORIAL HOSP	DITISTERAMITY MEDICINE TO CENTER	MEMORIAL HOSPITAL OF SALEM COUNTY	PENNSVILLE COUSELING ASSOCIATES LLC	CONTINUING CARE	ROY DELIABLE TABLES OF NEW PA
250 South Broadway	1601 MILLTOWN RD SUITE 13	1000 TWIN C LANE #200		1602 NEWPORT GAP PIKE	2500 GRUBB RD STE 234		ATT BILLING DEPARTMENT	PO BOX 6015	PO BOX 827909	4745 OGLETOWN-STANTON RD	PO BOX 5030	SUITE 210	537 STANTON CHRISTIANIA DD		PO BOX 30170	424 SAVANNAH RD	CASHIER DEPT OF VA	PO Box 7777 W510308	PO Box 121107	Lockbox 6019	2527 Cranberry Highway	599 Cardigan Rd	PO BOX 824293	P O BOX 3048	110 Washington Avenue	PO Box 404112	PO Box 37812	PO Box 5028	SUITE 103	216 FOUNTAIN CT #160	PO Box 650782	D/1 OMEGA DRIVE 163 Bridgeton Pike	5424 STRICKLAND AVE	PO Box 635	2901 John Rd	PO Box 3/1980	14941 Collections Center Dr	601 Walnut Street	7600 CENTRAL AVE	C O PRODRIK LOCKDOX 8Z4UZZ	•	PO Box 409880	PO Box 8500	PO BOX 8500-7585	133C N Broadway	PO Box 503899	6 Humphreys Avenue	7 Camegie Plaza	POBox
Pennsville	WILMINGTON	NEWARK	PHILADELPHIA	WILMINGTON	WILMINGTON	NEWARK	WILMINGTON	NEWARK	PHILADELPHIA	NEWARK	WILMINGTON	WII MINGTON	HOCKESSIN	WILMINGTON	WILMINGTON	LEWES	WILMINGTON	Philadelphie	Dallas	Relimaur	Wareham	Saint Paul	PHILADELPHIA	Wil MingTon	North Haven	Attanta	Philadelphia	Wilmington	RICHMOND	LEXINGTON	Dallas	MILEON LIE	LAKELAND	Bellmawr	Plymouth Meeting	Vicarbass	Chicago	Philadelphla	PHILADELPHIA	Moorestown	Philadelphla	Attanta	Philadelphie	PHII ADEI PHIA	Pennsville	Saint Louis	Pennsville	Cherry Hill	Philadelphia
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