



OFFICE OF THE MAYOR
CITY OF CAMDEN
NEW JERSEY

VICTOR CARSTARPHEN
MAYOR

TEL: 856-757-7200
EMAIL: MAYOR@CL.CAMDEN.NJ.US
WEBSITE: WWW.CL.CAMDEN.NJ.US

April 4, 2022

Jacquelyn Suarez
Director
Division of Local Government Services
101 S. Broad Street
P. O. Box 803
Trenton, NJ 08625-0803

Dear Director Suarez,

I am writing this letter, consistent with guidelines for the Division of Local Services' Transitional Aid Application, to explain and justify the City of Camden's need for ongoing Transitional Aid as set forth in the City's CY' 2022 Application.

The City of Camden's fiscal stability has been interdependent with State aid for decades. That said, I believe that as a direct result of the cooperation between the City and the Division, the City is on a trajectory toward financial independence. While problems negatively impacting the City's finances are numerous, they can be cited as historic, economic and social in any attempt to fully discuss and identify them for the task at hand. Additionally, the COVID-19 global pandemic has exacerbated the economic and social conditions of the municipality and the citizens of Camden over the last two years.

However, despite the aforementioned circumstances, the City's commitment to restructuring our fiscal and operational practices have already netted recognition of improvement and confidence in our future, as expressed by the City's bond rating being upgraded from BBB+ to A- by Standard & Poor's Rating Services. Also, toward the goal of complying with all regulations, the City has introduced the CY 2022 Budget on time, the first time in 40 years as reported by some. The City's CY 2022 Budget was developed utilizing methods of budgeting conservatism and analysis.

I believe your review of the City's Application and its CY 2022 Introduced Budget will show that while historic and ongoing issues are not yet solved; the City has undertaken numerous efforts to work toward long-term and sustainable solutions. The City has undertaken steps to restrict costs and ensure prudent spending during the rigorous budgeting process. This application shows that the City of Camden is not seeking an increase in the amount of Transitional Aid for CY 2022, but we are requesting the same level as approved last calendar year.

Most of the City's spending has been controlled for those areas that we have some discretion over. However, the budget recognizes appropriation increases that are outside of our immediate control. These appropriations include the contractual costs associated with our Shared Services Agreement with Camden County for the provision of police services; significant increase in costs for trash collection/disposal; and commodity price increases across the board. These inflationary costs are due to economic factors outside of City control.

The Executive Orders related to Property Tax, Water and Sewer Utility collection activities issued by the Governor Murphy may have been a financial lifeline for the residents of Camden. However, due to the economic fall-out caused by the pandemic, the City has seen reduction in tax collection and water/ sewer payments. The City also saw anticipated revenues unrealized due to the complete closing of tourism and concert venues

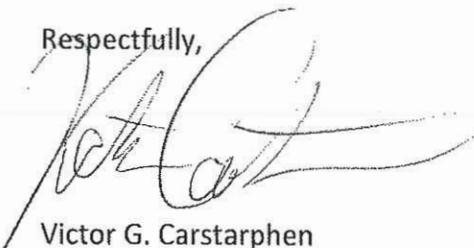
As you may be aware, the City has been liquidating underutilized municipal property and proactively encouraging residents to enter into property tax payment agreements. These efforts show some capacity building in the areas of revenue generation. A water/sewer rate study is being performed to enhance the revenues related to the utilities and ensure that they remain self-liquidating. And we are developing a PILOT/Financial Agreement financial tracking/verification procedure to maximize the City's revenue collections.

As you will note, the City makes heavy use of grants and shared services and cooperative purchasing agreements. The City workforce has been reduced in recent years and while collective bargaining is ongoing the City is attempting to balance fairness to our employees with its ability to pay.

I point out that the City's budget is mostly non-discretionary appropriations, which we must pay as statutorily required. A reduction of service to gain cost savings would seriously affect the City's ability to provide basic services to Camden's residents.

I appreciate your consideration of the City's request. I stand ready to meet, discuss, explain, and implement any possible necessary actions. Thank you for your time and feel free to contact me at your convenience.

Respectfully,

A handwritten signature in black ink, appearing to read 'Victor G. Carstarphen', written over a horizontal line.

Victor G. Carstarphen
Mayor

Transitional Aid Application for Calendar Year 2022
Division of Local Government Services
Department of Community Affairs

General Instructions: This application must be submitted in its entirety by April 1, 2022, for funding consideration under this program. Information contained in the application is subject to independent verification by the Division. Refer to Local Finance Notice 2022-3 when preparing this application for specific instructions and definitions and review the Submission Checklist on Page 20 of this application and listed on Page 7 of the Local Finance Notice.

| | | | | | |
|------------------------------|--------------|-----------------------|--------------|----------------|--------------------------|
| Name of Municipality: | | City of Camden | | County: | Camden |
| Contact Person: | | Timothy J. Cunningham | | Title: | Business Administrator |
| Phone: | 856-757-7150 | Fax: | 856-963-1841 | E-mail: | Ticunnin@ci.camden.nj.us |

I. Aid History

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

| CY 2021 | SFY 2020 | SFY 2019 |
|--------------|--------------|--------------|
| \$19,250,500 | \$22,300,000 | \$22,300,000 |

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

| | |
|--|---------------------|
| Amount of aid requested for the Application Year: | \$18,955,000 |
|--|---------------------|

If not seeking a decrease, a letter from the Mayor is required. See Local Finance Notice 2022-3

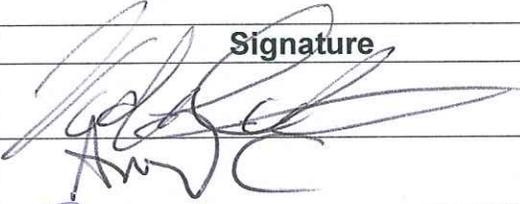
III. Submission Requirements

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 |
|--|------------------------|
| 2021 Annual Financial Statement | April 2022 |
| 2020 Annual Audit | April 2022 |
| 2020 Corrective Action Plan | May 2022 |
| Application Year Introduced Budget | 03/29/2022 |
| Budget Documentation Submitted to Governing Body | 03/29/2022 |

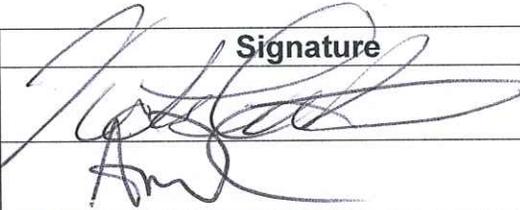
IV.A Application Certification

The undersigned herewith certify that they have reviewed this application and, individually, believes 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 |  | 4/5/22 |
| Governing Body Presiding Officer |  | 4/5/22 |
| Chief Financial Officer |  | 4/5/22 |
| Chief Administrative Officer | | 4/5/22 |

IV.B CY2021 Transitional Aid Recipients Applying in 2022

CY2021 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 |  | 4/5/22 |
| Governing Body Presiding Officer |  | 4/5/22 |
| Chief Financial Officer |  | 4/5/22 |
| Chief Administrative Officer | | 4/5/22 |

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.

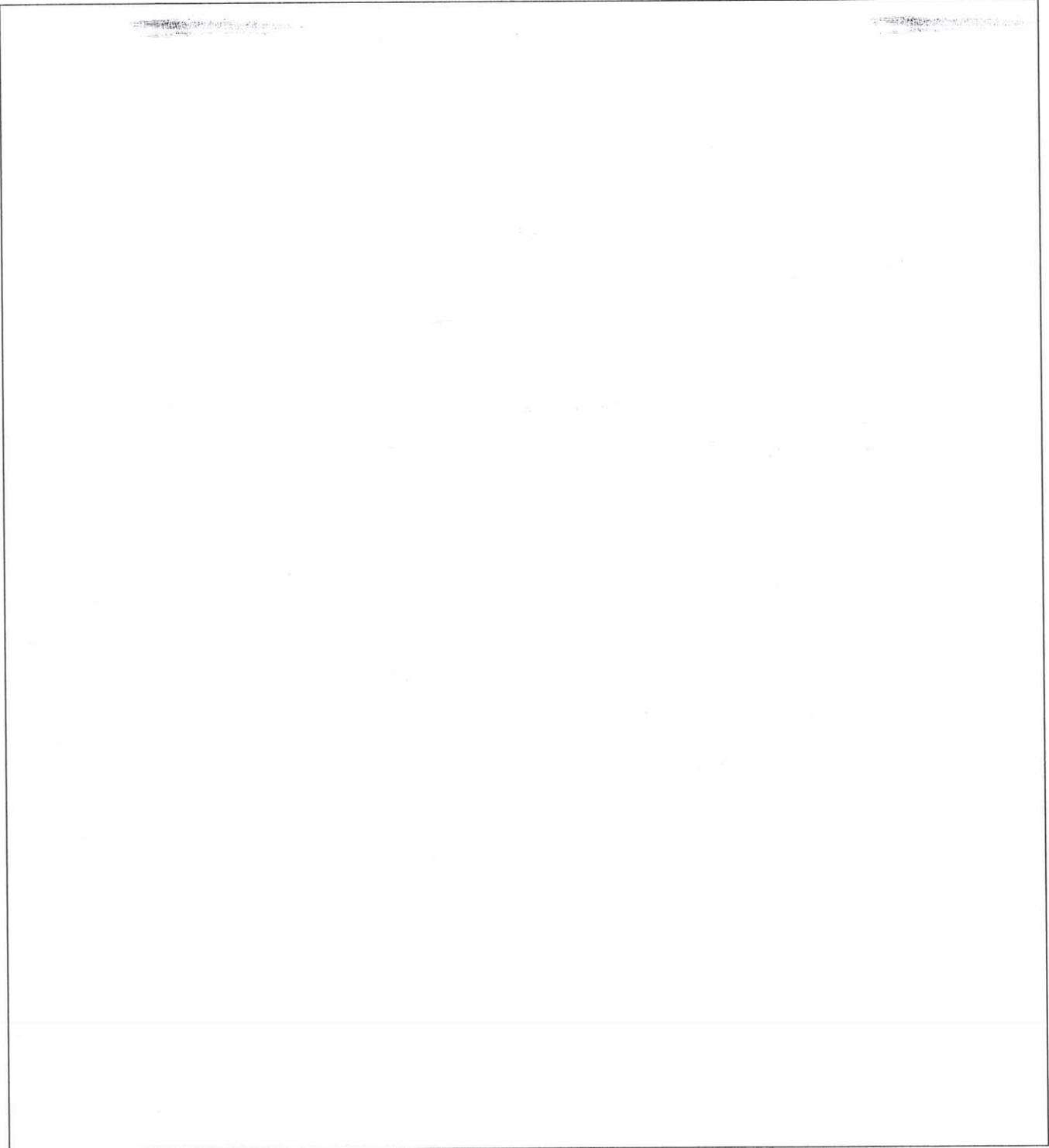
Due to the tremendous outcomes caused by the COVID-19 global pandemic, the City of Camden's realized revenues have decreased significantly and the opportunity for new revenues were mostly diminished. So many of the anticipated revenues of the city are dependent upon the operations/activities of outside entities. From the period of the pandemic declaration, numerous businesses, industries (housing and commercial development) and activities were closed. We had absolutely no control over their financial losses which were then passed down to the city. Meanwhile, recognizing the even greater needs in the city, we were committed to providing all of the economic and social assistance we could provide to the citizens of Camden.

The pandemic shuttered entertainment venues that provide revenue to the city based upon attendance. For example, The Susquehanna Center remitted \$1,422,065 in 2019, \$5,602 in 2020 and \$448,329 in 2021. There were also a 62% revenue loss from the State Aquarium from 2020 to 2021.

The rate of tax and utilities collections were diminished due to the economy's condition and its affects on employment for the citizens of Camden. To provide necessary relief to the residents of NJ, Governor Murphy passed several Executive Orders that prohibited municipalities from using lien sale activities regarding outstanding Tax, and Water & Sewer accounts, as a means of increasing collections for certain periods. In past years, the city has depended upon tax sales as an effective means of tax/utilities collection. Therefore, realized revenues were decreased accordingly.

Revenues related to Municipal Court proceedings also took a hit. The Court handles traffic violations, municipal violations, personal complaints and minor criminal charges. During the pandemic, the court proceedings were performed via Zoom. However, there was no magnitude of consequences and there was a general lack of court compliance which resulted in a 37% revenue loss.

The revenue loss suffered by the city is not unique. The pandemic has impacted every industry, commodity and activity. The City of Camden has utilized conservative measures of spending in the past year to counter the losses.



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 | 2020 Value | 2021 Value | Amount of Loss/Increase |
|---|-------------------|-------------------|--------------------------------|
| Agreement with Aquarium Revenue | \$369,000 | \$0 | (\$369,000) |
| Agreement with Susquehanna Revenue | \$1,648.24 | \$ 448,329.98 | \$446,681.74 |
| Municipal Court Revenue | \$1,198,664.46 | \$759,261.86 | (\$439,402.60) |
| Trash/Garbage - Appropriation | \$7,350,000 | \$8,100,000 | \$750,000 |
| SSA for Police Services- Appropriation | \$69,822,071 | \$81,277,353 | \$11,455,282 |
| | | | |
| | | | |
| | | | |
| | | | |

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.

The City recognizes the need to execute opportunities to capture owed revenues and identify opportunities for new sources. The following actions have commenced and their respective outcomes will assist the city's ability to increase its self-reliance and prepare for the future reduction of Aid.

The City of Camden has executed a service agreement with a grant writer beginning in 2022. The firm has been assigned the tasks of identifying and securing multi-year and one-time grants that can be utilized to offset existing operating expenses as well as support new initiatives.

The City has not raised utility rates in over 9 years, despite the costs required to maintain the system systematically increasing over that same period. A firm is in the final stages of performing a Water & Sewer Utility rate study. Delayed capital projects and maintenance coupled with statutory water treatment and lead pipe abatement activities have further raised the necessity for the city to analyze the anticipated costs vs. current rates.

Previously, the City engaged a firm to compile and analyze the PILOTS and other financial agreements to identify any revenue losses. The firm created a Smart Sheet with all the parameters of the Agreements which was intended to jump start the City's active management of these contracts. The relationship with the firm has recently been re-initiated to assist the city with the update and maintenance of the Agreements and to also provide benefit analysis for any future proposed financial agreements.

Currently, the City and the Fire Fighter Unions (Non-supervisory and Supervisory) are negotiating a new Collective Bargaining Agreement. The CWA (supervisory and non-supervisory) and the Traffic Officers collective bargaining agreements have also expired. We will use these negotiations as an opportunity to restrain future salary and benefits costs.

The City has also commenced with regular excess land disposal activities including tax lien sales, auctions and direct full-value offers. These programs provide additional revenues and relieve the City of maintenance costs for non-usable/excess property.

In 2021, the City initiated an annual open/stale Purchase Order review process, employing good accounting practices. The first run resulted in the liquidation of more than \$3MM in liabilities dating back to 2018.

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 in order 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 \$ value of the commission received in each year.

The City belongs to the State Health Benefits Program for all coverages.

The City provides a Dental Program which is annually bid out for service. There are no brokers utilized in this coverage.

VI. Historical Fiscal Statistics

| Item | 2020 | 2021 | Introduced Application Year |
|---|------------------|------------------|--------------------------------|
| 1. Property Tax/Budget Information | | | |
| Municipal tax rate | \$1.655 | \$1.655 | \$1.697 |
| Municipal Purposes tax levy | \$28,115,306.71 | \$28,374,191.62 | \$28,804,194.05 |
| Municipal Open Space tax levy | \$0 | 0 | \$0 |
| Total general appropriations | \$197,813,468.50 | \$233,584,458.34 | \$210,687,863.10 |

| | | | |
|-----------------------------------|-----------------|----------------|----------------|
| 2. Cash Status Information | | | |
| % Of current taxes collected | 91.69% | 89.02% | % |
| % Used in computation of reserve | 90.05% | 91.26% | 88.99% |
| Reserve for uncollected taxes | \$5,027,683.93 | \$5,145,753.52 | \$6,687,236.60 |
| Total year end cash surplus | \$23,490,711.41 | \$1,458,672.05 | |
| Total non-cash surplus | \$218,102.06 | \$102,343.43 | |
| Year-end deferred charges | \$ | \$2,333,550.99 | |

| | | | |
|---------------------------------|-----------------|-----------------|-----------------|
| 3. Assessment Data | | | |
| Assessed value (as of 1/10) | \$1,712,794,938 | \$1,714,453,640 | \$1,715,414,483 |
| Average Residential Assessment | \$56,961 | \$57,820.27 | \$57,259.98 |
| Number of tax appeals granted | 163 | 105 | |
| Amount budgeted for tax appeals | \$0 | \$0 | \$0 |
| Refunding bonds for tax appeals | \$0 | \$0 | \$0 |

| | | | |
|-------------------------------------|-----------------|-----------------|-----------------|
| 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 | 193 | 180 | 177 |
| Total S&W Expenditures | \$20,678,810 | \$23,386,000 | \$23,506,100 |
| Number of Other Full-time Employees | 277 | 263 | 268 |
| Total S&W Expenditures | \$21,102,096.34 | \$19,998,900 | \$21,118,099 |
| Number of Other Part-time Employees | 333 | 127 | 124 |
| Total S&W Expenditures | Inc. in F/T S&W | Inc. in F/T S&W | Inc. in F/T S&W |

| | | | |
|---|-------|--------------------|------------------|
| 5. Impact of Proposed Tax Levy | | | Amount |
| Current Year Taxable Value | | | \$ 1,715,414,483 |
| Introduced Tax Levy | | | \$ 28,844,194.05 |
| Proposed Municipal Tax Rate | 1.679 | Average Res. Value | \$ 57,820.27 |
| Current Year Taxes on Average Residential Value | | | \$ 970.88 |
| Prior Year Taxes on Average Residential Value | | | \$ 947.65 |
| Proposed Increase in average residential taxes | | | \$ 23.23 |

VII. Application Year Budget Information

| | |
|---|-------|
| A. Year of latest revaluation/reassessment | 2011 |
| A1. Most current equalized ratio \$932,006.49 | 88.94 |

B. Proposed Budget – Appropriation Cap Information

| | Yes | No |
|---|-----|----|
| Item | | |
| 1. Was an appropriation cap index rate ordinance adopted last year? If YES: % that was used | X | |
| 3.5% | | |
| 2. Amount of appropriation cap bank available going into this year | | |
| \$ 3,907,027.05 | | |
| 3. Is the Application Year budget at (appropriation) cap? If NO, amount of remaining balance | | X |
| \$33,206,294.6 | | |
| 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 |
|--|-------------------|---------------------------|-----------------------|
| Police Shared Services Agreement | \$81,277,353 | \$82,976,045 | \$1,698,692 |
| Garbage & Trash (OE) | \$6,798,395.09 | \$9,190,000 | \$2,391,604.91 |
| Roadwork | \$0 | \$3,000,000 | \$3,000,000 |
| Workers Compensation Insurance | \$70,000 | \$1,365,432 | \$1,295,432 |
| Bond Principal | \$1,470,000 | \$2,005,000 | \$535,000 |
| Public Works – Parks and Open Space (OE) | \$287,272.36 | \$890,000 | \$602,727.64 |

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

| Department/Agency | Position | Number | Dollar Amount |
|-------------------|-------------------------|--------|---------------|
| Fire Department | Fire Fighters | 11 | \$381,414 |
| Fire Department | Keyboarding Clerk 1 | 1 | \$31,658 |
| Law Department | Keyboarding Clerk 1 | 1 | \$31,658 |
| Law Department | Assistant City Attorney | 1 | \$110,000 |
| Public Works | Clerk 1 | 1 | \$30,739 |
| Public Works | P/T Recreation Aids | 2 | \$30,000 |
| Municipal Court | Data Entry Operator 1 | 1 | \$33,737 |
| Mayor's Office | P/T Counsel to Mayor | 1 | \$85,500 |

| | | |
|---------------------------------|----------------------|----------------|
| Application Year: CY2022 | Municipality: Camden | County: Camden |
|---------------------------------|----------------------|----------------|

| | | | |
|----------------|------------------|--|----------|
| Mayor's Office | Confidential Aid | | \$65,000 |
| | | | |

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 | \$29,668,319 | \$26,548,597 | \$16,111,750.00 | \$44,624,199 | \$116,336,936 |
| Second year | \$30,558,368 | \$26,548,597 | \$13,694,987.50 | \$44,624,199 | \$116,336,936 |
| Third year | \$31,475,119 | \$26,548,597 | \$11,640,739.38 | \$44,624,199 | \$116,336,936 |

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 | 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? 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 | 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 | N/A | 788 Non-Sup. 2578- Supv. | CWA & Traffic Officers | |

| | | |
|---------------------------------|-----------------------------|-----------------------|
| Application Year: CY2022 | Municipality: Camden | County: Camden |
|---------------------------------|-----------------------------|-----------------------|

| | | | | |
|--|---|---|---------------------------------------|---|
| Average total cost percentage increase | % | 788 -1.25% 2578 -2.5% | CWA 2.5% T.O -.50 per /hour | % |
| Last contract settlement date | | 788- 11/2/2020 2578- 8/17/2020 | CWA – 1/13/2020 T.O. – 8/4/2020 | |
| Contract expiration date | | 12/31/2020 | 12/31/2021, 12/31/2019 | |

2) Explain, if any, actions that have been taken or are under consideration for the Application Year: **The City did not take any of the actions listed below.**

| Action | Police | Fire | Other Contract | Non-Contract |
|-------------------------------|--------|------|----------------|--------------|
| Furloughs (describe below) | | | | |
| N/A | | | | |
| Wage Freezes (describe below) | | | | |
| N/A | | | | |
| Layoffs (describe below) | | | | |
| N/A | | | | |

D. Tax Enforcement Practices:

| Question | Yes | No |
|---|-----|-------------------------------------|
| 1. Did the municipality complete its accelerated tax sale by December 31, if included in 2022 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. The City held a standard Tax Sale in 2021. | | X |
| 2. When was the last foreclosure action taken or tax assignment sale held: Date: | | Full Value Assignment Sale Jan 2022 |
| 3. On what dates were tax delinquency notices sent out in 2021: Date: | | 2/17,5/17,12/10 - 2021 |
| 4. Date of last tax sale: Date: Standard Sale | | 12/14/2021 |

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:

| | | | | | |
|------|--------------|------|--------------|-------------------------------|-----------|
| 2020 | \$838,393.23 | 2021 | \$183,942.22 | Anticipated Application Year: | \$150,000 |
|------|--------------|------|--------------|-------------------------------|-----------|

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

| | |
|------------------------------|--|
| New Jersey Cash Management | |
| Black Rock Investments | |
| Santander Investment Account | |
| | |

3. What was the average return on investments during 2021?

| |
|------|
| .29% |
|------|

4. Left Blank Intentionally

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

| |
|-----------------------|
| Bowman & Company, LLP |
|-----------------------|

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

| |
|------|
| 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 Non-Supervisory | 12/31/2021 | To be negotiated |
| CWA Supervisory | 12/31/2021 | To be negotiated |
| Fire Supervisory | 12/31/2020 | In Mediation |
| Fire Non-Supervisory | 12/31/2020 | In Mediation |
| Traffic Officers | 12/31/2019 | To be negotiated |

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 | 2021 PILOT Billing | 2021 Assessed Value | 2021 Taxes If Billed in Full at 2020 Total Tax Rate | Term of Tax Abatement |
|-----------------------|-----------------|--------------------|---------------------|---|-----------------------|
| See Attached Schedule | | | | | |
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Application Year: CY2022 Municipality: Camden County: Camden

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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 though 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 | <input checked="" type="checkbox"/> | No | 100% | The programs are funded via U.S. HUD Entitlement Grants |
| Sewer Fees | <input checked="" type="checkbox"/> | Yes | | |
| Water Fees | <input checked="" type="checkbox"/> | Yes | | |
| Swimming Pool | <input checked="" type="checkbox"/> | No | 100% | The programs are primarily funded via U.S. HUD entitlement grants and other grants |
| Uniform Construction Code | <input checked="" type="checkbox"/> | No | 100% | |
| Uniform Fire Code | <input checked="" type="checkbox"/> | Yes | | |
| Land Use Fees | <input checked="" type="checkbox"/> | Yes | | |
| Parking Fees | <input checked="" type="checkbox"/> | Yes | | |
| Beach Fees | | | | |
| 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"/> | | | |
| | | | | |
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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.

| Type of Service | Name of Contracted Entity | Estimated Amount of Contract | Estimated Savings | Year Last Negotiated (as applicable) |
|--|--------------------------------------|------------------------------|-------------------|--------------------------------------|
| Police Services | Camden County | \$82,976,045 | | 2012 |
| Waste Water Treatment | CCMUA | | | 1976 |
| Water system and Wastewater, Storm Sewer Distribution/Operations | American Water Service Company | | | 2016 |
| Electric Power & Gas | South Jersey Power Consortium | | | |
| Trash/Recycling Collection | Waste Management Inc. | \$2.6MM | | |
| Trash Disposal | Camden County Cooperative Purchasing | \$3.5MM | | 2018 |
| Recycling Disposal | Camden County Cooperative Purchasing | \$30,000 | | 2017 |
| Salt/Ice Control Products | Camden County Cooperative Purchasing | \$200,000 | | 2019 |
| Landscaping | Camden County | Unknown | | |
| Building Maintenance | Camden County | \$121,992 | | 2018 |
| Long Term Pollution Control Plan | CCMUA and Gloucester City | At Cost | | NJDEP Timeline |
| Gloucester City Fire Supervisor Training | FEMA and Gloucester City | \$200,000 | | 2019 |
| Salt & Calcium | Camden Board of Education | At Cost | | |
| Salt & Calcium | Camden Parking Authority | At Cost | | |
| Fuel | Camden Board of Education | At Cost | | |
| Management of Haddon Ave. Transit Village Roadway Improvements | Camden County | Up to \$880,000 | | 2017 |

| | | |
|--------------------------|----------------------|----------------|
| Application Year: CY2022 | Municipality: Camden | County: Camden |
|--------------------------|----------------------|----------------|

| | | | | |
|---|-------------------------------------|-----------|--|--------------------|
| Oversight of U.S. EPA Brownfields Cleanup Grant-Knox/Meadows II Site | Camden Redevelopment Agency | \$200,000 | | 2020/ 3 years |
| County wide vacant property registration | Camden County Improvement Authority | | | 2019 |
| Manage acquisition of 4 vacant properties-Camden Charter School Network | Camden Redevelopment Agency | | | 2021/ 1 year |
| Manage acquisition of 10 properties-Michaels Project w/ HACC | Camden Redevelopment Agency | | | 2021/ 2 years |
| Engineering Services | Camden County | \$0 | | 2020 (for 5 years) |
| Residential Property Demolition Services | Camden County | | | 2020 |
| Emergency water supply through the City interconnection | Borough of Collingswood | At Cost | | 2021/ 1 year |
| Interactive historical kiosk | Camden County | \$37,500 | | 2021/ 1 year |
| Affirmative Action Officer | Camden Redevelopment Agency | \$50,000 | | 2021/ 1 year |
| Emergency Road Repairs | Camden County | \$500,000 | | 2021/ 1 year |
| Affirmative Officer/EEO Services | Provided to Camden County | \$110,000 | | 2021/ 5 years |
| Ticketing/Towing abandoned and illegally parked vehicles | Camden Parking Authority | \$0 | | 2021 |
| Environmental management service for Blocks 331&324 | Camden Redevelopment Agency | \$197,755 | | 2022/3 years |
| Camden County Capital Infrastructure Projects | Camden County to reimburse City | \$75,000 | | 2021/1 year |
| | | | | |
| | | | | |

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 one that the municipality will make absent a grant of aid.**

| Rank Order | Department | # Of Layoffs | Effective Date | 2021 Full Time Staffing | 2022 Full Time Staffing | \$ Amount to be Saved |
|------------|---|--------------|----------------|-------------------------|-------------------------|-----------------------|
| | The City of Camden cannot effectively provide necessary services to the citizens of Camden 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 of Camden if any reduction in staffing is effectuated. | | |
| | | | |
| | | | |

Application Year: CY2022

Municipality: Camden

County: Camden

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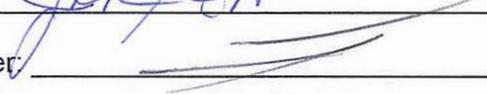
XII. Agreement to Improve Financial Position of Municipality

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 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 and comply with all its provisions, without exception. | X | |

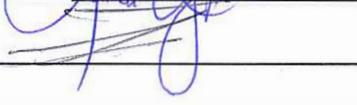
XIII. Certification of Past Compliance for Municipalities Currently Operating Under a Transitional Aid MOU:

The undersigned certify that the municipality is in substantial compliance with the conditions and requirements of the 2021 MOU and is operating in good faith to correct those area of noncompliance that have been identified.

Mayor:  Date: 4/5/22
 Chief Financial Officer:  Date: 4/5/22
 Chief Administrative Officer:  Date: 4/5/22

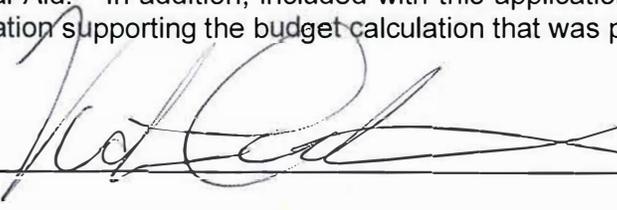
XIV. CAMPS Certification (County and Municipal Personnel System - Civil Service municipalities only)

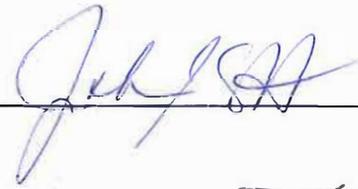
For Civil Service municipalities, the undersigned, being knowledgeable thereof, hereby certify that the municipality has placed the names of all current civil service employees in NJ "CAMPS."

Human Resources or Personnel Director:  Date: 4/6/22
 Chief Administrative Officer:  Date: 4/5/22

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: 4/5/22

Chief Financial Officer:  Date: 4/5/22

Chief Administrative Officer:  Date: 4/5/22

APPENDIX A**Submission Checklist:**

- X Signed and certified application
- X Copy of introduced budget, Annual Financial Statement and budget documentation
- X Organization charts
- X Copies of current labor contracts
- X Copies of salary ordinance/resolutions and any contracts of non-union affiliated individuals
- X Debt service schedules for all municipal obligations, including municipally operated utilities; all listed by payment date
- X 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.
- X 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's agreements and the cost-out of each have been delivered to PERC. Support documentation regarding the method of cost out must also be provided
- X List of all existing shared service agreements
- X 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