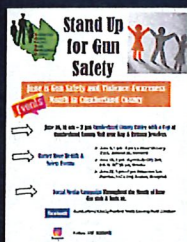


## 2018 INITIATIVES



## NJSACOP Accreditation Process

3-5 year process initiated in 2016

More than 1/2 Policies Completed

PAL Program Enhanced

More than 400 participants

Life Skills Program Added

Female Programs Added

Lunch With a Cop Program

Maintained DAILY Visits to ALL city schools

Body Camera Review

(30 Cameras – all Patrol Officers)

Vehicle Fleet (Marked) Replenishment

(2) Marked and (3) Unmarked Vehicles Replaced)



## 2018 INITIATIVES

COMMAND Supervision

(Maintained through Promotions)

(Maintained 24-hour command Supervision - Lieutenant)

(Maintained Increased Street Supervision - Sergeant)

Manpower Attainment

(Seven (7) Full-Time Officers Hired)

Mobile Video Recorder Upgrade

Successfully Upgraded Vehicle Systems (Bond)

Community Activities

(Coffee With A Cop)

(Career Day Participation)

(PLAY 60 Summer Program)

Cumberland County Positive Youth Development Coalition

Cumberland County THRIVE Program







## Community Outreach

Quarterly Community Meetings

Cumberland CARES Program

(Opiate Addiction)

Enhanced PAL Life-Skills Programs

## Supervision/Manpower

- Maintain COMMAND Level Supervision
- Develop Future Leaders (Training)
- Maintain MANPOWER

# 2019 GOALS

## CRIME SUPPRESSION

- CONTINUE Area-Specific Centralized Patrol
- Increased Secondary Criminal Investigation
  - ANTI-CRIME TEAM Development
- Advanced Investigative Training
  - Technology (Cell-Social Media)
- TASK FORCE - CCOCB
  - Gun Violence Specific
- CCTHRIVE
  - Identifying VIOLENT Offenders
- CCPYDC
  - Juvenile Diversion Program



## Facility-Technology

Interactive WEB Site

Municipal Facility Security

(Fencing - Forfeiture Funds)

Sallie Port Planning

## KEY BUDGETARY GOALS - 2019

- Safety & Security of Municipal Complex: (Federal Forfeiture Funds) Est. \$70,000
- **Police Vehicle Replenishment (Marked)**
  - Nine (9) VEHICLES in excess of 100,000 miles!
  - Five (5) of those (9) VEHICLES in excess of 125,000 miles!
  - Two (2) of those (5) in excess of 140,000 miles!
- Police Vehicle Purchase (Un-Marked): Criminal Investigation Bureau
  - REPLACED three (3) in 2018
  - Four (4) of (14) un-marked detectives vehicles OVER 120,000 miles.
- Maintain and/or reduce ALL other Operating Budgetary Line Items
  - Absent cost increases.
- Class II Officers: Increase hourly rates to compete with neighboring municipalities;
  - (7) Class II Officers in 2017; (2) Class II Officers in 2018 and SEEKING (5) TOTAL in 2019!
  - Increase in HOURLY RATE to compete with other law enforcement agencies in Cumberland County
    - Duties include court security, downtown and park patrols (winter and summer); Shift supplement.

## KEY BUDGETARY GOALS - 2019

### Contractual Services (\$80,000)

- RMS Operating System (\$16,000)
- Printing/Copying Leasing: (\$14,000)
- MDT (Vehicle PCs) Warranty (\$15,000)
- WatchGuard Body Worn and Vehicle Camera System Warranty (\$7,000)
- Guardian Training/Tracking Software (\$3,500)
- LIVESCAN (Fingerprint System) Fee (\$3,600)
- ALPR (Automated License Plate Reader) (\$2,500)
- State of New Jersey Radio Frequency Payment (\$4,000)
- AFIX Tracker (Fingerprint) State of New Jersey Fee (\$6,500)

### County Active Shooter Training

County-wide training scheduled for August involving ALL law enforcement agencies in the county with a live large-scale active shooter drill designed for training law enforcement officers and ALL first responders.

Lakeside Elementary School

Millville, NJ

(\$5,000)

Tax Assessor's Office

### Assessment Status - 2019

- The City's net valuation taxable for 2019 is \$479,790,241. This is a sharp decrease from 2018 when it was \$487,940,209. This was a result of assessment appeals, Bridgeton Villas becoming exempt, and demolitions/exemptions.
- Despite the ratable loss in 2018, the real estate market in Bridgeton has been improving as evidenced by a drop in the City's Assessment-to-Sales ratio to 89.96%. The 2018 ratio was 97.72%.
- The drop in the assessment-to-sales ratio brings the city closer to NJ Division of Taxation guidelines for revaluation, (85% of market value). The sales ratio suggests our revaluation is now below market value and would warrant a change if real estate values continue to climb.
- Current trends suggest several neighborhoods are changing faster than others. A county-approved compliance plan is being considered to bring the city more in line with market values and to preserve uniformity following the 2015 revaluation.

#### Assessment Appeals to the County Board of Taxation are down following 2015 Revaluation

<b>2015 – Revaluation Year</b>		
# of Tax-Payer Appeals	127	
Total Assessment Reduction		\$917,000
<b>2016</b>		
# of Tax-Payer Appeals	55	
Total Assessment Reduction		\$462,900
<b>2017</b>		
# of Tax-Payer Appeals	40	
Total Assessment Reduction		\$398,800
<b>2018</b>		
# of Tax-Payer Appeals	33	
Total Assessment Reduction		\$3,598,000
<b>2019</b>		
# of Tax-Payer Appeals	16	

There are currently 2 appeals pending in State Tax Court.

- Ardagh Glass
- South Jersey Extended Care



### **Potential Implementation of Compliance Plan for 2020**

The Assessor has been monitoring the assessments subsequent to the 2015 revaluation. The recent drop in the assessment-to-sales ratio indicates the market has been appreciating and warrants review.

The Division of Taxation allows for three types of adjustment when assessments become out of line with market value; a revaluation, a district-wide reassessment, and a compliance plan. Revaluations and reassessments require inspections of all properties and are the most expensive. A compliance plan, done in-house by the assessor, may be performed when the municipality is within 5 years of its most recent revaluation.

Compliance plans are applied uniformly after review of each neighborhood. Adjustments are made to neighborhoods that have deviated significantly from the assessment to sales ratio based upon sales in a three-year study. Sales ratios are set by the state in October of each year.

Currently, there are several neighborhoods that are being monitored and may warrant adjustment, both up and down, however, the study will not be complete until October, 2019.

Application for a compliance plan, and notification of the government body, must be made by November 15<sup>th</sup>. Compliance plans are submitted to the Cumberland County Board of Taxation for approval.

### **2019 Priorities/Goals**

- Active maintenance of assessments
- Vigorous defense of assessment appeals
- Possible implementation of a compliance plan.
- Continued pursuit of continuing education including Appraisal Institute Solar Panel Valuation Course in April, 2019.
- Explore new assessment software for potential cost savings to city.

**KD Solar**



**River Grove Community Center**

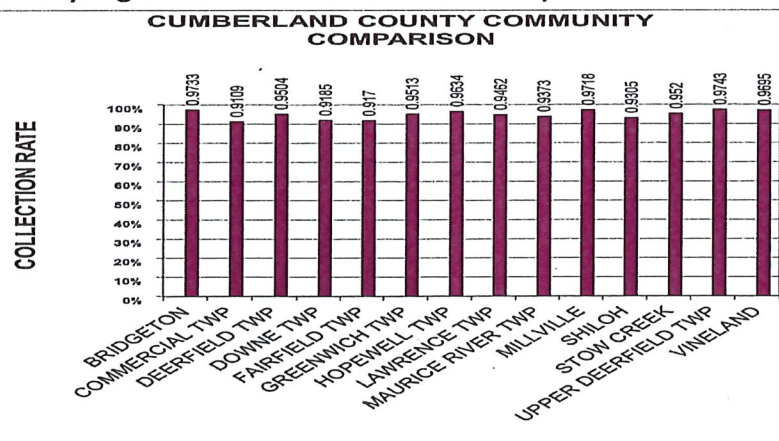


# Tax Collector Budget 2019

Submitted by:  
Mary Pierce, CTC  
Tax Collector

## Accomplishments

- Consistently high collection rate in the county



### Accomplishments 2018

- Implemented **optional e-billing** for the water/sewer monthly postcards. This allows customers to receive their bills promptly and will reduce postage costs in the future.
- Obtained Final Judgement through foreclosure on multiple properties.
- Customer service training for 2 tax clerks.

### Goals 2019

- Aggressive collection on municipal liens, which includes foreclosure. This would allow us to structure a plan to sell the property to get it back on a tax-paying basis.
- Implement **optional** direct withdrawal for tax and utility accounts. Promotes on-time payments and convenience to the taxpayer.
- Customer servicing training for 2 remaining tax clerks.



### *CREDIT CARDS*

The Tax Collector's Office is now accepting credit cards online at [www.cityofbridgeton.com](http://www.cityofbridgeton.com) and in the office as a convenience for the taxpayers of the City of Bridgeton.

BRIDGETON OFFICE OF  
DEVELOPMENT & PLANNING



## MASTER PLAN IMPLEMENTATION 2008-2018

In 2008 the City of Bridgeton undertook an exhaustive review of its Master Plan.

The Master Plan guides the physical, economic, and social development of a community, identifying needs and providing recommendations.

The document includes an implementation plan giving guidance in achieving the goals and visions outlined in the Master Plan

Each element of the Master Plan has an implementation timeframe and lists the agencies responsible.

Of 105 recommendations, 64% listed the Office of Development & Planning as a lead or primary agency

85

## MASTER PLAN 2008-2018

Out of 105 recommendations, Office of Development & Planning was active in 82% of recommendations in the following categories:

- Land Use
- Economic Development
- Housing
- Pedestrian & Vehicle Circulation
- Neighborhood Development
- Open Space & Recreation
- Riverfront Access
- Historic Preservation
- Streetscapes & Urban Design
- Zoning

86



## MASTER PLAN 2008-2018

### Sampling of Recommendations

**Continue upgrading and maintaining of existing facilities:** City completed major renovations of Johnson Reeves playground- pending HDSRF application for Tin Can site development- installed Splash Park, Miniature Golf, new basketball courts in City Park.

**Mini/neighborhood parks & playgrounds in under-served areas**  
City created mini-park at South Ave & Grove Streets/ completed downtown Pocket Park- funded community garden Church St

**Make recreational facilities more accessible and ADA Compliant:**  
City carried out and completed multi-year (2012-2017) effort to provide ADA accessibility and seating at venues throughout City Park via CDBG funding (including Johnson Reeves Playground)

87

## MASTER PLAN 2008-2018

### Sampling of Recommendations

**Façade improvements with help of tax incentives and ordinances:**  
City implemented & funded façade improvement program through Main Street in 2 phases improving 20 facades using UEZ funds.

**Public art at Riverfront entrances:** City funded 3 murals in including Laurel Theater, Pocket Park, and Val Mode building.

**Conduct River clean-up program:** City partners with BHS, AmeriCorp, Littoral Society, and "Give Something Back Foundation" to carry out multiple river & park clean-up events throughout each year

**Promotion of the City as destination:** City promotes as a "destination" including City Park & Zoo, "BPAZ" branding, billboards, targeted direct mail promotions and business recruitment efforts

88



## MASTER PLAN 2008- 2018

### Sample of Recommendations

**Assess vanpool services to employment nodes and training programs:**

Bridgeton & nonprofit partners created "Bridgeton Area Transport Service" - free shuttle & routes to employers, retail, and medical within greater Bridgeton area

**Continue Housing & Neighborhood Redevelopment :** City partnered with & supported new housing via Mill Creek project, Revitalization of Bridgeton Villas (River Grove pending) , focus now on Phoenix Area.

**First-Time Homebuyers Program-** City uses portion of CDBG funds for down payment & closing cost assistance to eligible applicants through CHDO partner (8-10 assisted)

**Housing Rehabilitation Program-** City averages 30 Home Rehab projects per year through CDBG program (increase from 12-15 per year average)

89

## MASTER PLAN 2008-2018

### Sample of Recommendations

**Develop a comprehensive educational outreach program:** City provides CDBG funding to local nonprofit CHABA (Center for Historic American Building Arts) to hold neighborhood-based workshops for residents; CHABA translated historic district guidelines into Spanish.

**Develop marketing materials for attraction efforts:** City developed "BPAZ" (Bridgeton Park & Zoo) logo- uses filtered-targeted mailing lists for regional mailings promoting Park & Zoo and business attraction, City uses seasonal billboards. Currently developing zoo-based webcam portal with platform.

**Master Plan 10-year Reexamination is currently underway and will be completed in 2019**

90



## COMPTROLLER OFFICE 2019 BUDGET OVERVIEW

Mary Jane Lake, Chief Finance Officer  
April 2, 2019

### THE BUDGET PROCESS



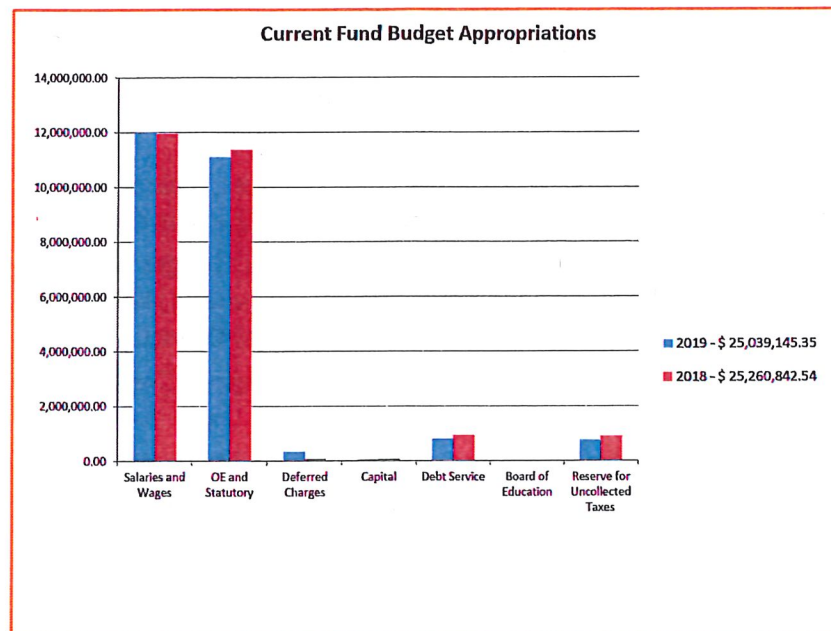
## 2019 Current Fund Budget Overview

### What does this budget include?

- Level funding for salaries and wages
- Increased funding requirement for Insurances, Insurance Deductibles, Animal Control, and Employer Pension Costs
- Increased funding requirement for Deferred Charges which includes the Emergency Authorization for General Liability Insurance deductible that was passed by City Council in 2018.
- Capital Plan for continued maintenance of aging infrastructure and vehicles
- Funding for the Library that exceeds the minimum required
- Minimum required debt payments as required by law
- Funding to support the contractual severance requirements for our employees at retirement

## Current Fund Budget Appropriations

	2018 Budget	2019 Budget	\$\$ Change
Salary and Wages	11,960,793.52	12,000,686.69	39,893.17
Operating Expenses/ Statutory	11,354,739.59	11,082,745.19	(271,994.40)
Deferred Charges	55,754.95	331,503.96	275,749.01
Capital	62,000.00	57,000	(5,000.00)
Debt Service	925,577.08	793,875.43	(131,701.65)
Board of Education	16,343.00	15,859.00	(484.00)
Reserve for Uncollected Taxes	885,634.40	757,475.08	(128,159.32)
Total	25,260,842.54	25,039,145.35	(221,697.19)



## City of Bridgeton

## Comparison of Insurance and Pension Costs CY 2016 to CY 2019

	CY 2016	CY 2017	CY 2018	CY 2019	Cost Increase	% Increase
	Actual	Actual	Actual	Budget	CY18-CY19	CY18-CY19
<b>INSURANCE</b>						
General Liability	792,506	900,170	918,173	944,130	25,957	
Workers Compensation	644,505	664,255	677,540	693,497	15,957	
Insurance Deductibles	100,000	105,595	216,838	526,600	309,762	
<b>Total</b>	<b>1,537,011</b>	<b>1,670,020</b>	<b>1,812,551</b>	<b>2,164,227</b>	<b>351,676</b>	<b>16.25%</b>
<b>HEALTH INSURANCE</b>						
State Health Insurance	3,313,801	3,274,807	3,203,107	3,339,500		
Less Employee Contrib	(512,424)	(517,787)	(519,024)	(562,000)		
<b>Net Employer Cost</b>	<b>2,801,377</b>	<b>2,757,020</b>	<b>2,684,083</b>	<b>2,777,500</b>	<b>93,417</b>	<b>3.36%</b>
<b>HEALTH INS WAIVER</b>	<b>128,453</b>	<b>123,386</b>	<b>125,858</b>	<b>142,500</b>	<b>16,642</b>	<b>11.68%</b>
<b>PENSION</b>						
PERS	622,046	671,015	717,612	733,369	15,757	2.15%
PFRS	1,721,159	1,696,981	1,817,591	1,930,782	120,610	6.25%