

Filing Year

2017

JAN 31 REC'D

ADOPTED COPY

This Budget document is for Fiscal Years Beginning Jan. 1, 2017 to Dec. 31, 2017

Start Year

End Year

2017

2017

*Authority Budget of:*

*Camden Redevelopment Agency*

*For the Period:*

*January 1, 2017 to December 31, 2017*

<http://camdenredevelopment.org/>

Authority Web Address

LOCAL GOVT SERVICES  
2016 DEC 35 A 11: 22  
RECEIVED



*Division of Local Government Services*

# **2017 AUTHORITY BUDGET**

## **Certification Section**

2017

**CAMDEN REDEVELOPMENT AGENCY  
AUTHORITY BUDGET**

FISCAL YEAR: FROM January 1, 2017 TO December 31, 2017

*For Division Use Only*

**CERTIFICATION OF APPROVED BUDGET**

*It is hereby certified that the approved Budget made a part hereof complies with the requirements of law and the rules and regulations of the Local Finance Board, and approval is given pursuant to N.J.S.A. 40A:5A-11.*

*State of New Jersey  
Department of Community Affairs  
Director of the Division of Local Government Services*

By: \_\_\_\_\_ Date: \_\_\_\_\_

**CERTIFICATION OF ADOPTED BUDGET**

*It is hereby certified that the adopted Budget made a part hereof has been compared with the approved Budget previously certified by the Division, and any amendments made thereto. This adopted Budget is certified with respect to such amendments and comparisons only.*

*State of New Jersey  
Department of Community Affairs  
Director of the Division of Local Government Services*

By: Paul D. CweA CPA RMA Date: 1/23/2017

**2017 PREPARER'S CERTIFICATION**

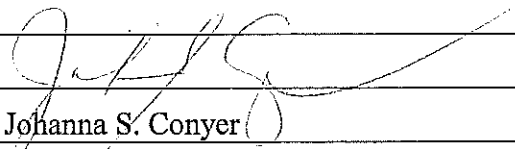
**CAMDEN REDEVELOPMENT AGENCY**

**AUTHORITY BUDGET**

**FISCAL YEAR:** FROM: January 1, 2017 TO: December 31, 2017

It is hereby certified that the Authority Budget, including both the Annual Budget and the Capital Budget/Program annexed hereto, represents the members of the governing body's resolve with respect to statute in that: all estimates of revenue are reasonable, accurate and correctly stated; all items of appropriation are properly set forth; and in itemization, form and content, the budget will permit the exercise of the comptroller function within the Authority.

It is further certified that all proposed budgeted amounts and totals are correct. Also, I hereby provide reasonable assurance that all assertions contained herein are accurate and all required schedules are completed and attached.

Preparer's Signature:			
Name:	Johanna S. Conyer		
Title:	Director of Finance		
Address:	520 Market Street, Suite 1300 Camden, NJ 08101		
Phone Number:	856-968-3544	Fax Number:	856-968-3451
E-mail address	joconyer@ci.camden.nj.us		

**2017 APPROVAL CERTIFICATION**

**CAMDEN REDEVELOPMENT AGENCY**

**AUTHORITY BUDGET**

FISCAL YEAR:            FROM:    January 1, 2017            TO:    December 31, 2017

It is hereby certified that the Authority Budget, including all schedules appended hereto, are a true copy of the Annual Budget and Capital Budget/Program approved by resolution by the governing body of the Camden Redevelopment Agency, at an open public meeting held pursuant to N.J.A.C. 5:31-2.3, on the day of October 10, 2016.

It is further certified that the recorded vote appearing in the resolution represents not less than a majority of the full membership of the governing body thereof.

Officer's Signature:	<i>Sulena R. Rivera</i>		
Name:	Sulena Robinson-Rivera		
Title:	CRA Secretary to the Board		
Address:	520 Market Street, Suite 1300 Camden, NJ 08101		
Phone Number:	856-757-6907	Fax Number:	856-968-3541
E-mail address	<a href="mailto:surobins@ci.camden.nj.us">surobins@ci.camden.nj.us</a>		

# INTERNET WEBSITE CERTIFICATION

Authority's Web Address: http://camdenredevelopment.org/

All authorities shall maintain either an Internet website or a webpage on the municipality's or county's Internet website. The purpose of the website or webpage shall be to provide increased public access to the authority's operations and activities. N.J.S.A. 40A:5A-17.1 requires the following items to be included on the Authority's website at a minimum for public disclosure. Check the boxes below to certify the Authority's compliance with N.J.S.A. 40A:5A-17.1.

- A description of the Authority's mission and responsibilities
- Commencing with 2013, the budgets for the current fiscal year and immediately preceding two prior years
- The most recent Comprehensive Annual Financial Report (Unaudited) or similar financial information
- Commencing with 2012, the annual audits of the most recent fiscal year and immediately two prior years
- The Authority's rules, regulations and official policy statements deemed relevant by the governing body of the authority to the interests of the residents within the authority's service area or jurisdiction
- Notice posted pursuant to the "Open Public Meetings Act" for each meeting of the Authority, setting forth the time, date, location and agenda of each meeting
- Beginning January 1, 2013, the approved minutes of each meeting of the Authority including all resolutions of the board and their committees; for at least three consecutive fiscal years
- The name, mailing address, electronic mail address and phone number of every person who exercises day-to-day supervision or management over some or all of the operations of the Authority
- A list of attorneys, advisors, consultants and any other person, firm, business, partnership, corporation or other organization which received any remuneration of \$17,500 or more during the preceding fiscal year for any service whatsoever rendered to the Authority.

It is hereby certified by the below authorized representative of the Authority that the Authority's website or webpage as identified above complies with the minimum statutory requirements of N.J.S.A. 40A:5A-17.1 as listed above. A check in each of the above boxes signifies compliance.

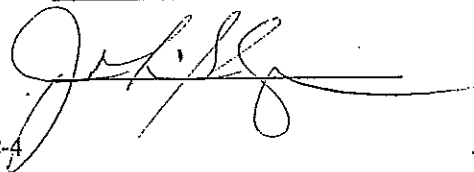
Name of Officer Certifying compliance

Johanna S. Conye

Title of Officer Certifying compliance

DIRECTOR OF FINANCE

Signature



CITY OF CAMDEN REDEVELOPMENT AGENCY  
RESOLUTION SUMMARY

Finance

Resolution No.: 10-12-16D

**Resolution Title:**

Resolution Introducing and Approving for Submission to the Director of the Division of Local Government Services the Agency's Proposed Budget for the Fiscal Year 2017

**Project Summary:**

N.J.A.C. 5:31-1 et. seq. requires all municipal bodies to introduce and formally approve for submission to the Director of the Division of Local Government Services an annual budget for the upcoming fiscal year at least 60 days prior to the end of the current fiscal year.

The CRA's fiscal year end is December 31, 2016. The budget introduction and approval is being presented at this time and the resolution to accept the budget will be presented no later than the beginning of the CRA's fiscal year as per the New Jersey Administrative Code.

**Purpose of Resolution:**

To introduce and approve The Agency's Fiscal Year Ending 2017 budget.

**Award Process:**

N/A

**Cost Not To Exceed:**

N/A

**Source of Funds:**

N/A

**Total Project Cost:**

N/A

Resolution Introducing and Approving for Submission to the Director of the Division  
of Local Government Services the Agency's Proposed Budget for the Fiscal Year  
2017

WHEREAS, N.J.A.C. 5:31-1 et. seq. requires all municipal bodies to introduce and formally approve for submission to the Director of the Division of Local Government Services an annual budget for the upcoming fiscal year at least 60 days prior to the end of the current fiscal year; and

WHEREAS, a proposed Annual Budget and Capital Budget for the City of Camden Redevelopment Agency for the fiscal year beginning, January 1, 2017 and ending, December 31, 2017 has been presented before the governing body of the Agency at its open public meeting of October 12, 2016; and

WHEREAS, the Annual Budget as proposed reflects Total Revenues of 2,811,483 Total Appropriations, including any Accumulated Deficit if any, of \$2,811,483 and Total Unrestricted Net Assets utilized of \$0; and

WHEREAS, the Capital Budget as proposed reflects Total Capital Appropriations of \$0 and Total Unrestricted Net Assets planned to be utilized as funding thereof, of \$0; and

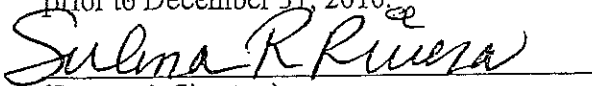
WHEREAS, the schedule of rates, fees and other charges in effect will produce sufficient revenues, together with all other anticipated revenues to satisfy all obligations to the holders of bonds of the Agency, to meet operating expenses, capital outlays, debt service requirements, and to provide for such reserves, all as may be required by law, regulation or terms of contracts and agreements; and

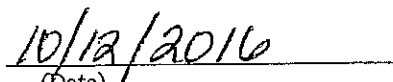
WHEREAS, the Capital Budget/Program, pursuant to N.J.A.C. 5:31-2, does not confer any authorization to raise or expend funds; rather it is a document to be used as part of the said Agency's planning and management objectives. Specific authorization to expend funds for the purposes described in this section of the budget, must be granted elsewhere; by bond resolution, by a project financing agreement, by resolution appropriating funds from the Renewal and Replacement Reserve or other means provided by law.

NOW, THEREFORE, BE IT RESOLVED by the governing body of the City of Camden Redevelopment Agency, at an open public meeting held on October 12, 2016 that the Annual Budget, including appended Supplemental Schedules, and the Capital Budget/Program of the City of Camden Redevelopment Agency for the fiscal year beginning, January 1, 2017 and ending, December 31, 2017 which is attached as an exhibit to this resolution is hereby introduced and approved for submission to the Director of the Division of Local Government Services; and

BE IT FURTHER RESOLVED, that the anticipated revenues as reflected in the Annual Budget are of sufficient amount to meet all proposed expenditures/expenses and all covenants, terms and provisions as stipulated in the said Agency's outstanding debt obligations, capital lease arrangements, service contracts, and other pledged agreements; and

BE IT FURTHER RESOLVED, that the governing body of the City of Camden Redevelopment Agency will consider the Annual Budget and Capital Budget/Program for adoption on or prior to December 31, 2016.

  
(Secretary's Signature)

  
(Date)

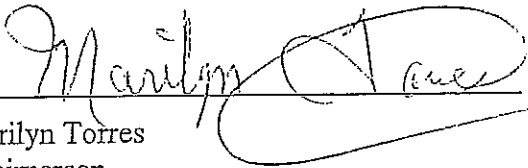


10-12-16D (cont'd)

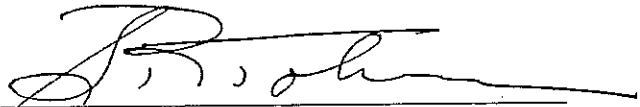
ON MOTION OF: Ian Leonard

SECONDED BY: Sheila Davis

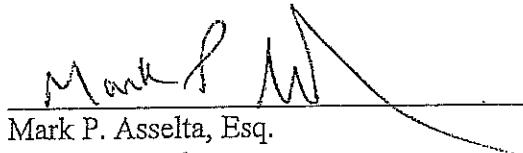
COMMISSIONER	AYES	NAYS	ABSTENTIONS
Marilyn Torres	✓		
Vance Bowman	✓		
Sheila Davis	✓		
Ian Leonard	✓		
Jose J. Ramos	✓		
Maria Sharma			

  
Marilyn Torres  
Chairperson

ATTEST:

  
Sandra Ross Johnson  
Executive Director

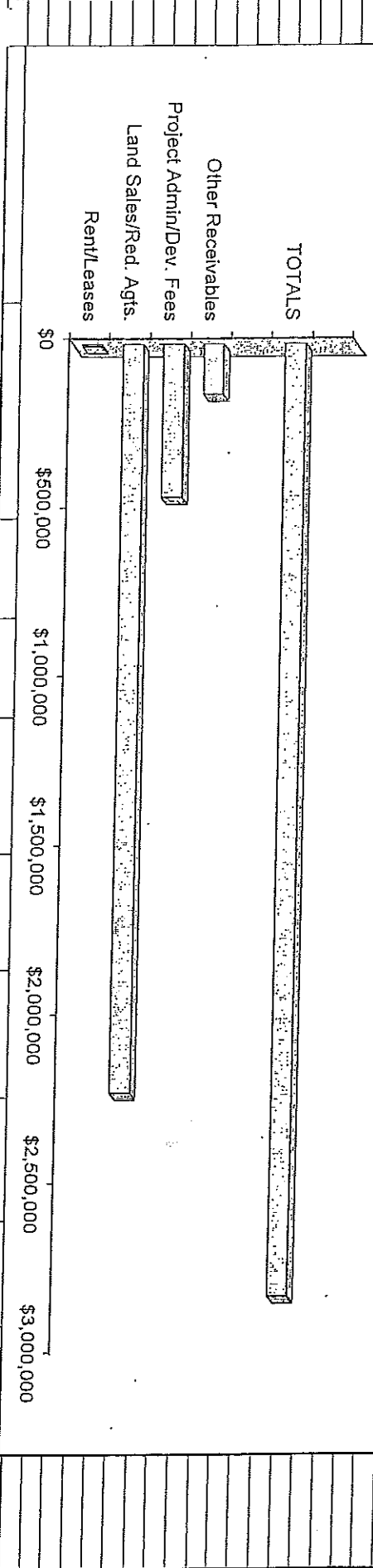
The above has been reviewed and approved as to form.

  
Mark P. Asselta, Esq.  
Board Counsel

## Camden Redevelopment Agency Budget with Comparison of FYs 2017 & 2016 (page 3)

Sources of Funds	YR 2017	\$ Difference	% Difference	YR 2016
Rent/Leases	\$6,000	-\$4,800.0	-44.44%	\$10,800
Land Sales/Red. Agts.	\$2,206,733	\$245,400.0	12.52%	\$1,960,333
Project Admin/Dev. Fees	\$451,750	\$147,750.0	48.60%	\$304,000
Other Receivables	\$148,000	-\$6,702.0	-4.39%	\$154,702
<b>TOTALS</b>	<b>\$2,811,483</b>	<b>\$381,648.0</b>	<b>15.71%</b>	<b>\$2,429,835</b>

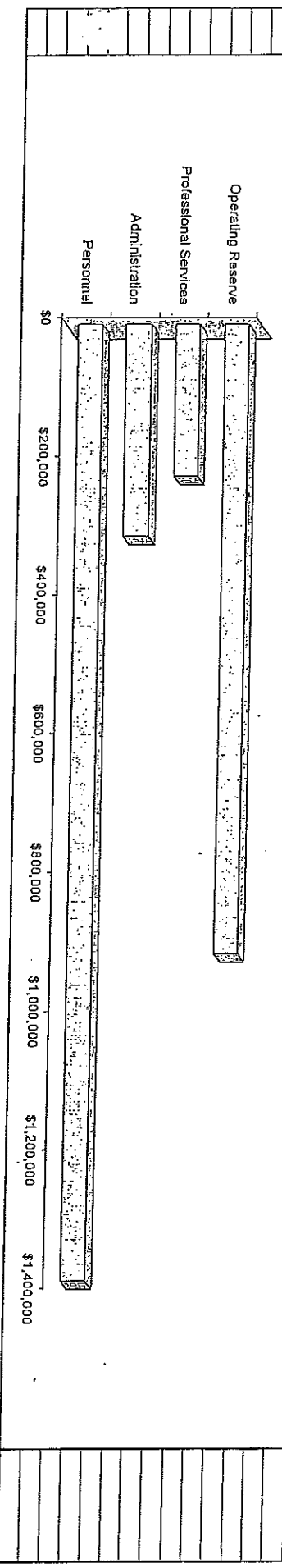
CRA Sources of Funds



## Camden Redevelopment Agency Budget with Comparison of FYs 2017 & 2016 (page 2)

Revenue		YR 2017	Percentage of Revenue	YR 2016	
Rents/Leases		\$6,000	0.21%	\$10,800	
Land Sales/Redevelopment Agreements		\$2,206,733	78.45%	\$1,960,333	
Project Admin/Dev Fees		\$451,750	16.07%	\$304,000	
Other Receivables		\$148,000	5.26%	\$154,702	
<b>Totals</b>		<b>\$2,811,483</b>	<b>100.00%</b>	<b>\$2,429,835</b>	
Surplus/(Deficit)		\$0		\$381,648.0	
Uses of Funds	YR 2017			YR 2016	
Personnel	\$1,379,061	\$ Difference \$13,508.4	% Difference 0.99%	\$1,365,553	
Administration	\$305,640	\$275.1	0.09%	\$305,365	
Professional Services	\$219,000	\$0.0	0.00%	\$219,000	
Operating Reserve	\$907,782	\$367,864.7	68.13%	\$539,917	
<b>TOTALS</b>	<b>\$2,811,483</b>	<b>\$381,648.1</b>	<b>69.21%</b>	<b>\$2,429,835</b>	

CRA Uses of Funds



# Camden Redevelopment Agency Budget with Comparison of FYs 2017 & 2016

Final 9/28/16									
Expenses		YR 2017		YR 2016					
Personnel	Salary	Fringe	Total Comp. Value	Pct. of Exp.	Salary	Fringe	Total Comp. Value		
TOTAL	\$1,009,983	\$369,079	\$1,379,061	49.05%	\$1,000,156	\$365,397	\$1,365,553		
Administration	\$1,903,701		YR 2017		YR 2016				
Pension			\$120,000	4.27%	\$120,000				
Insurance			\$69,000	2.45%	\$69,000				
Taxes & Fees			\$6,640	0.24%	\$6,365				
Advertising/PR			\$10,000	0.36%	\$10,000				
Travel			\$5,000	0.18%	\$5,000				
Memberships/Sub.			\$5,000	0.18%	\$5,000				
Training			\$10,000	0.36%	\$10,000				
Capital Prop./Maintenance			\$30,000	1.07%	\$30,000				
Office Supplies			\$20,000	0.71%	\$20,000				
Brownfield Coordination			\$15,000	0.53%	\$15,000				
Capital Exp.			\$15,000	0.53%	\$15,000				
Sub Totals			\$305,640	10.87%	\$305,365				
Professional Services									
Financial			YR 2017		YR 2016				
Planning			\$45,000	1.60%	\$45,000				
Outside Legal			\$40,000	1.42%	\$40,000				
Communications			\$100,000	3.56%	\$100,000				
Board Development			\$15,000	0.53%	\$15,000				
Sub Total			\$219,000	7.79%	\$219,000				
Operating Reserve			\$1,903,701	67.71%	\$1,889,918				
Reserves			\$907,782		\$539,917				
Sub Totals			\$907,782	32.29%	\$539,917				
Totals			\$2,811,483	100.00%	\$2,429,835				

# 2017 ADOPTION CERTIFICATION

## Camden Redevelopment Agency

### AUTHORITY BUDGET

**FISCAL YEAR: FROM: January 1, 2017 TO: December 31, 2017**

It is hereby certified that the Authority Budget and Capital Budget/Program annexed hereto is a true copy of the Budget adopted by the governing body of the Camden Redevelopment Agency, pursuant to N.J.A.C. 5:31-2.3, on the 23rd day of, December, 2016.

Officer's Signature:	<i>Sulena Robinson-Rivera</i>		
Name:	Sulena Robinson-Rivera		
Title:	Secretary to the Board		
Address:	520 Market Street, Suite 1300 Camden, NJ 08101		
Phone Number:	856-757-7600	Fax Number:	856-968-3541
E-mail address	Surobins@ci.camden.nj.us		

# 2017 ADOPTED BUDGET RESOLUTION

## Camden Redevelopment Agency

FISCAL YEAR: FROM: January 1, 2017 TO: December 31, 2017

WHEREAS, the Annual Budget and Capital Budget/Program for the Camden Redevelopment Agency for the fiscal year beginning January 1, 2017 and ending, December 31, 2017 has been presented for adoption before the governing body of the Camden Redevelopment Agency at its open public meeting of December 14, 2016; and

WHEREAS, the Annual Budget and Capital Budget as presented for adoption reflects each item of revenue and appropriation in the same amount and title as set forth in the introduced and approved budget, including all amendments thereto, if any, which have been approved by the Director of the Division of Local Government Services; and

WHEREAS, the Annual Budget as presented for adoption reflects Total Revenues of \$ of 2,811,483 Total Appropriations, including any Accumulated Deficit, if any, of 2,811,483 and Total Unrestricted Net Position utilized of \$ 0; and

WHEREAS, the Capital Budget as presented for adoption reflects Total Capital Appropriations of \$0 and Total Unrestricted Net Position planned to be utilized of \$ 0; and

NOW, THEREFORE BE IT RESOLVED, by the governing body of the Camden Redevelopment Agency, at an open public meeting held on December 14, 2016 that the Annual Budget and Capital Budget/Program of the Camden Redevelopment Agency for the fiscal year beginning, January 1, 2017 and, ending, December 31, 2017 is hereby adopted and shall constitute appropriations for the purposes stated; and

BE IT FURTHER RESOLVED, that the Annual Budget and Capital Budget/Program as presented for adoption reflects each item of revenue and appropriation in the same amount and title as set forth in the introduced and approved budget, including all amendments thereto, if any, which have been approved by the Director of the Division of Local Government Services.

Sulma R. Rivera  
(Secretary's Signature)

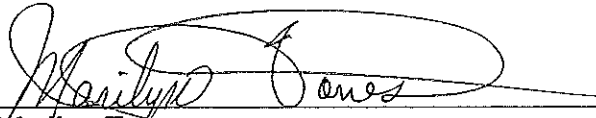
12/23/2016  
(Date)

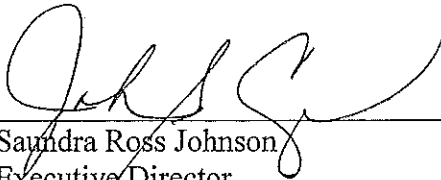
Governing Body Member:	Recorded Vote			
	Aye	Nay	Abstain	Absent
Marilyn Torres	✓			✓
Vance C. Bowman				
Maria Sharma	✓			
Jose J. Ramos				✓
Sheila Davis	✓			
Ian K. Leonard	✓			

ON MOTION OF: *Maria Sharma*


SECONDED BY: *Ian Leonard*

COMMISSIONER	AYES	NAYS	ABSTENTIONS
Marilyn Torres	✓		
Sheila Davis	✓		
Vance Bowman			
Ian Leonard	✓		
Javier Ramos			
Maria Sharma	✓		

  
\_\_\_\_\_  
Marilyn Torres  
Chairperson

ATTEST:   
\_\_\_\_\_  
Sandra Ross Johnson  
Executive Director

The above has been reviewed and approved as to form.

  
\_\_\_\_\_  
Mark P. Asselta, Esq., Board Counsel

**2017 AUTHORITY BUDGET**  
**Narrative and Information Section**



# 2017 AUTHORITY BUDGET MESSAGE & ANALYSIS

## Camden Redevelopment Agency

### AUTHORITY BUDGET

FISCAL YEAR: FROM: January 1, 2017 TO: December 31, 2017

*Answer all questions below. Attach additional pages and schedules as needed.*

1. Complete a brief statement on the 2017 proposed Annual Budget and make comparison to the 2016 adopted budget for each operation. Explain any variances over +/-10% for each line item by operation. Explanations of variances should include a description of the reason for the increase/decrease in the budgeted line item, not just an indication of the amount and percent of the change. Attach any supporting documentation that will help to explain the reason for the increase/decrease in the budgeted line item. For example, if anticipated service charges have increased 15% due to an increase in rates, provide a copy of the resolution authorizing the rate increase.

The proposed 2017 Camden Redevelopment Agency (CRA) budget entails an overall increase of \$381,648 (15.71%) compared to the FYE 2016 adopted budget.

The proposed 2017 budget includes a minimal increase in the major Operation Appropriation items (specifically, Personnel and Administration Expense categories) and no increase in the Appropriation category of Professional Services. However, the proposed budget does reflect a significant increase in the Non-Operating Appropriation (specifically, the Operations & Maintenance Reserve category.)

The proposed 2017 budget includes significant increases in the major Other Operating Revenue items (specifically, Project Administration fees, and Land sales categories). The budget also reflects a decrease in an Other Operating Revenue item (specifically, the rental income category.)

The FYE 2017 annual budget has been developed in accordance with N.J.A.C. 5:31-2. There are several variances over +/-10% for certain categories compared to the current year's adopted budget. They are follows:

#### **Non-Operating Appropriations:**

**Operations & Maintenance Reserve- Increase of (\$367,865) -68.1 %.** This significant change has been affected by more than a 15% increase in Total Anticipated Revenue. This Revenue change is attributed to Anticipated Land Sales and Project Administration fees. The excess of unrestricted dollars realized by the various large-scale land sales and the Project Administration fees will be utilized to further fund the Operating Reserve.

The business of the Agency continues to be affected by economic, social, and political forces and therefore, realizes the need to develop an Operating Reserve capable of maintaining the organization for at least one complete fiscal year. *(See attachment #1- 2017 Project Listing)*

2. Complete a brief statement on the impact the proposed Annual Budget will have on Anticipated Revenues, especially service charges and on the general purpose/component unit financial statements. Explain significant increases or decreases, if any. An increase or decrease is considered significant if it is over +/-10% from the current year adopted budget.

There are three (3) line item variances over +/-10% for certain categories within the Revenues Schedule compared to the current year's adopted budget. They are follows:

### **Operating Revenues,**

**Rental Income – Decrease \$4,800 (44.4%).** This decrease is due to the expiration of the property rental agreement with Broadway Housing Partners (Contractor) for \$400 per month (\$4,800 per year) In FY 2016, The Contractor leased a CRA owned vacant lot for construction staging purposes while it completed a construction activity. The construction has been completed. Therefore, the contractor no longer requires the CRA property for staging and the contract has expired accordingly.

**Land Sales– Increase \$245,400 (15.4%).**

In 2015-2016, there has been an extreme upswing of large scale development projects negotiated in the City of Camden. The CRA anticipates the sale of several large parcels to Developers, as per the terms of Redevelopment and Option Agreements, of which the majority are fully executed and the few of which are in the final stages of negotiation and/or the formal terms and conditions' draft process. All redevelopment land transaction sale prices are based upon Fair Market Value. *(See attached – 2017 Project Listing)*

**Project Administration/Redevelopment Fees – Increase \$147,750 (48.6%).**

This revenue item is directly tied to the anticipated increase of development activities within the budget year. This uptick of development activities in the City of Camden is mainly due to The New Jersey Economic Opportunity Act of 2013 (EOA) and the remarkable interest by Developers, which has resulted in various large scale projects scheduled to commence in 2017. *(See attached – 2017 Project Listing)*

3. Describe the state of the local/regional economy and how it may impact the proposed Annual Budget, including the planned Capital Budget/Program.

The New Jersey Economic Opportunity Act of 2013 (EOA) continues as Camden's primary financial incentive for redevelopment deals. For commercial development, the EOA sunsets in 2019, and for housing it sunsets in 2018. Currently, there are 33 redevelopment projects, of which CRA is/or has been involved in 19. The projects reflect over 2.6 billion dollars. These efforts will increase the working population over the next 3 to 5 years to an additional 10,000 to 12,000 employees. While the projects are at different stages, several have executed Redevelopment and/or Option Agreements that involve the sale of large parcels of land assembled and or conveyed by the CRA. Assuming no slow down, transactions will provide the Agency with the funds to continue the planned redevelopment work. Camden must seize the moment of this extraordinary development to create livable communities for new comers and current residents.

Available housing product is a huge issue for Camden's ability to attract middle income households that pay property taxes and add to the City's critical mass for the success of future commercial development small business operations. Crucial to economic development is CRA's role as Brownfield Coordinator for the City of Camden. As the Brownfield Coordinator, CRA is charged with applying for and implementing approximately **25 Million Dollars**.

On the housing side, the HUD Neighborhood Stabilization Program 2 Grant award of nearly 12mm in 2010 has been a driving force for CRA's ability to develop rental and for sale housing with prices reaching \$219,000. The Mt. Ephraim Choice Neighborhood Transformation Plan, which includes three neighborhoods, is the current driving forward for major housing redevelopment. As lead and co-applicants, the Housing Authority and City of Camden are being vetted by HUD as one short list applicants for a 30 million Choice Neighborhood grant. The 30 million will leverage about 300 million dollars in redevelopment efforts. Assuming success with the grant, the CRA and a private housing developer are responsible for about 500 units of housing over the next 5 years.

Low mortgage interest rates continue to support housing sales. This release of funds has positively influenced homebuyers and developers and their ability to borrow at relatively lower rates and their renewed confidence in the financial market has also resulted in a willingness to expend their private dollars. Given various housing, institutional and economic development activities that have occurred in years 2014-2016, there has been an increase in the land appraisal values within the city which has increased the Fair Market Value of CRA owned land that is slated to be sold in 2017.

The CRA continues to aggressively pursue all available Federal, State, and Private funding opportunities which can further the redevelopment opportunities in the city.

4. Describe the reasons for utilizing Unrestricted Net Position in the proposed Annual Budget, i.e. rate stabilization, debt service reduction, to balance the budget, etc. If the Authority's budget anticipates a use of Unrestricted Net Position, this question must be answered.

N/A

5. Identify any sources of funds transferred to the County/Municipality as a budget subsidy or a shared service and explain the reason for the transfer (i.e.: to balance the County/Municipality budget, etc.).

None

6. The proposed budget must not reflect an anticipated deficit from 2016 operations. If there exists an accumulated deficit from prior years' budgets (and funding is included in the proposed budget as a result of a prior deficit) explain the funding plan to eliminate said deficit (N.J.S.A. 40A:5A-12). If the Authority has a net deficit reported in its most recent audit, it must provide a deficit reduction plan in response to this question.

The implementation of GASB 68, which required recording of the unfunded pension liability, has resulted in a deficit of Unrestricted Net Position. The Agency will continue to pay the required annual pension contribution to offset the Pension liability. The Agency will also reduce spending and attempt to increase revenues, specifically in the categories of land sales, redevelopment agreement fees, and project management fees.

The Agency also has an Operating Deficit caused mostly by the significant decrease in Grant Revenues. Toward the goal of eliminating this loss, the Agency will continue to decrease spending and attempt to increase Grant Revenues and Project Management/Administrative fees.

7. Attach a schedule of the Authority's existing rate structure (connection fees, parking fees, service charges, etc.) and a schedule of the proposed rate structure for the upcoming fiscal year. Explain any proposed changes in the rate structure and attach the resolution approving the change in the rate structure, if applicable.

N/A

8. Attach a copy of the Authority's most recent Annual Operating Data submission to the Municipal Securities Rulemaking Board's Electronic Municipal Marketplace Access (EMMA) under the Authority's Continuing Disclosure Agreements for any debt issuances outstanding. Examples of Annual Operating Data may include sewer and water billings; parking rents and collections; number of customers; number of available parking spaces; etc. See Local Finance Notice 2014-9 for more information.

N/A

**CAMDEN REDEVELOPMENT AGENCY  
FYE 2017 Project Listing**

Project/Revenue Description	Revenue Amount
DRPA- Redevelopment Agreement	\$ 363,333.00
Cooper Healthcare - Area C #2- KIPP Land Sale	\$ 30,000.00
Cooper Healthcare - Area C #2- Kipp Red. Fee	\$ 5,000.00
City Corridors Program - Administrative Fee	\$ 10,000.00
502 - 504 Stevens Street - Joint Board Land sale	\$ 95,000.00
NFI - Haddon Ave - Land sale	\$ 160,800.00
NFI - Haddon Ave - Redevelopment Fee	\$ 10,000.00
Cooper Plaza Redev. Hsg. #1 - Land Sale	\$ 30,000.00
Cooper Plaza Redev. Hsg. #1 - Redev. Fee	\$ 10,000.00
Cooper Plaza Redev. Hsg. #2 - Land Sale	\$ 240,000.00
Cooper Plaza Redev. Hsg. #2 - Redev. Fee	\$ 20,000.00
1800 Davis Street - CNI - Option Fee /Redevelopment Fee	\$ 35,000.00
1800 Davis Street - CNI - Land Sales	\$ 150,000.00
CHOICE - CNI Funded - Ph #1 - Option/Redevelopment Fee	\$ 35,000.00
CHOICE - CNI Funded - Ph #1 - Land Sale	\$ 168,000.00
Centerville - Ph #2 - Non-CNI Funded HO Option/Redev Fee	\$ 35,000.00
Centerville - Ph #2 - Non-CNI Funded HO - Land Sale	\$ 168,000.00
Campbell's Soup -Alpha Parking Rent Lease	\$ 6,000.00
EPA Grants - Salary Reimbursement	\$ 12,000.00
City-wide Land Sale	\$ 50,000.00
Admiral Wilson Blvd. - Redev. Fee	\$ 82,750.00
Meadows Phase#2 - Project Mgt Fee	\$ 20,000.00
Former Lanning Sq. West - Land Sale	\$ 80,000.00
Former Lanning Sq. West - Option / Redev. Fee	\$ 44,000.00
Cooper Grant -Poet's Walk- Land Sale	\$ 340,000.00
Cooper Grant -Poet's Walk- Option / Red. Fee	\$ 35,000.00
Lanning Square #2 RFP -Option/ Red. Fee	\$ 80,000.00
Whitman Park Redevelopment Fee- Ph # 1	\$ 10,000.00
Whitman Park Land Sale- Ph# 1	\$ 100,000.00
Coopers Hill Historic Properties - Project Mgt. Fee	\$ 10,000.00
Coopers Hill Historic Properties - Redevelopment Fee	\$ 25,000.00
Coopers Plaza Historic Properties - O'Connor - Repayment	\$ 136,000.00
PBCIP- Redevelopment Fee (properties)	\$ 10,000.00
PBCIP - Land Sale (4 properties)	\$ 51,600.00
Liberty Trust Redevelopment Fee	\$ 10,000.00
Parking Authority Mortgage Payment- Block 150	\$ 144,000.00
<b>TOTAL REVENUE</b>	<b>\$ 2,811,483.00</b>

# AUTHORITY CONTACT INFORMATION

## 2017

Please complete the following information regarding this Authority. All information requested below must be completed.

<b>Name of Authority:</b>	Camden Redevelopment Agency		
<b>Federal ID Number:</b>	222831144		
<b>Address:</b>	520 Market Street, Suite 1300		
<b>City, State, Zip:</b>	Camden	NJ	08101
<b>Phone: (ext.)</b>	856-757-7600	<b>Fax:</b>	856-964-2262

<b>Preparer's Name:</b>	Johanna S Conyer		
<b>Preparer's Address:</b>	520 Market Street, Suite 1300		
<b>City, State, Zip:</b>	Camden	NJ	08101
<b>Phone: (ext.)</b>	856-968-3544	<b>Fax:</b>	856-968-3541
<b>E-mail:</b>	<a href="mailto:joconyer@ci.camden.nj.us">joconyer@ci.camden.nj.us</a>		

<b>Chief Executive Officer:</b>	Saundra Ross Johnson		
<b>Phone: (ext.)</b>	856-968-3544	<b>Fax:</b>	856-961-2262
<b>E-mail:</b>	<a href="mailto:sajohnso@ci.camden.nj.us">sajohnso@ci.camden.nj.us</a>		

<b>Chief Financial Officer:</b>	Johanna S Conyer		
<b>Phone: (ext.)</b>	856-968-3544	<b>Fax:</b>	856-968-3541
<b>E-mail:</b>	<a href="mailto:joconyer@ci.camden.nj.us">joconyer@ci.camden.nj.us</a>		

<b>Name of Auditor:</b>	Warren E Broudy, CPA – Managing Director		
<b>Name of Firm:</b>	The Mercadien Group		
<b>Address:</b>	P.O.Box 7648		
<b>City, State, Zip:</b>	Princeton	NJ	08543-7648
<b>Phone: (ext.)</b>	609-689-2326	<b>Fax:</b>	609-689-9720
<b>E-mail:</b>	<a href="mailto:wbroudy@mercadien.com">wbroudy@mercadien.com</a>		

# AUTHORITY INFORMATIONAL QUESTIONNAIRE

## CAMDEN REDEVELOPMENT AGENCY

FISCAL YEAR: FROM: January 1, 2017 TO: December 31, 2017

Answer all questions below completely and attach additional information as required.

- 1) Provide the number of individuals employed in calendar year 2015 as reported on the Authority's Form W-3, Transmittal of Wage and Tax Statements: 13
- 2) Provide the amount of total salaries and wages for calendar year 2015 as reported on the Authority's Form W-3, Transmittal of Wage and Tax Statements: \$731,176.00
- 3) Provide the number of regular voting members of the governing body: 7
- 4) Provide the number of alternate voting members of the governing body: 0
- 5) Did any person listed on Page N-4 have a family or business relationship with any other person listed on Page N-4 during the current fiscal year? No *If "yes," attach a description of the relationship including the names of the individuals involved and their positions at the Authority.*
- 6) Did all individuals that were required to file a Financial Disclosure Statement for the current fiscal year because of their relationship with the Authority file the form as required? **(Checked to see if individuals actually filed at [http://fds.state.nj.us/njdca\\_prod/fdssearch.aspx](http://fds.state.nj.us/njdca_prod/fdssearch.aspx) before answering)** Yes *If "no," provide a list of those individuals who failed to file a Financial Disclosure Statement and an explanation as to the reason for their failure to file.*
- 7) Does the Authority have any amounts receivable from current or former commissioners, officers, key employees or highest compensated employees? No. *If "yes," attach a list of those individuals, their position, the amount receivable, and a description of the amount due to the Authority.*
- 8) Was the Authority a party to a business transaction with one of the following parties:
  - a. A current or former commissioner, officer, key employee, or highest compensated employee? No
  - b. A family member of a current or former commissioner, officer, key employee, or highest compensated employee? No
  - c. An entity of which a current or former commissioner, officer, key employee, or highest compensated employee (or family member thereof) was an officer or direct or indirect owner? No*If the answer to any of the above is "yes," attach a description of the transaction including the name of the commissioner, officer, key employee, or highest compensated employee (or family member thereof) of the Authority; the name of the entity and relationship to the individual or family member; the amount paid; and whether the transaction was subject to a competitive bid process.*
- 9) Did the Authority during the most recent fiscal year pay premiums, directly or indirectly, on a personal benefit contract? A personal benefit contract is generally any life insurance, annuity, or endowment contract that benefits, directly or indirectly, the transferor, a member of the transferor's family, or any other person designated by the transferor. No *If "yes," attach a description of the arrangement, the premiums paid, and indicate the beneficiary of the contract.*
- 10) Explain the Authority's process for determining compensation for all persons listed on Page N-4. Include whether the Authority's process includes any of the following: 1) review and approval by the commissioners or a committee thereof; 2) study or survey of compensation data for comparable positions in similarly sized entities; 3) annual or periodic performance evaluation; 4) independent compensation consultant; and/or 5) written employment contract. See Attached.
- 11) Did the Authority pay for meals or catering during the current fiscal year? Yes *If "yes," attach a detailed list of all meals and/or catering invoices for the current fiscal year and provide an explanation for each expenditure listed. See Attached.*

- 12) Did the Authority pay for travel expenses for any employee or individual listed on Page N-4? **No** If "yes," attach a detailed list of all travel expenses for the current fiscal year and provide an explanation for each expenditure listed.
- 13) Did the Authority provide any of the following to or for a person listed on Page N-4 or any other employee of the Authority:
- a. First class or charter travel **No**
  - b. Travel for companions **No**
  - c. Tax indemnification and gross-up payments **No**
  - d. Discretionary spending account **No**
  - e. Housing allowance or residence for personal use **No**
  - f. Payments for business use of personal residence **No**
  - g. Vehicle/auto allowance or vehicle for personal use **No**
  - h. Health or social club dues or initiation fees **No**
  - i. Personal services (i.e.: maid, chauffeur, chef) **No**
- If the answer to any of the above is "yes," attach a description of the transaction including the name and position of the individual and the amount expended.*
- 14) Did the Authority follow a written policy regarding payment or reimbursement for expenses incurred by employees and/or commissioners during the course of Authority business and does that policy require substantiation of expenses through receipts or invoices prior to reimbursement? **Yes** If "no," attach an explanation of the Authority's process for reimbursing employees and commissioners for expenses. (If your authority does not allow for reimbursements indicate that in answer)
- 15) Did the Authority make any payments to current or former commissioners or employees for severance or termination? **No** If "yes," attach explanation including amount paid.
- 16) Did the Authority make any payments to current or former commissioners or employees that were contingent upon the performance of the Authority or that were considered discretionary bonuses? **No** If "yes," attach explanation including amount paid.
- 17) Did the Authority comply with its Continuing Disclosure Agreements for all debt issuances outstanding by submitting its audited annual financial statements, annual operating data, and notice of material events to the Municipal Securities Rulemaking Board's Electronic Municipal Marketplace Access (EMMA) as required? **N/A** If "no," attach a description of the Authority's plan to ensure compliance with its Continuing Disclosure Agreements in the future.
- 18) Did the Authority receive any notices from the Department of Environmental Protection or any other entity regarding maintenance or repairs required to the Authority's systems to bring them into compliance with current regulations and standards that it has not yet taken action to remediate? **No** If "yes," attach explanation as to why the Authority has not yet undertaken the required maintenance or repairs and describe the Authority's plan to address the conditions identified.
- 19) Did the Authority receive any notices of fines or assessments from the Department of Environmental Protection or any other entity due to noncompliance with current regulations (i.e.: sewer overflow, etc.)? **No** If "yes," attach a description of the event or condition that resulted in the fine or assessment and indicate the amount of the fine or assessment.



**AUTHORITY INFORMATIONAL QUESTIONNAIRE  
(CONTINUED)  
CAMDEN REDEVELOPMENT AGENCY**

**FISCAL YEAR:**            **FROM:** January 1, 2017            **TO:** December 31, 2017

**10. Compensation Narrative:**

The Authority employs several processes for determining compensation for all personnel listed on page N-4. They include the following:

- Review and approval by the commissioners
- Study or survey of compensation data for comparable positions in the City of Camden municipality.
- Annual performance evaluations; and
- Written employee contracts where applicable.
- Collective Bargaining Agreements.

**AUTHORITY INFORMATIONAL QUESTIONNAIRE  
(CONTINUED)  
CAMDEN REDEVELOPMENT AGENCY**

**FISCAL YEAR:**            **FROM:** January 1, 2017            **TO:** December 31, 2017

**11. Meals and Catering Narrative**

	Check Date	Check Number	Check Amount	P.O. Number	Vendor	Description
1	1/29/2016	9978	\$ 336.36	16-00026	SODEXHO Operations LLC	CRA provided lunch and breakfast to staff for the Civil Service Commission Training ( <i>Courtesy Respect, and Professionalism</i> ) on 1/26/2016.
2	6/8/2016	10022	\$ 336.36	16-00092	SODEXHO Operations LLC	CRA provided lunch and breakfast to staff for the Civil Service Commission Training ( <i>Face to Face Communication</i> ) on 6/2/2016.
3	6/9/2016	10029	\$ 336.36	16-00093	SODEXHO Operations LLC	CRA provided lunch and breakfast to staff for the Civil Service Commission Training ( <i>Conflict Resolution</i> ) on 6/9/2016.
4	8/3/2016	10046	\$ 336.36	16-00148	SODEXHO Operations LLC	CRA provided lunch and breakfast to staff for the Civil Service Commission Training ( <i>Team Building</i> ) on 8/4/2016.
			<b>Total</b>			<b>\$ 1,345.44</b>

**AUTHORITY SCHEDULE OF COMMISSIONERS, OFFICERS, KEY EMPLOYEES,  
HIGHEST COMPENSATED EMPLOYEES AND INDEPENDENT CONTRACTORS  
CAMDEN REDEVELOPMENT AGENCY**

**FISCAL YEAR:**                      **FROM:**      January 1, 2017                      **TO:**      December 31, 2017

*Complete the attached table for all persons required to be listed per #1-4 below.*

- 1) List all of the Authority's current commissioners and officers and amount of compensation from the Authority and any other public entities as defined below. Enter zero if no compensation was paid.
- 2) List all of the Authority's key employees and highest compensated employees other than a commissioner or officer as defined below and amount of compensation from the Authority and any other public entities.
- 3) List all of the Authority's former officers, key employees and highest compensated employees who received more than \$100,000 in reportable compensation from the Authority and any other public entities during the most recent fiscal year completed.
- 4) List all of the Authority's former commissioners who received more than \$10,000 in reportable compensation from the Authority and any other public entities during the most recent fiscal year completed.

**Commissioner:** A member of the governing body of the authority with voting rights. Include alternates for purposes of this schedule.

**Officer:** A person elected or appointed to manage the authority's daily operations at any time during the year, such as the chairperson, vice-chairperson, secretary, or treasurer. For the purposes of this schedule, treat the authority's top management official and top financial official as officers. A member of the governing body may be both a commissioner and an officer for the purposes of this schedule.

**Key employee:** An employee or independent contractor of the authority (other than a commissioner or officer) who meets both of the following criteria:

- a) The individual received reportable compensation from the authority and other public entities in excess of \$150,000 for the most recent fiscal year completed; and
- b) The individual has responsibilities or influence over the authority as a whole or has power to control or determine 10% or more of the authority's capital expenditures or operating budget.

**Highest compensated employee:** One of the five highest compensated employees or independent contractors of the authority other than current commissioners, officers, or key employees whose aggregate reportable compensation from the authority and other public entities is greater than \$100,000 for the most recent fiscal year completed.

**Compensation:** All forms of cash and non-cash payments or benefits provided in exchange for services, including salaries and wages, bonuses, severance payments, deferred payments, retirement benefits, fringe benefits, and other financial arrangements or transactions such as personal vehicles, meals, housing, personal and family education benefits, below-market loans, payment of personal or family travel, entertainment, and personal use of the Authority's property. Compensation includes payments and other benefits provided to both employees and independent contractors in exchange for services.

**Reportable compensation:** The aggregate compensation that is reported (or is required to be reported) on Form W-2, box 1 or 5, whichever amount is greater, and/or Form 1099-MISC, box 7, for the most recent calendar year ended 60 days before the start of the proposed budget year. For example, for fiscal years ending December 31, 2017, the calendar year 2015 W-2 and 1099 should be used (60 days prior to start of budget year is November 1, 2016, with 2014 being the most recent calendar year ended), and for fiscal years ending June 30, 2018, the calendar year 2016 W-2 and 1099 should be used (60 days prior to start of budget year is May 1, 2017, with 2016 being the most recent calendar year ended).

**Other Public Entity:** Any municipality, county, local authority, fire district, or other government unit, regardless of whether it is related in any way to the Authority either by function or by physical location.

Authority Schedule of Commissioners, Officers, Key Employees, Highest Compensated Employees and Independent Contractors (Continued)

For the Period January 1, 2017 to December 31, 2017  
 Camden Redevelopment Agency

Name	Title	Average Hours per Week Dedicated to Position	Position				Reportable Compensation from Authority (W-2/ 1099)				Total Compensation from Authority	Estimated amount of other compensation from the Authority (health benefits, pension, etc.)	Other (auto allowance, expense account, payment in lieu of health benefits, etc.)	Names of Other Public Entities where individual is an Employee or Member of the Governing Body (1) See note below	Positions held at Other Public Entities Listed in Column O	Average Hours per Week Dedicated to Positions at Other Public Entities Listed in Column O	Reproducible Compensation from Other Public Entities (W-2/ 1099)	Estimated amount of other compensation from Other Public Entities (health benefits, pension, payment in lieu of health benefits, etc.)	Total Compensation All Public Entities	
			Commissioner	Officer	Key Employee	Highest Compensated Employee	Former	Base Salary/ Stipend	Bonus	Total Compensation from Authority										
1 Ross Johnson, Sandra	Executive Director	35	X	X	X	X				\$153,000			None	None	None	None				\$ 213,091
2 Conyer, Johanna S.	Director of Finance	35	X	X						98,430			None	None	None	None				\$ 135,873
3 Harveson, James T.	Director of EcoDev	35								96,990			None	None	None	None				\$ 133,047
4 Simpson, Olivette	Director of Housing	35								96,900			None	None	None	None				\$ 133,751
5 Torres, Marilyn	Commissioner - Chai	1.5	X	X									City of Camden	Council Woman	5	21,224				\$ 900
6 Davis, Sheila	Commissioner - Vice	1.5	X	X									Camden County	Property Clerk	35	50,683				\$ 12,671
7 Sharma, Maria	Commissioner - Trea	1.5	X	X									Camden County	Senior Housing li	35	56,122				\$ 14,031
8 Bowman, Vance B.	Commissioner	1.5	X	X									None	None	None					\$ -
9 Leonard, Jan K	Commissioner	1.5	X	X									None	None	None					\$ -
10 Ramos, Javier	Commissioner	1.5	X	X									None	None	None					\$ -
11																				\$ -
12																				\$ -
13																				\$ -
14																				\$ -
15																				\$ -
<b>Total:</b>										\$446,720	\$ -	\$ -	\$ 169,042	\$ 615,762	\$ -	\$ -	\$ -	\$ 128,029	\$ 27,601	\$ 771,392

(1) Insert "None" in this column for each individual that does not hold a position with another Public Entity

# Schedule of Health Benefits - Detailed Cost Analysis

Camden Redevelopment Agency

For the Period January 1, 2017 to December 31, 2017

	# of Covered Members (Medical & Rx)		Annual Cost Estimate per Employee Proposed Budget		# of Covered Members (Medical & Rx) Current Year		Annual Cost per Employee Current Year		Total Prior year Year Cost	\$ Increase (Decrease)	% Increase (Decrease)
	Proposed Budget	Actual	Proposed Budget	Actual	Current Year	Actual	Current Year	Actual			
<b>Active Employees - Health Benefits - Annual Cost</b>											
Single Coverage	5	\$ 12,244	\$ 61,221	5	\$ 12,256	\$ 61,281	\$ (60)	-0.1%			
Parent & Child	1	21,690	21,690	1	21,711	21,711	(21)	-0.1%			
Employee & Spouse (or Partner)	2	24,201	48,401	2	24,224	48,448	(47)	-0.1%			
Family	3	33,646	100,938	3	33,679	101,038	(100)	-0.1%			
Employee Cost Sharing Contribution (enter as negative - )			(50,015)			(47,344)	(2,671)	5.6%			
<b>Subtotal</b>	<b>11</b>		<b>182,235</b>	<b>11</b>		<b>185,134</b>	<b>(2,899)</b>	<b>-1.6%</b>			
<b>Commissioners - Health Benefits - Annual Cost</b>											
Single Coverage								#DIV/0!			
Parent & Child								#DIV/0!			
Employee & Spouse (or Partner)								#DIV/0!			
Family								#DIV/0!			
Employee Cost Sharing Contribution (enter as negative - )								#DIV/0!			
<b>Subtotal</b>	<b>0</b>			<b>0</b>				<b>#DIV/0!</b>			
<b>Retirees - Health Benefits - Annual Cost</b>											
Single Coverage								#DIV/0!			
Parent & Child								#DIV/0!			
Employee & Spouse (or Partner)								#DIV/0!			
Family								#DIV/0!			
Employee Cost Sharing Contribution (enter as negative - )								#DIV/0!			
<b>Subtotal</b>	<b>0</b>			<b>0</b>				<b>#DIV/0!</b>			
<b>GRAND TOTAL</b>	<b>11</b>		<b>\$ 182,235</b>	<b>11</b>		<b>\$ 185,134</b>	<b>\$ (2,899)</b>	<b>-1.6%</b>			

Yes	Yes or No
Yes	Yes or No

Is medical coverage provided by the SHBP (Yes or No)? (Place Answer in Box)  
 Is prescription drug coverage provided by the SHBP (Yes or No)? (Place Answer in Box)

**Note: Remember to Enter an amount in rows for Employee Cost Sharing**

# Schedule of Accumulated Liability for Compensated Absences

Camden Redevelopment Agency

For the Period January 1, 2017 to December 31, 2017

Complete the below table for the Authority's accrued liability for compensated absences.

X Box if Authority has no Compensated Absences

Individuals Eligible for Benefit	Gross Days of Accumulated Compensated Absences at beginning of Current Year	Dollar Value of Accrued Compensated Absence Liability	Legal Basis for Benefit (check applicable items)		
			Approved Labor Agreement	Resolution	Individual Employment Agreement
Anthony Martinez	0	\$ -	X		
Baoguo Li	228	6,072	X		
Carla Rhodes	196	4,614			X
Deirdra Williams	191	3,391	X		
Donna Arthur-Pettigrew	11	264	X		
Dwaine Williams	110	4,315			X
James Harveson	157	8,315			X
Johanna Conyer	254	13,737			X
Nural Williams	233	6,362	X		
Olivette Simpson	313	16,665			X
Sandra Johnson	0	-			X
Sulena Robinson-Rivera	8	284	X		
<b>Total liability for accumulated compensated absences at beginning of current year</b>		<b>\$ 64,019</b>			

The total Amount Should agree to most recently issued audit report for the Authority

# Schedule of Shared Service Agreements

Camden Redevelopment Agency

December 31, 2017

For the Period

January 1, 2017 to

*Enter the shared service agreements that the Authority currently engages in and identify the amount that is received/paid for those services.*

Name of Entity Providing Service	Name of Entity Receiving Service	Type of Shared Service Provided	Comments (Enter more specifics if needed)	Agreement Effective Date	Agreement End Date	Amount to be Received by/ Paid from Authority

If No Shared Services X this Box

# **2017 AUTHORITY BUDGET**

## **Financial Schedules Section**



**SUMMARY**

Camden Redevelopment Agency  
 For the Period January 1, 2017 to December 31, 2017

	FY 2017 Proposed Budget				FY 2016 Adopted Budget		\$ Increase (Decrease) Proposed vs. Adopted	% Increase (Decrease) Proposed vs. Adopted
	Operation #1	Operation #2	N/A	N/A	Total All Operations	Total All Operations		
<b>REVENUES</b>								
Total Operating Revenues	\$ 2,811,483	\$ -	\$ -	\$ -	\$ 2,811,483	\$ 2,429,835	\$ 381,648	15.7%
Total Non-Operating Revenues	-	-	-	-	-	-	-	#DIV/0!
Total Anticipated Revenues	2,811,483	-	-	-	2,811,483	2,429,835	381,648	15.7%
<b>APPROPRIATIONS</b>								
Total Administration	1,903,701	-	-	-	1,903,701	1,889,918	13,783	0.7%
Total Cost of Providing Services	-	-	-	-	-	-	-	#DIV/0!
Total Principal Payments on Debt Service in Lieu of Depreciation	-	-	-	-	-	-	-	#DIV/0!
Total Operating Appropriations	1,903,701	-	-	-	1,903,701	1,889,918	13,783	0.7%
Total Interest Payments on Debt	-	-	-	-	-	-	-	#DIV/0!
Total Other Non-Operating Appropriations	907,782	-	-	-	907,782	539,917	367,865	68.1%
Total Non-Operating Appropriations	907,782	-	-	-	907,782	539,917	367,865	68.1%
Accumulated Deficit	-	-	-	-	-	-	-	#DIV/0!
Total Appropriations and Accumulated Deficit	2,811,483	-	-	-	2,811,483	2,429,835	381,648	15.7%
Less: Total Unrestricted Net Position Utilized	-	-	-	-	-	-	-	#DIV/0!
Net Total Appropriations	2,811,483	-	-	-	2,811,483	2,429,835	381,648	15.7%
<b>ANTICIPATED SURPLUS (DEFICIT)</b>	\$ (0)	\$ -	\$ -	\$ -	\$ (0)	\$ -	\$ (0)	#DIV/0!

# Revenue Schedule

Camden Redevelopment Agency  
For the Period January 1, 2017 to December 31, 2017

	<b>FY 2017 Proposed Budget</b>						<b>FY 2016 Adopted Budget</b>	<b>\$ Increase (Decrease) Proposed vs. Adopted</b>	<b>% Increase (Decrease) Proposed vs. Adopted</b>	
	Operation #1	Operation #2	N/A	N/A	N/A	N/A	Total All Operations	Total All Operations	All Operations	
							Total All Operations	All Operations	All Operations	
<b>OPERATING REVENUES</b>										
<i>Service Charges</i>										
Residential							\$ -	\$ -	\$ -	#DIV/0!
Business/Commercial							-	-	-	#DIV/0!
Industrial							-	-	-	#DIV/0!
Intergovernmental							-	-	-	#DIV/0!
Other							-	-	-	#DIV/0!
<b>Total Service Charges</b>							-	-	-	#DIV/0!
<i>Connection Fees</i>										
Residential							-	-	-	#DIV/0!
Business/Commercial							-	-	-	#DIV/0!
Industrial							-	-	-	#DIV/0!
Intergovernmental							-	-	-	#DIV/0!
Other							-	-	-	#DIV/0!
<b>Total Connection Fees</b>							-	-	-	#DIV/0!
<i>Parking Fees</i>										
Meters							-	-	-	#DIV/0!
Permits							-	-	-	#DIV/0!
Fines/Penalties							-	-	-	#DIV/0!
Other							-	-	-	#DIV/0!
<b>Total Parking Fees</b>							-	-	-	#DIV/0!
<i>Other Operating Revenues (List)</i>										
Rental Income	6,000					6,000	10,800	(4,800)	-44.4%	
Redevelopment Agreement	363,333					363,333	363,333	-	0.0%	
UEZ Admin Offset	0					-	-	-	#DIV/0!	
Project Admin / Redevelopment Fees	451,750					451,750	304,000	147,750	48.6%	
Land Sales	1,842,400					1,842,400	1,597,000	245,400	15.4%	
Other Receivables	148,000					148,000	154,702	(6,702)	-4.3%	
Type In (Grant, Other Rev)	0					-	-	-	#DIV/0!	
Type In (Grant, Other Rev)	0					-	-	-	#DIV/0!	
Type In (Grant, Other Rev)	0					-	-	-	#DIV/0!	
Type In (Grant, Other Rev)	0					-	-	-	#DIV/0!	
Type In (Grant, Other Rev)	0					-	-	-	#DIV/0!	
<b>Total Other Revenue</b>	<b>2,811,483</b>					<b>2,811,483</b>	<b>2,429,835</b>	<b>381,648</b>	<b>15.7%</b>	
<b>Total Operating Revenues</b>	<b>2,811,483</b>					<b>2,811,483</b>	<b>2,429,835</b>	<b>381,648</b>	<b>15.7%</b>	
<b>NON-OPERATING REVENUES</b>										
<i>Other Non-Operating Revenues (List)</i>										
Type In							-	-	-	#DIV/0!
Type In							-	-	-	#DIV/0!
Type In							-	-	-	#DIV/0!
Type In							-	-	-	#DIV/0!
Type In							-	-	-	#DIV/0!
Type In							-	-	-	#DIV/0!
<b>Total Other Non-Operating Revenue</b>							-	-	-	#DIV/0!
<i>Interest on Investments &amp; Deposits (List)</i>										
Interest Earned							-	-	-	#DIV/0!
Penalties							-	-	-	#DIV/0!
Other							-	-	-	#DIV/0!
<b>Total Interest</b>							-	-	-	#DIV/0!
<b>Total Non-Operating Revenues</b>							-	-	-	#DIV/0!
<b>TOTAL ANTICIPATED REVENUES</b>	<b>\$ 2,811,483</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,811,483</b>	<b>\$ 2,429,835</b>	<b>\$ 381,648</b>	<b>15.7%</b>

# Prior Year Adopted Revenue Schedule

## Camden Redevelopment Agency

### FY 2016 Adopted Budget

	Operation #1	Operation #2	N/A	N/A	N/A	N/A	Total All Operations
<b>OPERATING REVENUES</b>							
<i>Service Charges</i>							
Residential							\$ -
Business/Commercial							-
Industrial							-
Intergovernmental							-
Other							-
Total Service Charges	-	-	-	-	-	-	-
<i>Connection Fees</i>							
Residential							-
Business/Commercial							-
Industrial							-
Intergovernmental							-
Other							-
Total Connection Fees	-	-	-	-	-	-	-
<i>Parking Fees</i>							
Meters							-
Permits							-
Fines/Penalties							-
Other							-
Total Parking Fees	-	-	-	-	-	-	-
<i>Other Operating Revenues (List)</i>							
Rental Income	10,800	-	-	-	-	-	10,800
Redevelopment Agreement	363,333	-	-	-	-	-	363,333
UEZ Admin Offset	0	-	-	-	-	-	-
Project Admin Fees	304,000	-	-	-	-	-	304,000
Land Sale	1,597,000	-	-	-	-	-	1,597,000
Other Receivables	154,702	-	-	-	-	-	154,702
Type in (Grant, Other Rev)	0	-	-	-	-	-	-
Type in (Grant, Other Rev)	0	-	-	-	-	-	-
Type in (Grant, Other Rev)	-	-	-	-	-	-	-
Type in (Grant, Other Rev)	-	-	-	-	-	-	-
Type in (Grant, Other Rev)	-	-	-	-	-	-	-
Total Other Revenue	2,429,835	-	-	-	-	-	2,429,835
Total Operating Revenues	2,429,835	-	-	-	-	-	2,429,835
<b>NON-OPERATING REVENUES</b>							
<i>Other Non-Operating Revenues (List)</i>							
Type in							-
Type in							-
Type in							-
Type in							-
Type in							-
Type in							-
Total Other Non-Operating Revenues	-	-	-	-	-	-	-
<i>Interest on Investments &amp; Deposits</i>							
Interest Earned							-
Penalties							-
Other							-
Total Interest	-	-	-	-	-	-	-
Total Non-Operating Revenues	-	-	-	-	-	-	-
<b>TOTAL ANTICIPATED REVENUES</b>	<b>\$2,429,835</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$2,429,835</b>

# Appropriations Schedule

## Camden Redevelopment Agency

For the Period January 1, 2017 to December 31, 2017

	<b>FY 2017 Proposed Budget</b>						<b>FY 2016 Adopted Budget</b>	<b>\$ Increase (Decrease) Proposed vs. Adopted</b>	<b>% Increase (Decrease) Proposed vs. Adopted</b>
	Operation #1	Operation #2	N/A	N/A	N/A	N/A	Total All Operations	Total All Operations	All Operations
<b>OPERATING APPROPRIATIONS</b>									
<i>Administration - Personnel</i>									
Salary & Wages	\$1,009,983					\$1,009,983	\$ 1,000,156	\$ 9,827	1.0%
Fringe Benefits	369,079					369,079	365,397	3,682	1.0%
<b>Total Administration - Personnel</b>	<b>1,379,061</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,379,061</b>	<b>1,365,553</b>	<b>13,508</b>	<b>1.0%</b>
<i>Administration - Other (List)</i>									
Admin Expense	305,640					305,640	305,365	275	0.1%
Professional Service Expense	219,000					219,000	219,000	-	0.0%
Type in Description									#DIV/0!
Type in Description									#DIV/0!
Miscellaneous Administration*									#DIV/0!
<b>Total Administration - Other</b>	<b>524,640</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>524,640</b>	<b>524,365</b>	<b>275</b>	<b>0.1%</b>
<b>Total Administration</b>	<b>1,903,701</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,903,701</b>	<b>1,889,918</b>	<b>13,783</b>	<b>0.7%</b>
<i>Cost of Providing Services - Personnel</i>									
Salary & Wages									#DIV/0!
Fringe Benefits									#DIV/0!
<b>Total COPS - Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>#DIV/0!</b>
<i>Cost of Providing Services - Other (List)</i>									
Type in Description									#DIV/0!
Type in Description									#DIV/0!
Type in Description									#DIV/0!
Type in Description									#DIV/0!
Miscellaneous COPS*									#DIV/0!
<b>Total COPS - Other</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>#DIV/0!</b>
<b>Total Cost of Providing Services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>#DIV/0!</b>
<b>Total Principal Payments on Debt Service in Lieu of Depreciation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>#DIV/0!</b>
<b>Total Operating Appropriations</b>	<b>1,903,701</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,903,701</b>	<b>1,889,918</b>	<b>13,783</b>	<b>0.7%</b>
<b>NON-OPERATING APPROPRIATIONS</b>									
Total Interest Payments on Debt									#DIV/0!
Operations & Maintenance Reserve	907,782					907,782	539,917	367,865	68.1%
Renewal & Replacement Reserve									#DIV/0!
Municipality/County Appropriation									#DIV/0!
Other Reserves									#DIV/0!
<b>Total Non-Operating Appropriations</b>	<b>907,782</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>907,782</b>	<b>539,917</b>	<b>367,865</b>	<b>68.1%</b>
<b>TOTAL APPROPRIATIONS</b>	<b>2,811,483</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,811,483</b>	<b>2,429,835</b>	<b>381,648</b>	<b>15.7%</b>
<b>ACCUMULATED DEFICIT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>#DIV/0!</b>
<b>TOTAL APPROPRIATIONS &amp; ACCUMULATED DEFICIT</b>	<b>2,811,483</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,811,483</b>	<b>2,429,835</b>	<b>381,648</b>	<b>15.7%</b>
<b>UNRESTRICTED NET POSITION UTILIZED</b>									
Municipality/County Appropriation									#DIV/0!
Other									#DIV/0!
<b>Total Unrestricted Net Position Utilized</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>#DIV/0!</b>
<b>TOTAL NET APPROPRIATIONS</b>	<b>\$2,811,483</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,429,835</b>	<b>\$ 381,648</b>	<b>15.7%</b>

\* Miscellaneous line items may not exceed 5% of total operating appropriations shown below. If amount in miscellaneous is greater than the amount shown below, then the line item must be itemized above.

5% of Total Operating Appropriations \$95,185.07 \$ - \$ - \$ - \$ - \$ - \$ - \$95,185.07

# Prior Year Adopted Appropriations Schedule

## Camden Redevelopment Agency

### FY 2016 Adopted Budget

	Operation #1	Operation #2	N/A	N/A	N/A	N/A	Total All Operations
<b>OPERATING APPROPRIATIONS</b>							
<i>Administration - Personnel</i>							
Salary & Wages	\$1,000,156						\$1,000,156
Fringe Benefits	365,397						365,397
Total Administration - Personnel	1,365,553	-	-	-	-	-	1,365,553
<i>Administration - Other (List)</i>							
Admin Expense	305,365						305,365
Professional Services Expense	219,000						219,000
Type In Description							-
Type In Description							-
Miscellaneous Administration*							-
Total Administration - Other	524,365	-	-	-	-	-	524,365
Total Administration	1,889,918	-	-	-	-	-	1,889,918
<i>Cost of Providing Services - Personnel</i>							
Salary & Wages							-
Fringe Benefits							-
Total COPS - Personnel	-	-	-	-	-	-	-
<i>Cost of Providing Services - Other (List)</i>							
Type In Description							-
Type In Description							-
Type In Description							-
Type In Description							-
Miscellaneous COPS*							-
Total COPS - Other	-	-	-	-	-	-	-
Total Cost of Providing Services	-	-	-	-	-	-	-
Total Principal Payments on Debt Service in Lieu of Depreciation	-	-	-	-	-	-	-
Total Operating Appropriations	1,889,918	-	-	-	-	-	1,889,918
<b>NON-OPERATING APPROPRIATIONS</b>							
Total Interest Payments on Debt	-	-	-	-	-	-	-
Operations & Maintenance Reserve	539,917						539,917
Renewal & Replacement Reserve							-
Municipality/County Appropriation							-
Other Reserves							-
Total Non-Operating Appropriations	539,917	-	-	-	-	-	539,917
<b>TOTAL APPROPRIATIONS</b>	2,429,835	-	-	-	-	-	2,429,835
<b>ACCUMULATED DEFICIT</b>							-
<b>TOTAL APPROPRIATIONS &amp; ACCUMULATED DEFICIT</b>	2,429,835	-	-	-	-	-	2,429,835
<b>UNRESTRICTED NET POSITION UTILIZED</b>							
Municipality/County Appropriation	-	-	-	-	-	-	-
Other							-
Total Unrestricted Net Position Utilized	-	-	-	-	-	-	-
<b>TOTAL NET APPROPRIATIONS</b>	\$2,429,835	\$ -	\$ -	\$ -	\$ -	\$ -	\$2,429,835

\* Miscellaneous line items may not exceed 5% of total operating appropriations shown below. If amount in miscellaneous is greater than the amount shown below, then the line item must be itemized above.

5% of Total Operating Appropriations    \$94,495.90    \$ -    \$ -    \$ -    \$ -    \$ -    \$ -    \$94,495.90

# Debt Service Schedule - Principal

Camden Redevelopment Agency

If Authority has no debt X this box

X

	Fiscal Year Ending in							
	Proposed Budget Year 2017	2018	2019	2020	2021		2022	Thereafter
<i>Operation #1</i>								
Type in Issue Name								\$
Type in Issue Name								
Type in Issue Name								
Type in Issue Name								
Total Principal								
<i>Operation #2</i>								
Type in Issue Name								
Type in Issue Name								
Type in Issue Name								
Type in Issue Name								
Total Principal								
N/A								
Type in Issue Name								
Type in Issue Name								
Type in Issue Name								
Type in Issue Name								
Total Principal								
N/A								
Type in Issue Name								
Type in Issue Name								
Type in Issue Name								
Type in Issue Name								
Total Principal								
N/A								
Type in Issue Name								
Type in Issue Name								
Type in Issue Name								
Type in Issue Name								
Total Principal								
<b>TOTAL PRINCIPAL ALL OPERATIONS</b>	\$	-	-	-	-	-	-	-
	\$	-	-	-	-	-	-	-

Indicate the Authority's most recent bond rating and the year of the rating by ratings service.

	<i>Moody's</i>	<i>Standard &amp; Poors</i>
Bond Rating		
Year of Last Rating		

# Debt Service Schedule - Interest

Camden Redevelopment Agency

X

If Authority has no debt X this box

	Fiscal Year Ending in					Total Interest Payments Outstanding			
	2016	2017	2018	2019	2020		2021	2022	Thereafter
<b>Operation #1</b>									
Type in Issue Name									
Type in Issue Name									
Type in Issue Name									
Type in Issue Name									
Total Interest Payments									\$ -
<b>Operation #2</b>									
Type in Issue Name									
Type in Issue Name									
Type in Issue Name									
Type in Issue Name									
Total Interest Payments									
N/A									
Type in Issue Name									
Type in Issue Name									
Type in Issue Name									
Type in Issue Name									
Total Interest Payments									
N/A									
Type in Issue Name									
Type in Issue Name									
Type in Issue Name									
Type in Issue Name									
Total Interest Payments									
N/A									
Type in Issue Name									
Type in Issue Name									
Type in Issue Name									
Type in Issue Name									
Total Interest Payments									
N/A									
Type in Issue Name									
Type in Issue Name									
Type in Issue Name									
Type in Issue Name									
Total Interest Payments									
<b>TOTAL INTEREST ALL OPERATIONS</b>									
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

# Net Position Reconciliation

Camden Redevelopment Agency

For the Period January 1, 2017 to December 31, 2017

## FY 2017 Proposed Budget

	Operation #1	Operation #2	N/A	N/A	N/A	N/A	Total All Operations
<b>TOTAL NET POSITION BEGINNING OF CURRENT YEAR (1)</b>	\$ 14,920,865						#####
Less: Invested in Capital Assets, Net of Related Debt (1)	15,741,292						15,741,292
Less: Restricted for Debt Service Reserve (1)							
Less: Other Restricted Net Position (1)							
Total Unrestricted Net Position (1)	(820,427)						(820,427)
Less: Designated for Non-Operating Improvements & Repairs							
Less: Designated for Rate Stabilization							
Less: Other Designated by Resolution							
Plus: Accrued Unfunded Pension Liability (1)							
Plus: Accrued Unfunded Other Post-Employment Benefit Liability (1)							
Plus: Estimated Income (Loss) on Current Year Operations (2)							
Plus: Other Adjustments (attach schedule)							
<b>UNRESTRICTED NET POSITION AVAILABLE FOR USE IN PROPOSED BUDGET</b>	(820,427)						(820,427)
Unrestricted Net Position Utilized to Balance Proposed Budget							
Unrestricted Net Position Utilized in Proposed Capital Budget							
Appropriation to Municipality/County (3)							
Total Unrestricted Net Position Utilized in Proposed Budget							
<b>PROJECTED UNRESTRICTED UNDESIGNATED NET POSITION AT END OF YEAR</b>							
(4)	\$ (820,427)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (820,427)

(1) Total of all operations for this line item must agree to audited financial statements.

(2) Include budgeted and unbudgeted use of unrestricted net position in the current year's operations.

(3) Amount may not exceed 5% of total operating appropriations. See calculation below.

Maximum Allowable Appropriation to Municipality/County \$ 95,185 \$ - \$ - \$ - \$ - \$ - \$ - \$ 95,185  
 (4) If Authority is projecting a deficit for any operation at the end of the budget period, the Authority must attach a statement explaining its plan to reduce the deficit, including the timeline for elimination of the deficit, if not already detailed in the budget narrative section.



2017  
CAMDEN  
REDEVELOPMENT  
AGENCY

AUTHORITY  
CAPITAL  
BUDGET/  
PROGRAM

2017 CERTIFICATION OF AUTHORITY CAPITAL BUDGET/PROGRAM

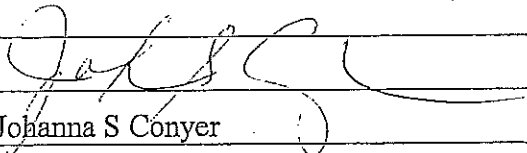
CAMDEN REDEVELOPMENT AGENCY

FISCAL YEAR: FROM: January 1, 2017 TO: December 31, 2017

[ ] It is hereby certified that the Authority Capital Budget/Program annexed hereto is a true copy of the Capital Budget/Program approved, pursuant to N.J.A.C. 5:31-2.2, along with the Annual Budget, by the governing body of the Camden Redevelopment Agency, on the 10th day of October, 2016.

OR

[ X ] It is hereby certified that the governing body of the Camden Redevelopment Agency have elected NOT to adopt a Capital Budget /Program for the aforesaid fiscal year, pursuant to N.J.A.C. 5:31-2.2 for the following reason(s): The Agency does not perform capital projects.

Officer's Signature:			
Name:	Johanna S Conyer		
Title:	Director of Finance		
Address:	520 Market Street, Suite 1300 Camden, NJ 08101		
Phone Number:	856-968-3544	Fax Number:	856-968-3541
E-mail address	joconyer@ci.camden.nj.us		

# Proposed Capital Budget

Camden Redevelopment Agency

For the Period January 1, 2017 to December 31, 2017

		<i>Funding Sources</i>				
Estimated Total Cost		Unrestricted Net Position Utilized	Renewal & Replacement Reserve	Debt Authorization	Capital Grants	Other Sources
<i>Operation #1</i>						
Type in Description	\$ -					
Type in Description	-					
Type in Description	-					
Type in Description	-					
Total	-	-	-	-	-	-
<i>Operation #2</i>						
Type in Description	-					
Type in Description	-					
Type in Description	-					
Type in Description	-					
Total	-	-	-	-	-	-
<i>N/A</i>						
Type in Description	-					
Type in Description	-					
Type in Description	-					
Type in Description	-					
Total	-	-	-	-	-	-
<i>N/A</i>						
Type in Description	-					
Type in Description	-					
Type in Description	-					
Type in Description	-					
Total	-	-	-	-	-	-
<i>N/A</i>						
Type in Description	-					
Type in Description	-					
Type in Description	-					
Type in Description	-					
Total	-	-	-	-	-	-
<i>N/A</i>						
Type in Description	-					
Type in Description	-					
Type in Description	-					
Type in Description	-					
Total	-	-	-	-	-	-
<b>TOTAL PROPOSED CAPITAL BUDGET</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Enter brief description of up to four projects for each operation above. For operations with more than four budgeted projects, please attach additional schedules. Input total amount of all projects for the operation on single line and enter "See Attached Schedule" instead of project description.

# 5 Year Capital Improvement Plan

## Camden Redevelopment Agency

For the Period January 1, 2017 to December 31, 2017

*Fiscal Year Beginning in*

	Estimated Total Cost	Current Budget Year 2017	2018	2019	2020	2021	2022
<b>Operation #1</b>							
Type in Description	\$ -	\$ -					
Type in Description	-	-					
Type in Description	-	-					
Type in Description	-	-					
Total	-	-	-	-	-	-	-
<b>Operation #2</b>							
Type in Description	-	-					
Type in Description	-	-					
Type in Description	-	-					
Type in Description	-	-					
Total	-	-	-	-	-	-	-
<b>N/A</b>							
Type in Description	-	-					
Type in Description	-	-					
Type in Description	-	-					
Type in Description	-	-					
Total	-	-	-	-	-	-	-
<b>N/A</b>							
Type in Description	-	-					
Type in Description	-	-					
Type in Description	-	-					
Type in Description	-	-					
Total	-	-	-	-	-	-	-
<b>N/A</b>							
Type in Description	-	-					
Type in Description	-	-					
Type in Description	-	-					
Type in Description	-	-					
Total	-	-	-	-	-	-	-
<b>N/A</b>							
Type in Description	-	-					
Type in Description	-	-					
Type in Description	-	-					
Type in Description	-	-					
Total	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

*Project descriptions entered on Page CB-3 will carry forward to Pages CB-4 and CB-5. No need to re-enter project descriptions above.*

# 5 Year Capital Improvement Plan Funding Sources

Camden Redevelopment Agency

For the Period

January 1, 2017

to

December 31, 2017

*Funding Sources*

	Estimated Total Cost	Unrestricted Net Position Utilized	Renewal & Replacement Reserve	Debt Authorization	Capital Grants	Other Sources
<i>Operation #1</i>						
Type in Description	\$ -					
Type in Description	-					
Type in Description	-					
Type in Description	-					
Total	-	-	-	-	-	-
<i>Operation #2</i>						
Type in Description	-					
Type in Description	-					
Type in Description	-					
Type in Description	-					
Total	-	-	-	-	-	-
<i>N/A</i>						
Type in Description	-					
Type in Description	-					
Type in Description	-					
Type in Description	-					
Total	-	-	-	-	-	-
<i>N/A</i>						
Type in Description	-					
Type in Description	-					
Type in Description	-					
Type in Description	-					
Total	-	-	-	-	-	-
<i>N/A</i>						
Type in Description	-					
Type in Description	-					
Type in Description	-					
Type in Description	-					
Total	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Total 5 Year Plan per CB-4	\$ -					
Balance check						

- If amount is other than zero, verify that projects listed above match projects listed on CB-4.

Project descriptions entered on Page CB-3 will carry forward to Pages CB-4 and CB-5. No need to re-enter project descriptions above.