

2015

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Camden Redevelopment Agency  
**Authority Budget**

<http://camdenredevelopment.com>



Division of Local Government Services

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

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**2015 AUTHORITY BUDGET  
 TRANSMITTAL PACKAGE**

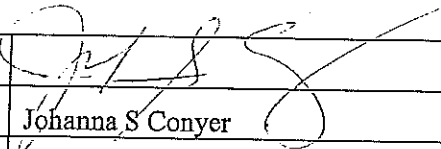
Submit all budget related materials in one package to: *Bureau of Authority Regulation Affairs, Division of Local Government Services, 101 South Broad Street, P.O. Box 803, Trenton, NJ 08625-0803*. Also submit a pdf copy of the budget package to [authoritiesunit@dca.state.nj.us](mailto:authoritiesunit@dca.state.nj.us) with the name of the authority in the subject line. Check the box of each item to indicate that it is included in budget or has been completed.

**2015 Authority Budget Document**

- 2 copies of the budget document
- Authority Name and Fiscal Year are filled in
- Signature blocks on Pages C-2, C-3, C-4 and C-6 are filled in along with title, address, e-mail address, phone number and fax number
- Resolution of the Authority Commissioners approving the introduced budget is enclosed with properly recorded vote
- Proposed hearing date for adoption of Budget reflected in Authority Budget Resolution
- Authority Budget Resolution is signed with original hand written signature
- Budget Narrative and Information Section is complete

**Capital Budget (Page CB-1 through CB-5)**

- Authority Name and Fiscal Year are filled in
- Signature blocks on Page CB-1 are filled in along with title, address, e-mail address, phone number and fax number
- Capital Budget message is complete (N/A)

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

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**2015 AUTHORITY BUDGET**

**Certification Section**

2015

**CAMDEN REDEVELOPMENT AGENCY**

**AUTHORITY BUDGET**

FISCAL YEAR: FROM January 1, 2015 TO December 31, 2015

*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:  Date: 3/2/15

## 2015 Authority Budget Resolution Camden Redevelopment Agency

FISCAL YEAR: FROM January 1, 2015 TO December 31, 2015

WHEREAS, the Annual Budget and Capital Budget for the Camden Redevelopment Agency for the fiscal year beginning, January 1, 2015 and ending, December 31, 2015 has been presented before the governing body of the Camden Redevelopment Agency at its open public meeting of, October 29, 2014; and

WHEREAS, the Annual Budget as introduced reflects Total Revenues of \$3,425,243 Total Appropriations, including any Accumulated Deficit if any, of \$3,425,243 and Total Unrestricted Net Position utilized of \$0; and

WHEREAS, the Capital Budget as introduced reflects Total Capital Appropriations of \$0 and Total Unrestricted Net Position 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 Authority, 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 Authority'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 Camden Redevelopment Agency, at an open public meeting held on October 29, 2014 that the Annual Budget, including all related schedules, and the Capital Budget/Program of the Camden Redevelopment Agency for the fiscal year beginning, January 1, 2015 and ending, December 31, 2015 is hereby approved; 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 Authority's outstanding debt obligations, capital lease arrangements, service contracts, and other pledged agreements; and

BE IT FURTHER RESOLVED, that the governing body of the Camden Redevelopment Agency will consider the Annual Budget and Capital Budget/Program for adoption on December 10, 2014.

*Juliana Kobasa-Kuero*  
(Secretary's Signature)

10-29-14  
(Date)

Governing Body  
Member:

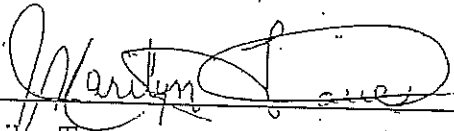
Recorded Vote

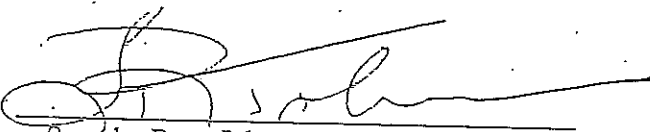
	Aye	Nay	Abstain	Absent
Marilyn Torres	X			
Vance C. Bowman	X			
José Vazquez Jr.	X			
Kenwood Hagamin Jr.				X
Mirta L. Nieves	X			
Edgardo Garcia				X

ON MOTION OF: Jose Vasquez

SECONDED BY: Mirta Nieves

COMMISSIONER	AYES	NAYS	ABSTENTIONS
Marilyn Torres	✓		
Vance Bowman	✓		
Kenwood Hagamin, Jr			
Jose Vazquez	✓		
Mirta E. Nieves	✓		
Edgardo Garcia			

  
\_\_\_\_\_  
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

# 2015 PREPARER'S CERTIFICATION

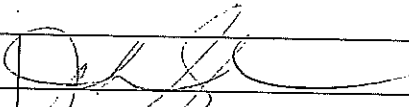
## CAMDEN REDEVELOPMENT AGENCY

### AUTHORITY BUDGET

FISCAL YEAR: FROM: January 1, 2015 TO: December 31, 2015

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		

**2015 APPROVAL CERTIFICATION**

**CAMDEN REDEVELOPMENT AGENCY**

**AUTHORITY BUDGET**

**FISCAL YEAR:      FROM:      January 1, 2015      TO:      December 31, 2015**

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 29, 2014.

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 Robinson-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	surobins@ci.camden.nj.us		



# INTERNET WEBSITE CERTIFICATION

Authority's Web Address:

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.

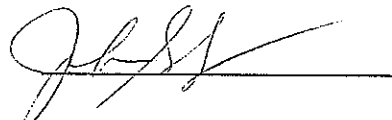
Name of Officer Certifying compliance

J. HANNA S. COWLEY

Title of Officer Certifying compliance

DIRECTOR OF FINANCE

Signature

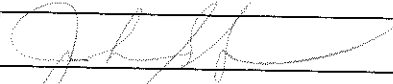


**2015 ADOPTION CERTIFICATION**  
**CAMDEN REDEVELOPMENT AGENCY**

**AUTHORITY BUDGET**

FISCAL YEAR: FROM: TO:

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 10th day of, December, 2014.

Officer's Signature:			
Name:	Johanna S. Conyer		
Title:	Director of Finance		
Address:	520 Market Street, Suite 1300 Camden, NJ 08101		
Phone Number:	856-757-3544	Fax Number:	856-968-3541
E-mail address	carhodes@ci.camden.nj.us		

## RESOLUTION SUMMARY

Resolution No.: 12-10-14D

Resolution Title:  
Resolution Authorizing The City Of Camden Redevelopment Agency to Adopt the Camden Redevelopment Agency's Budget For The Fiscal Year Ending 2015

Project Summary:

New Jersey Administrative Code 5:31-2.3 Section (g) requires that the budget shall be adopted not later than the beginning of the authority's fiscal year.

The CRA's fiscal year end is December 31, 2014.

Purpose of Resolution:

To seek authorization to adopt the Camden Redevelopment Agency Fiscal Year Ending 2015 budget.

Award Process:

N/A

Cost Not To Exceed:

N/A

Source of Funds:

N/A

Total Project Cost:

N/A

# 2015 ADOPTED BUDGET RESOLUTION

## Camden Redevelopment Agency

FISCAL YEAR: FROM: January 1, 2015 TO: December 31, 2015

WHEREAS, the Annual Budget and Capital Budget/Program for the Camden Redevelopment Agency for the fiscal year beginning January 1, 2015 and ending, December 31, 2015 has been presented for adoption before the governing body of the Camden Redevelopment Agency at its open public meeting of December 10, 2014; and

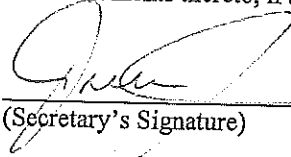
WHEREAS, the Annual Budget and Capital Budget as presented for adoption reflects each item of revenue and appropriation in the same amount and title as set forth in the introduced and approved budget, including all amendments thereto, if any, which have been approved by the Director of the Division of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

WHEREAS, the Annual Budget as presented for adoption reflects Total Revenues of \$ 3,425,243, Total Appropriations, including any Accumulated Deficit, if any, of \$ 3,425,243 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 10, 2014 that the Annual Budget and Capital Budget/Program of the Camden Redevelopment Agency for the fiscal year beginning, January 1, 2015 and, ending, December 31, 2015 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.

  
(Secretary's Signature)

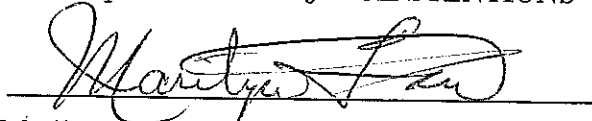
Dec 10, 2014  
(Date)

Governing Body Member:	Recorded Vote			
	Aye	Nay	Abstain	Absent
Marilyn Torres	✓			
Vance C. Bowman	✓			
Jose Vazquez Jr.	✓			
Kenwood Hagamin Jr.	✓			
Mirta L. Nieves	✓			
Jose J. Ramos	✓			

ON MOTION OF: Jose Vazquez

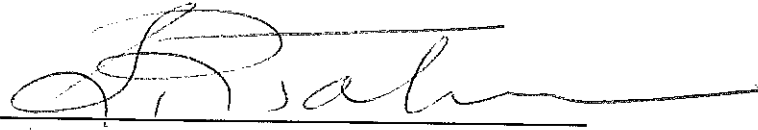
SECONDED BY: Mirta Nieves

AYES 4 NAYS 0 ABSTENTIONS 0



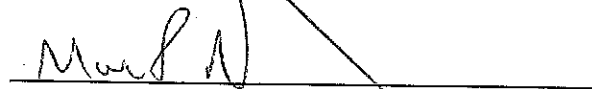
Marilyn Torres  
Chairperson

ATTEST:



Sandra Ross Johnson  
Executive Director

The above has been reviewed and approved as to form.



Mark P. Asselta, Esq.

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## **2015 AUTHORITY BUDGET**

### **Narrative and Information Section**

# 2015 AUTHORITY BUDGET MESSAGE & ANALYSIS

## Camden Redevelopment Agency

### AUTHORITY BUDGET

FISCAL YEAR: FROM: January 1, 2015 TO: December 31, 2015

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

1. Complete a brief statement on the 2015 proposed Annual Budget and make comparison to the 2014 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 2015 Camden Redevelopment Agency budget entails an overall increase of \$993,361 compared to the FYE 2014 adopted budget. The proposed 2015 budget includes an overall decrease in the major Operation Appropriation items (specifically, Personnel, Administration and Professional Services categories). However, the proposed 2015 budget anticipates an increase in the Revenue items (specifically, Rental income, Project Administration fees, Land sales, and Other Receivables categories).

The FYE 2015 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:

#### Operating Appropriations:

**Administration** – Decrease of 18.2% overall {- \$75,000} *{See attachment #1, Section entitled "Administration" in the "Expenses" Section}* The following line items have resulted in the decrease for the category:

**Advertising- \$15,000 decrease.** During FYS 2013 & 2014 the CRA launched a comprehensive Advertising and Public Relations campaign. The CRA was the recipient of a Neighborhood Stabilization Grant (NSP2) for approximately \$12MM. This grant provided for a significant amount of housing development throughout the City of Camden. The CRA's responsibilities as the grantee included management of the grant funds, oversight of construction and assistance with attracting home buyers. The CRA engaged a Marketing Firm to create print, electronic and visual media to spearhead the sale of the homes and these tasks were funded by the grant. For fiscal efficiencies, the CRA also took the opportunity to utilize the firm to create media documents for other projects that were not NSP2 funded and for general CRA use. These activities were funded with Operating dollars.

The comprehensive marketing plan was a great success. With the following results:

### RENTAL DEVELOPMENT ACTIVITY

Total Rental Units	42
Total Leased Up	42

### NSP 2 - HOME SALES ACTIVITY

Total Units	58
Total Units Sold	45
Total Units To Be Sold	13
Total Under Construction	6

For FYE 2015 the CRA recognizes that the advertising/PR activities will be decreased due to the continued use of the documents previously developed.

**Capital Property Maintenance - \$50,000 decrease.** In 2013, the CRA established a Real Estate Asset Management Program (RAMP) {See Attachment #2 – RAMP Manual} This program has a two-fold objective. The first being to properly maintain the land and building inventory of the CRA. Activities toward that goal include vacant building board-up to preserve the building integrity and for public safety purposes, demolition in instances when the building presents a hazard to the public, and debris removal and grass cutting/planting to affect the overall appearance of the properties. The second being to create a “Good Neighbor” policy. This is to ensure that CRA properties and vacant land do not negatively impact the quality of life our residents/neighbors and the city as a whole.

The kick-off of this program required a significant investment for initial board-ups and clean and green activities. We are now more into a maintain mode and therefore the program costs have stabilized. The CRA also has established a method whereby when possible these cost are covered in development agreements and become the responsibility of the approved Redeveloper.



**Office Supplies - \$10,000 decrease.** The cost and quantities of office supplies remain approximately the same. However, the CRA has a few grant that have a supplies line item and enable the CRA to purchase office supplies for that grant's activities with the respective grant funds, thereby, decreasing the Operating Appropriation for this category.

**Brownfield Coordination- Increase \$15,000.** The CRA is the Brownfield Manager for the City of Camden. Since 2008, the CRA has secured more than \$31MM in Brownfield Grant dollars. The Brownfield management work is performed primarily by the Director Economic Development. However, at times the CRA is in need of a contractor to provide Brownfield Coordination services which entail a specialized knowledge of Federal and State regulations. The majority of the Brownfield Grants awarded do allow for the payment of the Coordinator's services. However, certain project related fees cannot be paid from the grant funds and are Operating Appropriation items. The significant increase in anticipated development in FY 2015 will result in a greater level of Brownfield activities, therefore affecting the operating appropriation required as well.

**Capital Expense – Decrease \$15,000.** The CRA's capital expense mostly involves computers and specialized office equipment (Plotters and printers for the Geographic Information System/Planning {GIS}) The CRA provides the GIS services for the City of Camden. This service is instrumental to the efficient redevelopment of the city. We are anticipating a decrease in the amount of capital items we will need to purchase in FY 2015 due to purchases made in the 2014 and 2013.

**Professional Services — Decrease of 15.44 overall {- \$42,000} {See attachment #1, Section entitled "Professional Services" in the "Expenses" Section} The following line items have resulted in the decrease for the category:**

**Communications – Decrease \$35,000.** The CRA has been committed to "going green" as much as possible. Over the past year our cost for copying plans, maps, property/ brownfield reports, etc. has decreased significantly. The CRA has posted all City of Camden Redevelopment, Neighborhood and Strategic Plans on our website. We are in the process of creating electronic copies of all redevelopment agreements, contracts, and all other reports that are beneficial to potential Developers and the general public. We have already instituted the procedure of distributing electronic documents to all requestors when possible. The Authority intends to have all documents in electronic format by the end of 2015. The anticipated reduction in this appropriation items is a result of the cost savings we have already started to realize associated with this initiative.

**Board Development – Decrease \$7,000.** The CRA Board of Commissioners membership is almost at full complement. There is one open position. Therefore, the cost of the State of NJ required training for new Commissioners will be minimal.

**Operating Reserve- Increase \$1,145,275.** The excess of the unrestricted dollars realized by the various large-scale land sales 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 #3- 2015 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 two (2) 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

**Land Sales – Increase \$867,447 (57.9%).** There are several high profile projects that will be occurring in certain neighborhoods of Camden in 2015. They are spearheaded by major Medical and Higher Educational anchor institutions and the CRA is a partner in several of these deals. The Agency will realize the majority of its revenue through the sale of land to these entities at Fair Market Value. *(See attachment #3- 2015 Project Listing)*

**UEZ Admin. Offset – Decrease \$54,888 (100%).** A CRA staff member performed the services of Urban Empowerment Zone Administrator for the City of Camden. The City reimbursed the CRA the salary/fringe costs associated with this employee. This employee has taken a leave of absence from the Authority as of June 2014. Therefore, the employee reimbursement (offset) will not be realized in 2015.

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

Despite the slow recovery of the economy, the CRA has several executed Redevelopment and/or Option Agreements that involve the sale of large parcels of land that will be conveyed in 2015. Assuming no slow down, transactions will provide the Agency with the funds to continue the planned redevelopment work progress despite the slow economic market turnaround.

The New Jersey Economic Opportunity Act of 2013 (EOA) is the primary financial incentive for redevelopment deals. For commercial development, the EOA sunsets in 2019; and for housing it currently sunsets 2015. There is legislation awaiting the Governor's signature to extend the housing to 2018. The CRA's strategy is to seize the window for the EOA incentive with several new redevelopment deals including the 76ers HQ and Practice Center, Holtec Industries, Shoprite Supermarket and Plaza. Several other large scale development projects are in the process of being considered by the State.

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 commercial development. 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 housing prices up to \$219,000.

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 within 2014, 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 2015. The CRA continues to aggressively pursue all available Federal, State, and Private funding opportunities which can further the redevelopment opportunities we can provide to 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 2015 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.

No deficit was reported in the most recent audit.

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

# ATTACHMENT #1

Camden Redevelopment Agency Budget  
with Comparison of FYS 2015 & 2014

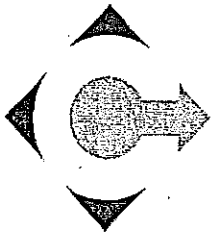




# ATTACHMENT #2

## RAMP Manual

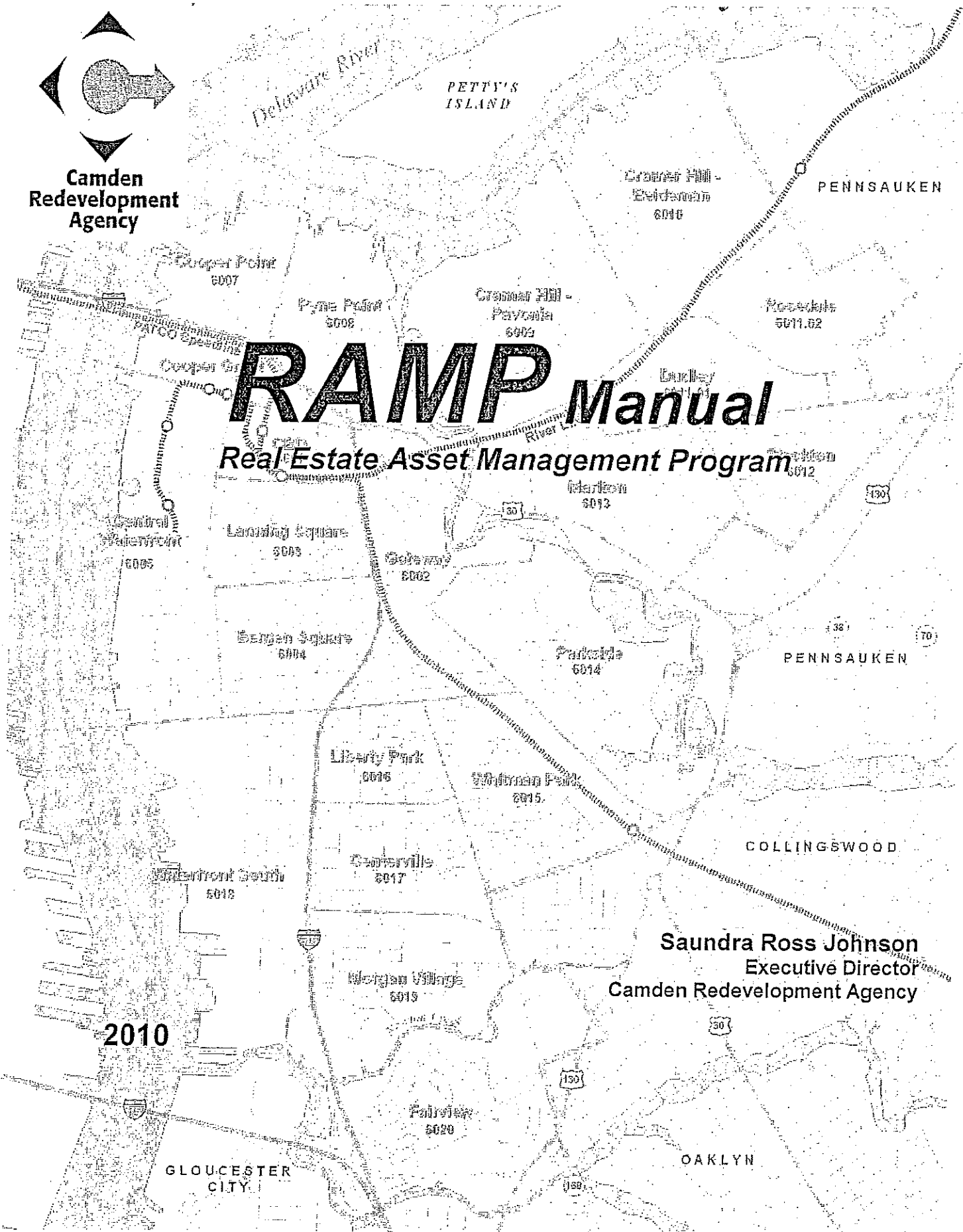




**Camden  
Redevelopment  
Agency**

# **RAMP** Manual

**Real Estate Asset Management Program**



**2010**

**Sandra Ross Johnson  
Executive Director  
Camden Redevelopment Agency**



# Camden Redevelopment Real Estate Asset Management Program (RAMP) Procedures Manual

## Introduction

This Real Estate Asset Management Program (RAMP) manual outlines the internal process by which the Camden Redevelopment Agency (CRA) acquires, maintains, and disposes of vacant land and structures of CRA owned properties in the City of Camden. It also describes the land banking activities for the American Recovery & Investment Act of 2009 – HUD Neighborhood Stabilization Program 2 (NSP2) Award.

*The goal of RAMP is to deliver “A Customer service driven system for the redevelopment of property that improves the quality of life for Camden residents and businesses, thereby generates sustainable revenues for the City”*

While the workflow of RAMP engages several CRA staff members, those most intimately involved in RAMP are the Property Asset Manager (PAM), the Information Management Unit (IMU), and the Division of Finance (Finance). The PAM is responsible for the day-to-day operations of RAMP. The PAM conducts property surveys, furnishes property reports when requested, administers property contracts – including, but not limited to, maintenance, demolition, grounds keeping, and temporary uses, as well as resolving complaints, and code enforcement violations from the City of Camden. Finance is responsible for maintaining an accurate and up-to-date inventory of all CRA Property assets . Furthermore, Finance handles all procurement requests. The Information Management Unit (IMU) is responsible for maintaining the Property Inventory database, and for keeping all RAMP related information (maps, lists, databases, website, etc.) accurate and up-to-date. The IMU builds and maintains information systems, ensures inter-operability between systems and City departments, assists the PAM with property surveying and report generation, and assists Finance with property inventory issues.

To support the goals of customer service and transparency, the CRA’s property inventory will be posted on the website and will be updated regularly. In furtherance of a ‘Good Neighbor Policy’, the CRA conducts property surveys on a regular basis to assure that property management reflects strong neighborhood stabilization through consistent upkeep and transforming redevelopment.

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## **CHAPTER 1: CUSTOMER SERVICE**

Good customer service is a CRA priority.

### **1.1 General Guidance**

**a. Phone calls.**

Clearly state the name of the organization and obtain basic contact information in case the call is disrupted for technical reasons. Regularly check your messages and respond to them.

**b. Keep commitments made to contacts.**

CRA customers have different types of interests. They may be residents, developers, investors, vendors or others. They approach us with interests and needs related to the implementation of projects, concerns with the safety of their property, or exploring investment opportunities.

**c. Listen to your customers.**

Listen carefully to the customers' needs and interests, taking notes when needed.

**d. Handling complaints.**

Many calls received at the CRA are made by residents that have concerns or complaints regarding dilapidated property in their neighborhood or in proximity to a property they own.

**e. Be helpful and courteous.**

Provide the most recent available information. Refer the person to other staff that may have additional information or resources. **Take the extra step!**

### **1.2 Staff Actions**

All property inquiries should be referred to the Property Asset Manager (PAM) who will:

- a. Conduct a preliminary review of the matter and determine if it is pertinent to the CRA.
- b. Respond and report in a timely manner.
- c. Request customer feedback and submits it the Information Management Unit (IMU).
- d. Close the matter.

### **1.3 Documentation of Issues & Actions**

All customer service interactions regarding the CRA property must be documented, logged and preserved for future reference. The CRA establishes, from time to time, as needed documentation formats and procedures.

- a. Staff contacts customers in 48 hours or less to obtain basic information.

- b. Staff logs the customer response activities in the Customer Contact Log prepared by the IMU.
- c. Staff makes every attempt to process and close the matter within 30 days of the initial contact.

#### **1.4 Property Complaints**

Property complaints are usually about the state of deterioration, persons using the property as shelter or to conduct unlawful activity. The PAM conducts a preliminary review of the information received and determines:

- a. If the property owner is someone other than the CRA, the PAM informs the complainant.
- b. If the property belongs to the CRA, the PAM conducts a field survey of the property and a full property report following the guidelines included in this Manual and reports this to senior management.

#### **1.5 Website**

The CRA Website will contain the following (*under development*):

- a. **Property Listings**  
CRA Property Inventory database made public.
- b. **Expression of Interest Forms, Developer Questionnaire**  
Visitors to the site are developers, but many will have interest in individual properties or areas.
- c. **Maps and Useful Information**  
Maps, tables, documents/reports and other information are accessible on the site.
- d. **Customer Feedback Forms**  
Periodically, a summary report of all feedback is reviewed for customer service performance. With the desire to achieve 100% customer service, the CRA will establish, as required by service needs and projects, specific performance standards in all areas of customer service delivery.

## **Chapter 2: PROPERTY INVENTORY**

Critical to RAMP is an accurate inventory of all CRA-owned properties. While hardcopy files of deeds and other legal documents may be required for financial and legal purposes, CRA also maintains a central database of its properties., complete with electronic records of deeds, supporting documents, photos, maintenance records, property attributes, and other information pertinent to the acquisition, holding, and disposition of each property. Central to RAMP is the maintenance and regular update of this database, which facilitates the CRA's core mission by allowing real time, data-driven decisions to be made for the redevelopment of Camden.

### **2.1 Property Inventory Database**

The CRA Property Inventory is a database, accessible via intranet to CRA staff. It is built and maintained in-house and resides on the CRA server. The Information Management Unit (IMU) maintains the database, fixes bugs, and provides new functionality via regular updates. Although all CRA staff can view the contents of the database, only certain staff members can edit the database – either by adding new properties or updating existing records.

- Finance Permissions: Add new properties, transfer properties from 'CRA owned' to Sold.
- PAM and IMU Permissions: Edit/update property fields

#### **2.1 A. Data Fields**

The Property Inventory database stores a variety of information for each property owned by the CRA. For a description of the individual fields in each topic, see the Appendix. The fields are organized by topic, with seven topics in total. They are:

1. General Info
2. Acquisition / Deed Info
3. CRA Actions & Activities
4. Property Details
5. Financial Info
6. Project Info
7. Disposition Info.

#### **2.1 B. Data Sources**

The CRA Property Inventory is dependent on current and accurate data to be effective. Primary data comes from the following sources:

1. Regular property surveys done by the PAM or others  
The PAM conducts regular, neighborhood-wide property surveys and also conducts individual property visits. Using a combination of forms, maps, and a handheld computer and camera, the PAM (or his/her agents) purposefully collect rich information for the Property Inventory Database, and augment the data with notes and exact dates.

2. GIS datasets maintained by the CRA and City  
Zoning information, zone boundaries, and other district-based information (UEZ, Census Tracts, neighborhoods, BDAs, etc.) are reflected in the CRA Property Inventory through GIS analysis. If and when these datasets change or are updated, the property inventory stays accurate with the importing of boundary and basic property data.
3. Deed information collected by Finance  
Information from the County Clerks office and each Recorded deed are vital to the Property Inventory. Although there is no automated way to glean these data yet, Finance inputs pertinent information into the CRA Inventory by scanning and manual input.

## 2.1 C. Navigation

The initial page (dashboard), presents several options, including viewing an individual property record, viewing a list of the entire inventory, adding a new property/record, viewing all sold/disposed properties, or querying the database to generate a specific, user-defined list or report.

*Fig. 1. CRA Inventory dashboard*

### 1. View Individual Property

Select this option to view a single CRA property record. When prompted, enter the block & lot of the property in question or the property address to pull up the desired record.

*Fig. 2. 'View Individual Property' input screen*

Here you have access to view all fields within each of the seven topics. Each Topic's header can be clicked on to expand or minimize the information therein. **NOTE:** the 7<sup>th</sup> topic (Disposition Info) will only be populated if the property has been sold, and is no longer owned by CRA. The "Update Record" button present on the left side of the screen allows a user to edit property information.

*Fig.3. Individual Property View, with collapsible Topics and 'Update Record' button*

### 2. View CRA Inventory

Select this option to view the entire CRA property inventory in a simplified list. Click the field names to sort the whole list in ascending or descending order of that field. Use scrollbars to navigate down to see additional records, or to the right to see additional fields. Clicking on the ID# of any CRA Property will immediately bring you to the Individual Property View for that one record. **NOTE:** this list will only show properties that are officially owned by CRA. Sold properties will not be shown on this screen.

*Fig.4. Simplified List View, with scroll bars, fields for sorting, and hyperlink ID# for switching to Individual Property View*

### 3. Add a Property (Finance only)

Select this option to add a new property into the CRA inventory. When prompted, enter the Block & Lot numbers and Street Address of the property, then click the “Add Property to Inventory” button. At this point the database will automatically assign additional fields in the General Info Topic to the new record, and bring up screens for the user to input additional fields in each Topic. See Section 3.2 for a full description of the Data Input Process.

*Fig.5. 'Add a Property' screen*

### 4. View Sold Properties

Select this option to view the entire list of sold/disposed CRA Properties. When this option is selected, the database performs a query and returns only those properties that have been sold by the CRA, i.e., properties the CRA formerly held title to, and now does not. Similar to the ‘View CRA Inventory’ option for viewing all CRA owned properties, the Sold Property View can be sorted by field, contains scrollbars, and allows the user to view an individual property by clicking on the ID#.

*Fig.6. 'Sold Property View' screen. Default fields are different than the 'Simplified List View,' and draw from the Disposition Info Topic*

### 5. Query / Report

Select this option to generate a custom list of CRA Properties, based on any of the fields/attributes available in the database. The Generate Query Screen allows the user to perform logical queries on database records, and return only those records that match the given criteria.

*Fig.7. 'Generate Query' screen. Users can input up to three logical expressions to filter down properties*

## 2.2 Data Input Process

Updates to the CRA Property Inventory are performed in two ways: adding new property records, and updating existing property records. **NOTE:** When property is disposed of through sale, transfer, etc., the corresponding records are not deleted from the database. Instead, properties are marked as “Sold” and moved to a separate table in the system, such that historical and financial information can be kept and analyzed.

### 2.2 A. Adding New Property

Finance bears the sole responsibility for adding new property records to the Property Inventory database. From the Dashboard, the “Add a Property” button is clicked, and once the Block/Lot and Address of the



property are entered into the system, a series of forms are completed to populate two of the remaining Topic sections of the database. These are: Topic 2: Acquisition / Deed Info, and Topic 5: Financial Info

### 2.2 B. Property Update Process

The PAM and IMU typically do most updates to existing property records. While the IMU updates properties with geographic information and data gleaned from sources such as the Tax Assessor, the PAM, as the main conductor of field surveys, updates records with property details, photos, and information on CRA activities such as Brownfield remediation, and maintenance/repairs. Topics updated by PAM and IMU on a regular basis include Topic 1: General Info, Topic 3: CRA Actions & Activities, Topic 4: Property Details, and portions of Topics 5, 6, and 7: Financial Info, Project Info, and Disposition Info, respectively.

### 2.3 The Watch List

The Watch List tracks properties that have been approved by the CRA Board for acquisition or disposition by the CRA Board, but have yet to be actually purchased or sold by the CRA.

#### 2.3 A. Acquisition Watch List Content

The Acquisition Watch List for acquisitions is a simple Excel file that holds the following fields:

- Block/Lot
- Address
- Neighborhood
- Acquisition Type (purchase, transfer, condemnation, donation, etc.)
- Projected Cost
- CRA Resolution #
- Resolution Date
- Link to Resolution (.pdf)

For a sample of the Acquisition Watch List, see the Appendix

A	B	C	D	E	F	G	H	I	J
BLOCK	LOT	ADDRESS	CENSUS TRACT	ACQ. TYPE	EST. COST	RESOLUTION	RES. DATE	LINK	
20	11	1234 Fake St		Purchase	\$2,000	314159	1/1/2011	Copy of Resolution	
			Bergen Square CBD Cooper Grant						

Fig. Acquisition Watch List Fields

### 2.3 A1. Adding Property to the Acquisition Watch List

Upon approval of a resolution involving acquisition of property by CRA, Finance shall update the Acquisition portion of the Watch List to add these new properties.

### 2.3 A2. Removing Property from the Acquisition Watch List

Upon receipt of a recorded deed or declaration of taking for a property already on the Acquisition Watch List, a new record for that property is added to the CRA Property Inventory database, and the corresponding record in the Acquisition Watch List is deleted.

### 2.3 B. Disposition Watch List Content

The Watch List for property disposition is a simple Excel file that reflects the following fields:

- Block/Lot
- Address
- Neighborhood
- Disposition Type (sale, transfer, auction, etc.)
- Estimated Sale Price
- CRA Resolution #
- Resolution Date
- Link to Resolution (.pdf)

For a sample of the Disposition Watch List, see the Appendix

	A	B	C	D	E	F	G	H	I	J	K
1	BLOCK	LOT	ADDRESS	NEIGHBORHOOD	DISP. TYPE	EST. PRICE	RESOLUTION	RES. DATE	LINK		
2	190	20:2001	Broadway	Lanning Square	Sale	\$2,000	314159	1/1/2011	Copy of Resolution		
3				Dudley							
4				Fairview							
5				Gateway							
6				Lanning Square							
7				Liberty Park							
8				Norxon							
9				Norxon Village							
10				North Camden							
11											
12											
13											
14											

Fig. Disposition Watch List Fields

### 2.3 B1. Adding Property to the Disposition Watch List

Upon approval of a resolution involving disposition of CRA property, Finance shall update the Disposition portion of the Watch List to

include the recently approved properties. Finance will inform the PAM and IMU to “flag” the soon-to-be disposed of properties in the Property Inventory database.

### **2.3 B2. Removing Property from the Disposition Watch List**

Upon receipt of a recorded deed for a property sale or transfer, Finance removes the property from the Disposition portion of the Watch List and updates the Disposition Info Topic in the CRA Property Inventory, thus confirming new ownership and official disposition for the property record.

### **2.3 C. Flagged Records**

Properties that are on the Disposition Watch List are flagged as such (“Sale/Transfer imminent”) in the Property Inventory, such that users are alerted to the fact that the CRA will soon dispose of the property.

*Fig. . Sample of a “flagged” record*

### **2.4 Registration of Property Deeds**

A registered deed is the final confirmation of property transfer. When the CRA receives conformation of a deed registry, either through an official copy of the stamped deed or through official word from the County Clerk’s office, then, and only then, can Finance perform the actions necessary to add or remove properties from the Property Inventory database, and subsequently, the Watch List.

## **CHAPTER 3: PROPERTY SURVEYING & REPORTING**

### **3.1 General Surveying Procedure, Steps 1 – 9**

1. A list of all properties to be surveyed is prepared by the IMU and submitted to the PAM. The list contains addresses, block/lot numbers, and any other pertinent information.
2. Field maps of the survey area are prepared by the IMU and submitted to the PAM.
3. The PAM determines the data collection method (paper form or handheld digital device) and determines if a basic or full property survey is warranted.
4. Under the supervision of the PAM, the persons conducting the survey meet, review the property data, examine the project area, and establish an implementation schedule.
5. The property survey takes place; the data collected is reviewed processed by the PAM and IMU.
6. The PAM may conduct spot checks to verify the quality and validity of the information collected.
7. The PAM prepares a property report that summarizes the findings and forwards the report and the information to the requesting parties and the Information Management Unit.
8. PAM and IMU input the collected data into the CRA Property Inventory and/or other appropriate databases.

### **3.2 Property Reports**

In order to support CRA initiatives, document investigation of notices or violations and assist executive staff in making decisions regarding properties, the Property Asset Manager will organize and prepare property reports. The content of the reports will be used to update property inventory information and will be disseminated to interested parties in the CRA.

#### **3.2 A. Basic Property Report**

A report designed to include very basic, general information regarding a property.

Required Data:

Address; Block & Lot; Ownership Information; Lot Size; Deed Information;  
Existence of Liens; Amount of Liens; Geographic Location Map; Neighborhood.

Optional Data:

Circumstances that generate the report, visuals, and descriptions of targeted physical characteristics and recommendations.

#### **3.2 B. Full Property Report**

A thorough report generated that requires examination of multiple properties in a neighborhood and research of all sources available.

Required Data:

All the information indicators identified in Section 4.1.

Optional Data:

Additional information requested by the Administration, such as:  
Location in NSP2 Neighborhood; if property meets NSP2 foreclosure standards; if property meets NSP2 abandoned property standards; if property requires repairs, Environmental concerns; Strategic reinvestment area; Redevelopment area; Demolition or maintenance needs and Recommendations.

## Chapter 4: PROPERTY ACQUISITION

Property acquisition may occur in one of the following ways: through direct purchase, donation, condemnation or intergovernmental transfer. Acquisitions are processed as follows:

1. Requests for acquisition may be initiated the Housing, Economic Development or Finance Divisions to Executive Director, outlining the reasons, identifying the funding source, and providing the property report. The property reports include all property survey information, ownership documentation; redevelopment activities, environmental testing, potential needs of the neighborhood, estimated property maintenance or repairs, and other information helpful to decision making.
2. The Executive Director reviews the report and makes the administrative determination.
3. After the real estate transaction is authorized by the Executive Director, Finance procures any and all legal services, title studies, appraisals, or other services necessary to execute the property acquisition.
4. Assuming a decision to acquire, CRA Board Resolution is drafted by the recommending staff and submitted to the Executive Director submission to the CRA Board of Commissioners.
5. Finance places the property on the Property Watch List and submits it to the Information Management Unit (IMU).
6. All property acquired must be recorded with the Office of the County Clerk and removed from the Property Watch List.
7. Finance maintains a property file containing proof of ownership documents.
8. Finance submits a monthly report identifying properties acquired to the IMU and the PAM.
9. The IMU updates the CRA database to include the acquisitions. Digital copies of documents that ratify the acquisition are preserved in the database whenever possible.

## **CHAPTER 5: RELOCATION**

Whenever the acquisition of property entails the displacement of residents and/or businesses, the CRA will comply with all legal requirements outlined in The New Jersey Relocation Act or the Uniform Relocation Assistance & Real Property Acquisition Policies Act of 1970 (also known as Uniform Relocation Act or its acronym URA).

## Chapter 6: CODE ENFORCEMENT NOTICES & VIOLATIONS

1. All Code Enforcement notices and documents addressed to the CRA are submitted to the Executive Director. The Executive Director provides digital copies of the documents to the Executive Staff and the Property Asset Manager (PAM).
2. The PAM submits a copy to the Information Management Unit (IMU) contacts the Department of Code Enforcement if the document requires any type of clarification and conducts a preliminary investigation of the allegations contained in the document.
3. If the violation is incorrect the PAM notifies the Department of Code Enforcement in writing with digital copies to Finance, Housing and / or Economic Development. After the PAM obtains formal acknowledgement and clarification of the Violation from the Department of Code Enforcement, the PAM will:
  - a. Forward a copy to Finance, if the property is in the CRA Inventory and includes information and documents in the database.
  - b. Files a copy in the Notice file.
  - c. Closes out the matter.
4. If the preliminary investigation finds that the allegations contained in the Notice have merit the PAM prepares a Property Report and submits it to Finance, Housing and / or Economic Development.
  - a. The Property Report contains the following information:
    - i. A brief summary of the allegations and findings.
    - ii. Proof of property ownership.
    - iii. Property location information.
    - iv. Visual documentation.
    - v. The Property Report may include recommendations, if necessary.
  - b. The PAM works out a course of action with Finance, Housing and / or Economic Development.
  - c. All procurement of services for repairs, demolition or other activities to cure violations is performed by Finance in coordination with the PAM.
  - d. The PAM provides logistic support for access to property to prospective bidders and other activities that may be necessary.
  - e. Once violations are cured the PAM notifies the Department of Code Enforcement, requests an inspection, closes the case and updates the database.



## **CHAPTER 7: PROPERTY MAINTENANCE & REPAIRS**

The CRA goal is to maintain the property portfolio in the best possible condition. To that end, the PAM:

- a. Conducts an initial property assessment, identifying maintenance and repair needs.
- b. Inspects all CRA properties on a quarterly basis.
- c. Inputs all property information into the Property Inventory database.
- d. Obtains approval for maintenance and repair activities.
- e. Coordinates procurement processes with Finance for maintenance and repair work.
- f. Inspects the work performed and reports to executive staff.

## **CHAPTER 8: BROWNFIELDS**

This chapter outlines the CRA procedures relating to Brownfield sites in the City of Camden. New Jersey Statute (N.J.S.A.58: 10B-23.d) defines a Brownfield as: "...any former or current commercial or industrial site that is currently vacant or underutilized and on which there has been, or there is suspected to have been, a discharge of a contaminant.

Under a Shared Services Agreement with the City of Camden, the CRA manages the City's citywide Brownfield Program in accordance with the respective regulatory requirements of the New Jersey Department of Environmental Protection (NJDEP) and the United States Environmental Protection (US EPA). The operational objectives of the Shared Services Agreement are to:

- Improve the quality of life and the health and safety of City residents by remediating polluted sites and thereby reducing exposure to contaminants associated with long term industrialization.
- Increase the amount of available land for commercial, residential, recreation and open space redevelopment, and
- Secure state, federal and other grants to fund the planning, assessment, remediation and reuse of contaminated sites throughout the City.

### **Brownfield Development Areas (BDA's):**

Camden has two specially designated Brownfield Development Areas (BDA's). They are located in the North Camden Neighborhood (census tracts 6007 & 6008) and in the Cramer Hill Neighborhood (census tracts 6009 & 6010). See Appendix for Brownfield Development Areas.

### **8.1 Administration**

The Brownfield Program Coordinator (BPC), who reports directly to the Executive Director, administers the Brownfield Program. The BPC duties include:

- a. Representing the CRA in policy and public information matters regarding the, planning, assessment and remediation of Brownfield sites,
- b. Coordinating Brownfield assessment, planning and remediation activities undertaken by the CRA,
- c. Responding to requests for Brownfield information, documentation, reports and activities,
- d. Maintains a database of identified and/or suspected Brownfield sites (by neighborhood).
- e. Establishing priority ranking for sites with a high probability of redevelopment or which are in close proximity to redevelopment projects underway.
- f. Reporting testing and remediation activities to the IMU on a monthly basis.

## 8.2 Processing Requests for Brownfield Information

The CRA receives requests for information from many sources: government, developers, residents, environmental groups and others. These requests for information are processed in the following manner:

- a. All Brownfield information requests are referred to the BPC.
- b. The BPC maintains a log of information requested, responses and time frames.

## 8.3 Access To Records

The CRA receives requests for information regarding environmental testing and remediation activities performed on publicly owned property from multiple sources. All requests for access or copies of environmental records are processed in the following way:

- a. All requests for Brownfield information of City and CRA owned properties must be submitted in writing to the BPC.
- b. The BPC reviews the requests, determines if the documents are available and makes arrangements for the documents to be examined under the supervision of CRA staff as documents cannot be removed from the CRA.
- c. Full or partial copies of environmental records may be shared at the discretion of the BPC in accordance with State and Federal information disclosure statutes.
- d. The BPC may refer all other requests for information to NJDEP or USEPA.

## 8.4 Requests For Testing & Remediation

The CRA receives requests for testing and remediation of public and privately owned properties from residents, developers, environmental advocacy groups, community development corporations and others.

Requests regarding properties located in Brownfield Development Areas are processed as reflected in the Memorandum of Understanding with NJDEP (See Appendix for Brownfield Development Area Memorandum of Understanding). The BPC determines:

- a. If the site qualifies for the investment of public resources for testing and remediation.
- b. If the site qualifies, examines the estimated cost of testing or remediation and determines if funding is available. If funding is not available the BPC notifies the requesting party and explores possible funding sources.

## CHAPTER 9: ISSUANCE OF LICENSES

The CRA supports the redevelopment of Camden by providing limited access to properties for specified purposes.

### 9.1 Request for Licenses

The PAM:

- a. Receives requests from companies interested in leasing, accessing or using CRA property
- b. Obtains the following information from the companies:
  - i. Requestor's contact information
  - ii. Block/lot and address(s)
  - iii. Use purpose
  - iv. Estimated duration of use
  - v. Proof of Insurance
  - vi. A list of all equipment and materials that will be stored at the site
- c. Confirms CRA ownership of the land in question and prepares a Property Report.
- d. Submits the request and the report to executive staff for consideration.
- e. If the CRA consents to the lease, the PAM:
  - i. Requests a certificate of insurance that specifically names the City and the CRA as protected parties.
  - ii. Prepares a draft License or Access Agreement with site location, equipment and materials inventory and the certificate of insurance. The PAM submits the document to Administration for review and comment.
  - iii. Prepares three originals copies for execution by the Executive Director,,
  - iv. If the transaction requires a Board approval, the PAM submits the draft resolution summary and resolution with the appropriate supporting documents to the Executive Director.
- f. Maintains communication with the Licensee during the duration of the contract and monitor fiscal and financial compliance of the terms and conditions of the Agreement.
- g. Notifies Licensees of violations of their contractual obligations.
- h. Prepares draft license revocation in the event violations are not addressed and submits the documents to the Executive Director for review and execution.
- i. Notifies the Licensee of revocation of license.

### 9.2 License Fees

License fees are established on a case-by-case basis.

## CHAPTER 10: PROPERTY MARKETING

The CRA conducts marketing activities as appropriate for specific redevelopment efforts. Marketing of properties occur to promote the use of available land for projects designed to advance the development of the City.

## **Chapter 11: PROPERTY DISPOSITION**

Property disposition may occur in one of the following ways: direct sale, sale through a redevelopment agreement, transfer to government agencies, property auction, or by way of reversion (Right of Reentry). Real estate properties are disposed of through conventional means in accordance with the laws and regulations of the State of New Jersey. Property dispositions are processed in the following way:

1. The disposition, sale, trade or conveyance by the CRA of real estate can be forwarded by the PAM or recommendation from Housing, Economic Development and Finance to the Executive Director. The recommendation must outline the reasons and methods the CRA should dispose of the property or properties in question.
2. The property disposition requests a property report from the PAM. The property report should include maintenance requirements and costs.
3. Once a real estate disposition transaction has received administrative approval from the Executive Director a CRA Board Resolution is drafted by the recommending Division staff and submitted to the Executive Director for review and submission to the CRA Board of Commissioners.
4. After the real estate disposition transaction has been authorized by the Board of Commissioners Finance procures any and all legal services necessary to execute it.
5. All property is disposed of by Deeds that must be registered in the County Clerks - Property Registry.
6. All disposition transaction documents are maintained by Finance.
7. A monthly report identifying disposed properties is submitted to the Information Management Unit (IMU) and the Property Asset Manager (PAM).
8. The IMU updates all CRA databases by removing disposed properties from the CRA inventory and databases. Digital copies of documents that ratify the disposition are preserved in the database whenever possible.
9. The PAM notifies property maintenance providers regarding the disposition of properties.

## RAMP APPENDIX

- A GLOSSARY
- B NSP2 CENSUS TRACTS - MAP
- C NSP2 STATUTORY CONSIDERATIONS
- D CUSTOMER SERVICE FORM
- E CRA PROCUREMENT POLICY
- F SAMPLE NOTICE TO BIDDERS - RFP
- G SECTION 106 STATE HISTORIC PRESERVATION LETTER
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- M BROWNFIELD DEVELOPMENT AREA
- N DEFINITION NORTH CAMDEN BDA MOU
- O CRAMER HILL BDA MOU
- P PROPERTY INVENTORY DATA DICTIONARY
- Q LINKS TO APPLICABLE STATUTES (FEDERAL & STATE) |

## A. GLOSSARY

### **Abandoned**

In the RAMP context, “*Abandoned*” will **only** refer to Vacant Buildings that are qualified or in the process of qualification for action under the Abandoned Properties Rehabilitation Act [P.L.2003, c.210] (for which “abandonment” is statutorily defined under [N.J.S.A.55:19-81 through 83]).

### **Abandoned Property**

Private property (vacant structures) that is officially included in the City’s Abandoned Properties List.

### **Access**

The authority to reach and/or enter the property in question.

### **Acquisition**

The process taken to obtain property in the name of the Camden Redevelopment Agency. Acquisition can happen in one of several ways, negotiated purchase, condemnation, donation, or inter-government transfer.

### **Agency**

Short for Camden Redevelopment Agency (CRA), the specific Redevelopment Entity (under NJSA 40A:12A) for the City of Camden. Organized under a Board of Commissioners and an Executive Director.

a.k.a. CRA, Camden City Redevelopment Agency, City of Camden Redevelopment Agency, Camden Redevelopment Authority

### **Assessed Value**

The total property value, as recorded by the Camden City Tax Assessor, for property tax purposes. Assessment in Camden is usually a percentage of true Market Value, and is comprised of two parts: Land Assessment and Improvements Assessment.

### **Asset(s)**

For RAMP purposes, a general/financial concept pertaining to an individual property, included in the CRA Property Inventory and possibly in the Land Bank. As property holdings are the major asset of the CRA, an accurate and proper inventory of CRA owned property is essential for operations and auditing purposes.

### **Block & Lot (Tax Block & Lot)**

The inventory system used to identify all individual property parcels within the City of Camden, whereby a Tax Block number is assigned to contiguous blocks of adjacent properties, and individual parcels/lots are assigned separate Tax Lot numbers. Every Block/Lot combination is a unique identifier to track the location, tax status, and other attributes of a property.



**Building**

Can be used interchangeably (for the most part) with *Structure*. An enclosed indoor space consisting of a foundation, walls, and a roof, with one or more points of access/egress.

**Census Block Group**

A geographic area defined by the US Census Bureau that subdivides a Census Tract.

**Census Tract**

A geographic area defined by the US Census Bureau for purposes of census data collection. Similar, but not synonymous to a neighborhood. For RAMP purposes, the NSP2 Target Areas are census tract based.

**Commercial**

Generally, a use of property that chiefly involves the production, distribution, or sale of goods and/or services. Specifically, a landuse classification for retail establishments (as differentiated from residential, institutional, industrial, or other landuse classifications).

**CRA Board of Commissioners**

The governing body of the Camden Redevelopment Agency. The CRA Board sets policies, goals, and objectives of the Agency, and meets regularly for approval of resolutions set forth by CRA staff.

**Disposition (Sell, trade)**

The process undertaken to sell or transfer a property owned by the Camden Redevelopment Agency. Disposition can occur through negotiated sale, inter-government transfer, auction, etc..

**Information Management Unit (IMU)**

The CRA division that manages information technology for RAMP.

**Lot**

1. An individual piece of unimproved *Land* with fixed boundaries suitable for improvement. Lots are numbered for record keeping and mapping purposes by the City's Tax Assessor.
2. The individual number assigned to a specific property by the Tax Assessor, for tax collection and record keeping purposes (See: *Block & Lot*).

**Neighborhood Stabilization Program II (NSP2)**

The Neighborhood Stabilization Program II (NSP2) is ARRA designed to "stabilize neighborhoods whose viability has been and continues to be damaged by the economic effects of properties that have been foreclosed upon and

**GLOSSARY**

abandoned.” For RAMP purposes, the NSP2 eligible activities of concern are acquisition, land banking, demolition, and disposition (which includes greening). Each eligible activity has certain requirements that must be met if it is to be funded through NSP2.

**Parcel**

The abstract representation of a *Lot* or *Property*, used mainly for GIS mapping and other record keeping purposes.

**Property Asset Manager (PAM)**

The individual or office that addresses most CRA Property issues. Ensures that acquired properties are recorded, code enforcement issues and other complaints are handled, writes property reports, conducts surveys, data input, recommendations for action, and handles acquisition/disposition requests, and handles maintenance contracts.

**Public Ownership, Publicly Owned**

Property for which the owner of record is a government or quasi-governmental agency. Can be interchanged with “Government Ownership.”

**Structure**

Can be used interchangeably (for the most part) with *Building*. An enclosed indoor space consisting of a foundation, walls, and a roof, with one or more points of access/egress.

**Transparent**

The conducting of business transactions and CRA services in an open manner, complete with objective and fair decision-making, appropriate and timely communication, and CRA accountability

**Unsafe Structure**

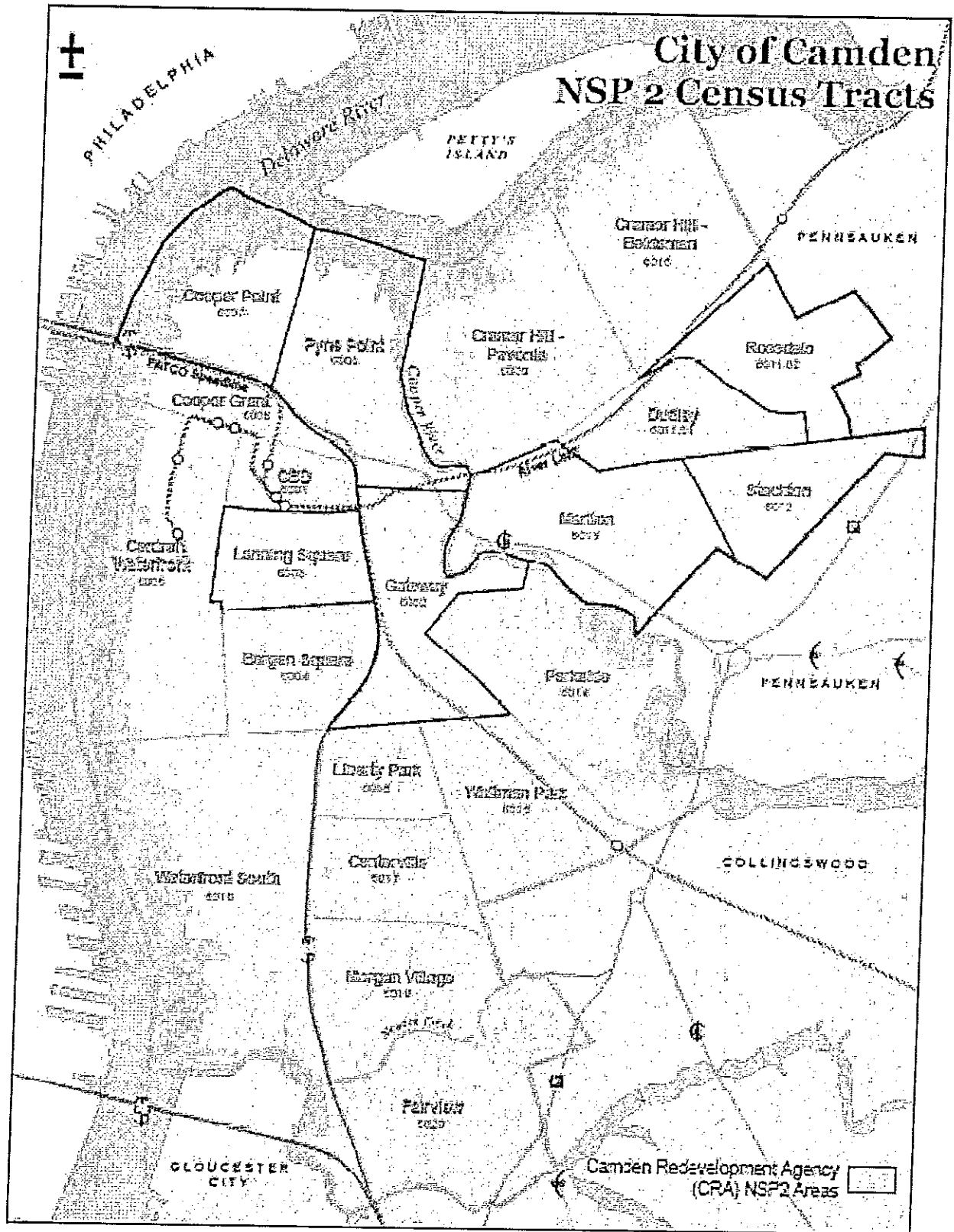
A statutory definition under the NJ Uniform Construction Code

**Vacant**

Any property that suffers from disinvestment and sits fallow, empty, or untenanted. For improved properties, vacancy can be described as empty, untenable buildings of any landuse which may or may not be boarded up, safe, and secure. For unimproved properties, vacancy can be described as unmaintained, empty lots with no discernable and legal private or public use.

As a general rule, all CRA-owned properties in the Inventory are Vacant Structures or Vacant Land

## B. NSP2 CENSUS TRACTS – MAP



## C. NSP2 STATUTORY CONSIDERATIONS FOR RAMP ACTIVITIES

The Neighborhood Stabilization Program II (NSP2) is ARRA designed to “stabilize neighborhoods whose viability has been and continues to be damaged by the economic effects of properties that have been foreclosed upon and abandoned.” For RAMP purposes, the NSP2 eligible activities of concern are acquisition, land banking, demolition, and disposition (which includes greening). Each eligible activity has certain requirements that must be met if it is to be funded through NSP2.

### Acquisition:

- Must take place in the 3-year Program window (ends Feb 2013)
- Requires an Environmental Review Record (ERR)

### Demolition

- Must take place in the 3-year Program window
- Requires an Environmental Review Record (ERR)
- Must be applied to a NSP2 project by Feb 2013, otherwise can be “land banked” through Feb 2019

### Disposition

- Must take place in the 3-year Program window
- Requires an Environmental Review Record (ERR)
- Includes a greening component to maintain vacant land

As a targeted investment program, NSP2 is focused on several census tracts throughout the city:

- 6002 – Gateway
- 6003 – Lanning Square (inclusive of Cooper Plaza)
- 6007 – Cooper Point & 6008 – Pyne Point (together, considered North Camden)
- 6011.02 – Rosedale
- 6012 – Stockton
- 6013 – Marlton

Housing Authority (HACC) NSP2 activities are targeted in three additional census tracts:

- 6016 – Liberty Park
- 6018 – Waterfront South
- 6009 – Morgan Village

### **Land Bank, Land Banking**

For the purposes of RAMP, the term "Land Banking" refers to properties that meet the following conditions:

1. Acquired in NSP2 Census Tracts, using NSP2 funds
2. Not slated for a project scheduled for completion in the 3-year time window of the NSP2 program.

Properties that meet these conditions are considered "land banked" by the NSP2 definition, and require specific, additional treatment during the acquisition, holding, and disposition phases in accordance with HUD rules governing NSP2.

### **Historic Districts / Historic Buildings**

If any CRA property is designated an historic structure or is located in an Historic District, the CRA shall follow all proscribed requirements and regulations of the NJ State Historic Preservation Office and the National Register of Historic Places, as well as to the City of Camden Historic Preservation Commission for review.

### **Funding Sources**

The execution of RAMP involves many different funding sources, including Federal, State, and local dollars. Regardless of source or type of funding, CRA shall recognize all rules and regulations attached to funding sources dedicated to RAMP work.

### **Procurement of Services or Construction**

All Agency procurement will be conducted in accordance with the *CRA Procurement Policy*, which sets forth the requirements that the Agency must adhere to in the solicitation, award, and administration of its third party contracts for goods and services. These requirements are in conformance with the regulations and laws of the City of Camden, the State of New Jersey, and the Federal Government, whenever applicable.

The policy is meant to:

- formalize practices that ensure CRA interests are protected,
- assure that all City, State, and Federal procurement laws and regulations are followed, and
- communicate policies and give guidance to purchasing personnel.

The policy has been duly approved by resolution of the CRA Board of Commissioners. Interpretation and clarification shall be the responsibility of the Division of Finance.

### **Budgeting**

An annual budget is prepared for RAMP.

## D. CUSTOMER SERVICE FORM

To Be Added

CUSTOMER SERVICE FORM

RAMP 2010

## E. CRA PROCUREMENT POLICY

# PROCUREMENT POLICY PROCUREMENT CODE OF CONDUCT

The Board Members and Employees of the Camden Redevelopment Agency (CRA), by implementing this 'Procurement Policy' ('Policy') contained herein, agree to abide by the rules, regulations, and laws contained therein, both by the spirit and the letter of the Policy.

The CRA and its Employees and Board Members are responsible for managing relationships with vendors in a fair and consistent manner and must avoid situations which present or appear to present a conflict of interest.

To this end Employees and Board Members:

- must not have any interest or engage in any business or transaction or professional activity or incur any obligation of any nature which is in substantial conflict with the proper discharge of their public duties;
- must not disclose confidential CRA information or use it for personal interest;
- must not raise public suspicion that they are acting in violation of public trust;
- in any transaction as an agent for the State with any business entity in which they have a financial interest that might tend to conflict with the proper discharge of their official duties, instead they must recuse themselves;
- must adhere to the Local Government Ethics Law, N.J.S.A. 40A:9-22.1 et. seq. which states, among other things, that no member of the CRA or the Board of Commissioners, or their immediate family, or business organization in which they have any interest, shall solicit or accept any gift, favor, loan, political contribution, services, promise or future employment or other thing of value from a vendor doing business with the CRA, for the purpose of influencing him/her, directly or indirectly in the discharge of their official duties
- must adhere to the Local Unit pay to Play Law, P.L. 2004 c.19, N.J.S.A. 19:44A-20.4 et seq., the law requires that all contracts with a value over \$17,500 (aggregation rules apply) be awarded pursuant to a 'fair and open' or 'non-fair and open' process, both of which are defined in the law.

Employees and Board Members should reveal any relationships they have or may have, with current or potential vendors and exclude themselves from any review or recommendations regarding such procurement.

If an interest is known, it must be disclosed to the Board before an award of the contract.

CRA PROCUREMENT POLICY

RAMP 2010

Any violation of the Procurement Policy may result in disciplinary action as appropriate, up to and including termination and/or criminal prosecution.

Every Employee and Board Member involved in the award or administration of contracts shall be given a copy of this procurement policy and will be required to sign a statement that they are familiar with, and abide by, this policy.

All CRA employees must adhere to the Local Government Ethics Law, NJSA 40A:9-22.1 et seq..

N.J.S.A. 40A:9-22.1 prohibits, among other things, any CRA Employee, or member of their immediate family or business organization in which they have an interest, shall solicit or accept any gift, favor, loan, political contribution, service, promise of future employment or other thing of value from a vendor doing business with the CRA, for the purpose of influencing him, directly or indirectly in the discharge of his official duties.

All CRA employees must adhere to the Local Unit Pay to Play law, P.L. 2004 c.19, N.J.S.A. 19:44A-20.4 et seq., which requires that all contracts with a value over \$17,500 be awarded pursuant to a 'fair and open' or 'non-fair and open' process, both of which are defined in the law.

**The Camden Redevelopment Agency**  
**Procurement Policy**

Certain Employees and Board Members of the CRA make purchases of goods and services, and enter into contractual agreement, on behalf of CRA. Assignment of purchasing authority is subject to change upon the order of CRA Management.

Purchasing is strictly limited to the CRA's Procurement Policy. The undersigned acknowledges receipt of a copy of such policy. Further, the employee acknowledges that \_\_\_\_\_ (name of Supervisor) has reviewed the Procurement Policy in detail with the undersigned.

Any violation of the Procurement Policy may result in disciplinary action as appropriate, up to and including termination and/or criminal prosecution.

**The undersigned acknowledges the above statements:**

\_\_\_\_\_  
Employee

\_\_\_\_\_  
Supervisor

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

CRA PROCUREMENT POLICY

RAMP 2010



## **1.0 OVERVIEW**

The CRA in its day-to-day work of carrying out its mission of redevelopment throughout the City of Camden must expend funds to purchase goods and services.

The basic procurement objective is to secure the best goods and/or services at the lowest available price, consistent with quality requirements and delivery needs.

In order to meet this goal, all CRA employees must familiarize themselves with this Policy and other pertinent documentation.

### **1.1 Purpose**

This Policy sets forth the requirements that CRA staff must adhere to in the solicitation, award, and administration of its third party contracts for goods and services. These requirements are in conformance with the regulations and laws of the City of Camden, the State of New Jersey, and the Federal Government, whenever applicable.

This policy is meant to:

- a. formalize practices which insure that CRA interests are protected,
- b. assure that all City, State, and Federal procurement laws and regulations are followed, and
- c. communicate policies and give guidance to purchasing personnel.

This policy has been duly approved by resolution of the CRA Board of Commissioners. Interpretation and clarification of this policy shall be the responsibility of the CRA Legal and Finance Departments.

### **1.2 Applicability**

The CRA's Policy applies to all commodity, service, and professional service contracts procured by the CRA.

### **1.3 Definitions**

#### **Advertisement**

The publication of a Notice of Procurement Opportunity in any of the following forums, as are appropriate: newspaper of general circulation in Camden County and/or any other member County within the CRA Service Area; regional, state and national trade journals and magazines; newsletters, published on the CRA website; the posting of a Notice of Procurement Opportunity on CRA's property at a location accessible to the public; the dissemination of a Notice of Procurement Opportunity to three (3) or more potential bidders or suppliers either by written, telephonic or electronic transmission, and any or all methods of advertisement as are herein defined that are necessary or desirable to promote competition under this policy.

#### **Approved Equal**

An item or service, which has been approved by the procuring agency as equal to the brand name item, originally specified.

**Best Value**

Is the selection process in which proposals contain both price and qualitative components, and award is based upon a combination of price and qualitative considerations. Qualitative considerations may include technical design, technical approach, quality of proposed personnel, and/or management plan. The award selection is based upon consideration of a combination of technical and price factors to determine (or derive) the offer deemed most advantageous and of the greatest value to the procuring agency.

**Brand Name**

A name of a product or service that is limited to the product or service produced or controlled by one private entity or by a closed group of private entities. Brand names may include trademarks, manufacturer names, or model names or numbers that are associated with only one manufacturer.

**Change Order**

Is defined as the addition of work (supplies, equipment or services) that is beyond the scope of the original contract that amounts to a cardinal change.

**Commodities**

Standard articles of commerce in the form of material goods, supplies, products or similar items. Commodities do not include technology.

**Construction**

Construction means Public Works construction, alteration, or repair of buildings and structures, or other improvements of real property.

**Contractor**

Any person, partnership, private corporation or association: selling materials, equipment or supplies, or leasing property or equipment, to the CRA. Constructing, reconstructing, rehabilitating or repairing buildings or other improvements for or on behalf of the CRA. Rendering or providing services to the CRA, pursuant to a contract.

**Contracts or Procurement Contracts**

A mutually binding legal relationship obligating the seller to furnish the supplies or services (including construction) and the buyer to pay for them. Contracts would include bilateral instruments, awards and notices of awards; job orders or task assignment letters issued under basic ordering agreements; letter contracts, orders, such as purchase orders, under which the contract becomes effective by written acceptance or performance; and bilateral contract modifications.

The parties to a contract must possess the legal capacity to enter into the contract, and they must assent to the terms of the contract.

**Contract Administrator**

Contract Administrator means the CRA employee that is responsible for overseeing the contract services performed.

### *Design Specifications*

Specifications based on the design of a product or service. Typical design specifications may include dimensions, materials used, commonly and competitively available components, and non-proprietary methods of manufacturing.

### *Emergency Procurement*

The procurement of goods and services under circumstances where a delay in procurement may result in damage to the public health, safety, or welfare as defined.

### *Firm Fixed Price Type Contract (FFP)*

A general compensation arrangement, which places the risk of performances for a lump sum on the contractor, regardless of the actual costs incurred by the contractor. The only allowable adjustments to the lump sum contract price are those arising from authorized changes in scope of services or changes in specifications. This type of contract is appropriate for acquiring commercial items, or for supplies or services, which can be clearly defined with either performance/functional specifications or design specifications where there are no substantial uncertainties relating to cost, performance, or schedule. This type of contract may only be used in sealed bidding procurements.

### *Formal Bidding*

Bidding involving public advertising and sealed bids, and is required for procurement of goods and services in an amount of \$17,500 or more, except as otherwise provided herein.

### *General Services*

Those services provided by an individual or business, which are not considered professional or construction.

### *Independent Cost Estimates*

Such estimates may be obtained from published competitive prices, results of previous competitive procurements, including some type of price escalation percentage, or price quotes from manufacturers.

### *Informal Bidding*

Bidding without public advertising but within formal procedures, which may include, without limitation, written, telephonic or electronic bidding

### *Invitation for Bids (IFB)*

The CRA request for sealed bids setting forth the detailed specifications for the work to be performed. The winner is the lowest responsible bidder.

### *Maintenance Bond*

An instrument of security furnished by the contractor and his/her surety for the maintenance of the work after completion, in accordance with the contract documents.

### Micro Purchase

Purchase under \$2,625. Purchase below this threshold may be made without obtaining competitive quotations if the CRA determines that the price is reasonable. There will be no splitting of procurements to avoid competition. For this type of purchase, the signature of the Division Manager or their designee is required.

### Minority Business Enterprise (MBE)

Any business enterprise, which is at least fifty-one percent (51%), owned by, or in the case of a publicly owned business, at least fifty-one percent (51%) to the capital stock, which is owned, by citizens or permanent resident aliens who are minority ownership must have and exercise the authority to independently control the business decisions of the entity. The enterprise must also be authorized to do business in the State of New Jersey, be independently owned and operated, and not be dominant in its field.

### Offer

A promise to provide goods and services according to specified terms and conditions in exchange for material compensation.

### New Jersey Bid Contracts

Purchase prices established for various items which have been competitively bid by New Jersey and which may be used by the CRA to make procurements for goods/services.

### Organizational Conflict of Interest

Because of other activities, relationships, or contracts, a contractor is unable, or potentially unable, to render impartial assistance or advice to the CRA, a contractor's objectivity in performing the contract work is or might be otherwise impaired, or a contractor has an unfair competitive advantage.

### Performance Bond

An instrument of security furnished by the contractor and his surety for the performance of the work in accordance with the contract documents.

### Performance Specifications

Specifications based on the function and performance of a product or service under specified conditions, preferably conditions that can be reproduced for testing purposes. Performance specifications may include useful life, reliability in terms of average intervals between failure, and capacity.

### Procurement

The acquisition by the Authority of products, services, or public works by purchase process and policy as outlined in this manual, except:

- The purchase of periodicals, reference materials or professional research tools
- The payment of fees or tuition associated with continuing education courses, training courses, conferences, seminars, and symposiums

- Expenditures governed by the CRA travel policy
- The purchase of advertising space or advertising time in any medium
- Expenditures associated with internal or public meetings

### Professional Services

Professional Services means work performed under a contract with the CRA related to the administration of Agency-owned systems and facilities (i.e. engineering, legal, network administration, computer programming, etc.). Professional services do not include work that by definition is considered "construction".

### Professional Services Contract

Any written agreement to provide a service, including but not limited to legal, accounting, management consulting, investment banking, planning training, statistical, research, public relations, marketing, advertising, architectural, engineering, surveying or other personal services of a consulting, professional or technical nature, for a fee, commission or other compensation, by a person or persons who are not providing such services as officers or employees of a state agency or public corporation.

### Professional Services Contractor

Any person, firm or corporation performing a Professional Services Contract for the CRA.

### Proper Invoice

A written request for a contract payment that is submitted by a contractor setting forth the description, price and quantity of goods or services delivered or rendered in such form and supported by such other substantiating documentations as the CRA may reasonably require.

### Receipt of an Invoice

The date on which a proper invoice is actually received in the designated payment office, or the date which the CRA receives the purchased goods or services covered by the proper invoice, whichever is later.

### Responsible

A potential contractor is considered responsible if it can demonstrate that it has the ability to perform successfully under the terms of the proposed contract, taking into account the bidder's technical and financial capability. Responsibility refers to the ability of the contractor to deliver the requested items/services.

### Sealed Bidding

A competitive procurement method under which a contract is awarded to the lowest price, responsive bid, offered by a responsible bidder.

### Services

A professional, consulting, technical, or other service, including but not limited to, legal, testing, accounting, bookkeeping, secretarial, management consulting, audit, investment banking, planning, training, statistical research, insurance, advertising, public relations, architectural, engineering, appraisal, janitorial, surveying, housekeeping, and waste disposal, performed for a fee, commission or other compensation.

CRA PROCUREMENT POLICY

### Single Bid

Two or more competitive bids are solicited and only one bid is received. A single bid may cause Sole Source Procurement.

### Single Source Procurement

A single source procurement is one in which two or more vendors can supply the commodity, technology and/or perform the services required by an agency, but is not necessarily the lowest price offer, but the Authority selects one vendor over the others for reasons such as expertise or previous experience with similar contracts.

### Small Purchase

The acquisition of goods or services under a written agreement or purchase order resulting in a cost to the CRA of more than \$2,625 but less than \$17,500 per year. Purchases from \$2625 - \$17,500 requires a minimum of three verbal quotations or three written quotations, which can be requested and received via fax or regular/electronic mail, and signature from a Division Manager and the appropriate Senior Manager.

### Sole Source Procurement

A sole source procurement is one in which only one vendor can supply the commodities, technology and/or perform the services required by an agency; or no other goods or services will satisfy the CRA requirements; or prior State, federal or Board approval has been granted.

### Solicitation

A purchasing entities request for bids, including a telephone request for price quotations, an invitation for bids, or request for proposals.

### Surety Bond

Refers to an agreement between the CRA contractor or supplier and a surety bond writer that guarantees a contract obligation with CRA property. Typically, CRA requires bonds that cover 10% of the value of a contract. If a contractor defaults on a contract or faces financial difficulties, the surety bond underwriter will owe the CRA the full amount of the contract.

### Time and Material (T&M) Type Contract

A general compensation arrangement which provides for a fixed rate including overhead and profit, and material plus handling charges. This type of contract is permitted only:

1. After a determination that no other compensation arrangement is suitable
2. All labor and equipment rates (including overhead and profit), are predetermined and set forth in the contract.

### Women-Owned Business Enterprise (WBE)

Any business enterprise which is at least fifty-one (51%) owned by, or in the case of a publicly owned business, at least fifty one (51%) of the capital stock of which is owned by citizens or permanent resident aliens who are women, regardless of race or ethnicity, and such ownership interest is real, substantial and continuing. Women business owners must have and exercise the authority to independently control the business decisions of the entity. The enterprise must also

be authorized to do business in the state of New Jersey, be independently owned and operated, and not be dominant in its field.

## **2.0 General Policy Statements and Bid Thresholds**

It is the policy of the CRA to consolidate and/or concurrently procure goods and services whenever possible.

All requests for the purchase of services and goods that are expected to exceed the bid threshold of \$17,500.00 will be procured through an open and fair process unless falling into one of the State approved exceptions and a valid reason to proceed on the exception have been identified and proceeding thus has been deemed absolutely necessary. The test of what is necessary shall be stringent.

It is the responsibility of all employees to make the Finance and Legal Department aware if, at the time of need, it is foreseeable that it will be necessary to repurchase goods or services in an amount that will cause the aggregate total of \$17,500.00 to be met within a year.

## **2.1 Advertisements of Solicitations**

Advertisements requesting bids shall be placed on the Camden Redevelopment Agency web site at [www.camdenredevelopment.org](http://www.camdenredevelopment.org) and may be placed in at least one newspaper of general circulation in Camden County and other publications as deemed advisable to promote the opportunity for competitive bidding. Other efforts may include, but are not limited to:

- Notifications in local news publications, trade journals, and magazines, and national publications;
- Mailings to industry associations;
- Notifications to known bidders on CRA's bid list; and
- Mailing lists maintained by State Agencies.

Potential bidders shall be advised as to pick up date, question submittal due date, and submittal due date in the advertisement.

When advertising in an newspaper of general circulation, the add shall run for a minimum of three days.

All bids that are either RFP's, RFQ's, or IFB's shall be out for solicitation for no less than twenty (20) consecutive days.

## **2.2 Ensuring Most Efficient and Economic Purchase**

- a. To foster greater economy and efficiency, the CRA may enter into State and local intergovernmental agreements for the procurement of common goods and services. All justification of efficiency must be documented.
- b. If possible and deemed efficient, goods will be purchased off of the State Contracts list that is maintained through the State Division of Purchasing and Property

- c. A properly documented procurement file should be a complete record of the procurement actions and processes/s followed for all purchases of goods and services.
- d. The CRA will use time and material contracts only after determination that no other type of contract is suitable. CRA staff will closely monitor contractors operating on time and material contracts.
- e. The length of any contract should be based on sound business judgment. The CRA will be judicious in establishing and extending contract terms no longer than minimally necessary to accomplish the purpose of the contract.
- f. A cost or price analysis is a determination that the cost or price offered by a contractor is reasonable, given current market conditions. The purpose of cost or price analysis is to ensure that the CRA does not pay unreasonably high prices.

### **2.3 Procurement with State Funds**

In all cases where procurements are made by CRA with State funds and are conditioned upon or subject to, laws or regulations for purchasing, the CRA shall observe such laws and/or regulations.

### **2.4 State Procurement Bid Thresholds**

The current Bid Threshold for the State of New Jersey is \$17,500.00. Any purchase for goods or services that will exceed this number in a fiscal year must be procured through a fair and open process via a RFP, RFQ, or IFB.

Any purchase of goods or services falling below the bid threshold but no less than \$2,625 shall be purchased under the three quote method (see Section 4.0).

Any purchase of goods or services falling below \$2,625 shall be purchased outright after consultation and approval of the Finance Department.

### **2.5 Pre-Bid Conferences**

When it is deemed appropriate, the CRA shall conduct a pre-bid conference with prospective proposers/bidders regarding applicable bidding procedures, forms, terms, and conditions, goals, requirements, and other relevant information. Attendance, whether mandatory or non-mandatory, shall be determined on a need to need basis.

### **2.6 Notice to Proceed**

A notice to proceed shall follow all procurement action by the CRA. Under no circumstance is a vendor of any kind to proceed until such time as they receive an official 'Notice to Proceed'.

### **3.0 Purchases Under the Three Quote Threshold**

Procurement of goods or services costing less than \$2,625 do not require competitive quotations. To the extent possible, micro purchase authority is delegated to CRA employees who must follow the below-delineated steps.



For all procurement needs falling below \$2,625, the following procedures must be followed:

1. The individual needing the goods or services must request the purchase through the finance department in writing.
2. The individual must specify what goods or services they are in need of and they must write clearly and concisely to minimize any ambiguity and to ensure that they receive the goods and/or services that are ideally suited for their needs.
3. Where appropriate, provisions should be made in the specifications to allow the entity contacted to provide the goods and/or services to seek deviations from the specifications.
4. The individual must identify to the finance personal the specific budget that will support the purchase and receive the sign-off of the finance department as to the certification that the funds exist and are set-aside.
5. The individual must identify, if possible, the vendor that it believes can best provide the goods and/or services that are being requested.

**4.0 Purchases Between the Bid Threshold for Small Purchases and the Three Quote Threshold and**

For all procurement needs falling in the \$2,625 to \$17,499 range, the following procedures must be followed:

1. The individual needing the goods or services must request the purchase through the finance department in writing.
2. The individual must specify what goods or services they are in need of and they must write clearly and concisely to minimize any ambiguity and to ensure that they receive the goods and/or services that are ideally suited for their needs.
3. Where appropriate, provisions should be made in the specifications to allow bidders to seek deviations from the specifications. The following clause should be included in any RFP for which this allowance is made:

“The specifications released herewith represent the \_\_\_\_\_ which the CRA feels are ideally suited for its operations; however, CRA will consider requests for ‘approved equals’ to the specifications. The CRA will accept such requests in writing up until \_\_\_\_\_.”

All requested deviations from these specifications will be responded to, in writing, in one of the following manners:

- a. Approved as an equal
- b. Rejected

The CRA will respond in writing no later than five business days prior to the submittal date. All requests, and the CRA responses will be published on the CRA Web Site ([www.camdenredevelopment.org](http://www.camdenredevelopment.org)) as Addendum to the Bid Package.

CRA PROCUREMENT POLICY

4. The individual must identify to the finance personal the specific budget that will support the purchase and receive the sign-off of the finance department as to the certification that the funds exist and are set-aside.
5. The individual must identify a list of specific companies/entities that are capable of performing the work and provide contact information for the CRA to reach out to them for quotes.
6. Documentation of quotations shall accompany the requisition or be present in the procurement file.
7. Purchases from a single vendor that exceed \$17,500 in a fiscal year cannot be procured in an informal manner, and must be procured using formal bidding.

The CRA shall consider the following qualifications to ensure the company providing the quote is responsible:

- Is technically qualified to perform the proposed work or deliver the goods,
- Has, or can secure, adequate financial resources to perform the proposed work or deliver the proposed goods,
- Is able to comply with the delivery or performance schedule, taking into account all existing business commitments,
- Has satisfactory record of past performance,
- If selected, would not result in a conflict of interest, with regard to their work performed by the firm, or individual staff conflicts.

If a determination is made that the company providing the quote is responsible based on the above factors, the CRA will select the lowest quote.

**5.0 Purchases that are Beyond the Bid Threshold for Three Quotes and therefore Necessitate either a Request for Proposal, or a Request for Qualifications.**

For all procurement needs above the bid threshold of \$17,500 a Request for Proposal or a Request for Qualifications is necessary, the following procedures must be followed:

1. The individual needing the goods or services must request the purchase through the finance department in writing.
2. The individual must specify what goods or services they are in need of and they must write clearly and concisely to minimize any ambiguity and to ensure that they receive the goods and/or services that are ideally suited for their needs.  
In addition, the individual must:
  - a. put together a scope of work that fully encompasses what it is that they need procured being as specific as possible;
  - b. give a time by which they need the goods and/or services. (Time tables must take into account that all RFP's or RFQ's, must be open to public bid for no less than twenty (20) days. It must also be taken into account that CRA Board Action may be required and what effect the need to wait for Board Approval will have on the individuals ability to utilize their procured goods and/or services.);

- c. name a person of knowledge who will be responsible for working with the Legal and Financial Departments in order to answer any questions that may arise from Vendors throughout the process; if applicable, include within their request the names of any individual who either must be, or should be, included on the review committee upon receipt of proposals
3. Where appropriate, provisions should be made in the specifications to allow bidders to seek deviations from the specifications. The following clause should be included in any RFP for which this allowance is made:

“The specifications released herewith represent the \_\_\_\_\_ which the CRA feels are ideally suited for its operations; however, CRA will consider requests for ‘approved equals’ to the specifications. The CRA will accept such requests in writing up until \_\_\_\_\_.”

All requested deviations from these specifications will be responded to, in writing, in one of the following manners:

- c. Approved as an equal
- d. Rejected

The CRA will respond in writing no later than five business days prior to the submittal date. All requests, and the CRA responses will be published on the CRA Web Site ([www.camdenredevelopment.org](http://www.camdenredevelopment.org)) as Addendum to the Bid Package.

4. The individual must identify to the finance personnel the specific budget that will support the purchase and receive the sign-off of the finance department as to the certification that the funds exist and are set-aside. (\*See **Form A** at end of Packet.)
- 5.1 **Method of Selection:** Due to the fact that each RFP or RFQ is unique in its procurement need and does not lend itself to quantification, the CRA does not set forth here strict evaluation procedures or all inclusive processes and methods. Typically evaluations will be comprised of a comparative analysis of the technical proposals, comparative analysis of the cost proposals, and an analysis of the firm/entity proposing.

The objective of the evaluation process is to develop and apply evaluation criteria to ensure that:

- Proposals are evaluated objectively, and
- The CRA selects the vendor proposing the best product/service with the best overall price.

The evaluation methodology must be:

- Determined in advance of advertising the RFP/RFQ,
- Specified and described in the RFP/RFQ,

#### CRA PROCUREMENT POLICY

- Followed in evaluating the submitted proposals and awarding the contract, and
- Documented in the Procurement File.

Evaluation Criteria will not be altered after opening the proposals, with the exception of minor changes and only if the modifications are justified and evidence presented to ensure that the changes would not materially benefit or disadvantage any bidder.

If applicable, the CRA shall request the proposer provide the following information in their cost sheet:

- Distinguish one-time fees from on-going fees,
- Fixed fee for deliverables,
- Rate, either hourly or daily, for staff services,
- Price per unit, and possible sliding scale on volume increments, if applicable,
- Potential fee increases, if applicable, and
- All potential fees.

#### 6.0 Sealed Bid/Invitation for Bids Method of Procurement (IFB)

This method of procurement is the preferred method for acquisitions with an annual cost totaling \$17,500 or more when one or more of the following factors is present:

A complete, realistic, and exact specification or purchase description is available,

- Two or more responsible bidders are willing and able to compete effectively for the business,
- The procurement lends itself to a firm, fixed price contract, and the selection of the successful bidder can be made principally on the basis of lowest price or best value, when the best value determination can be made on price alone, among responsive bids, and responsible bidders,
- No discussion with bidders is needed either before or after bid submission.

It will be the final determination of the CRA legal department, in conjunction with the CRA employee requesting the goods or services, if the procurement should be solicited as an IFB as opposed to a RFP or RFQ.

1. To protect the bidder and the CRA the IFB shall specify that the bids shall be sealed.
2. Sealed bids shall be publicly solicited and a firm, fixed price contract (lump sum or unit price) shall be awarded to the bidder whose bid is (1) lowest in price and (2) conforms with all the material terms and conditions of the bid specifications, including a successful responsible bidder and responsive bid determination.

An IFB shall:

- Provide prospective bidders with all the information necessary to develop a responsive bid.
- Inform bidders of the specific steps in the bid process.
- The scope of commodities, services, hardware, or software to be provided.
- The method of award.
- The terms and conditions of the contract.

Specifications shall encourage full and open competition, and must not rule out one or more vendors or favor a particular vendor. Therefore, use of brand names in specifications is allowed solely for the purpose of providing a standard for quality of performance. When requesting a 'brand name or equal' the CRA shall carefully identify its minimum needs and clearly set forth those salient physical and functional characteristics of the brand name product in the solicitation.

Bidder's Qualification:

The bidders Qualifications section of an IFB defines the minimum acceptable qualifications for a bidder to be considered acceptable for an award. In addition to determination of the bidder's responsibility when drafting this section, the CRA shall consider which qualifications should be specified to ensure the bidder:

- Is technically qualified to perform the proposed work,
- Has, or can secure, adequate financial resources to perform the proposed work or deliver the proposed goods,
- Is able to comply with the delivery or performance schedule, taking into account all existing business commitments,
- Has satisfactory record of past performance,
- If selected, would not result in a conflict of interest, with regard to their work performed by the firm, or individual staff conflicts.

Qualifications may include the length of time a firm has been in business, the expertise and experience of staff and the bidder's experience with projects of similar scope and size. Appropriate business references shall also be required.

To ensure uniformity, all IFB's must include a Bid form on which bidders insert bid prices in a uniform format. This shall provide bidders the ability to record all relevant costs in an organized manner.

To protect both the CRA and the bidder, the IFB shall specify that the bids shall be sealed. All bids received under an IFB shall remain sealed until the bid opening time and date specific in the IFB and the advertisement. Immediately upon opening all bids will be marked with the time of the opening and witnessed by the signature of the individual conducting the opening. A bid opening must contain at least two members of the CRA staff for verification purposes. Bid openings are open to the public if they choose to participate.

At the time of a bid opening, only the bid price and name of the bidder shall be given to prospective bidders. All requests for other information must be put in writing and shall be answered subsequently.

CRA PROCUREMENT POLICY

Immediately after the bid opening, a designated member of the CRA shall review all submitted bids to determine which bid packages are complete and responsive to the bid requirements as set forth in the official IFB.

Evaluating Responsiveness:

Factors that should be considered by the Authority in evaluating responsiveness should include the following:

- Has all required information been provided?
- Does the bid contain mistakes?
- Has the bidder failed to commit to a firm price?
- Are there unacceptable qualifications or conditions tied to the bid?
- Has the bid been prepared in accordance with the bidding instructions?
- Are unacceptable provisions included in the bid?
- Has the bidder altered or limited any of the contract or solicitation provisions?
- Has the bidder offered non-conforming products or services?
- Has the bidder failed to acknowledge amendments to the IFB issued by the CRA?

To be considered responsible, consideration must be given to all the following requirements:

- Financial resources adequate to perform the contract , or the ability to obtain them,
- Ability to meet the required delivery or performance schedule, taking into consideration all existing commercial and governmental business commitments that the company has already agreed to,
- A satisfactory performance record with the CRA,
- The necessary organization, experience, accounting, and operational controls, and technical skills, or the ability to obtain them,
- Compliance with applicable licensing and tax laws and regulations,
- The necessary production, construction, and technical equipment and facilities, or the ability to obtain them,
- Compliance with Affirmative Action regulations where applicable,
- Any and all other qualifications and eligibility criteria necessary to receive an award under applicable laws and regulations pertinent to the project.

De minimus, minor deviations which are immaterial and do not effect quantity or delivery may be waived by the CRA if such waiver does not prejudice or affect the relative standing of the bidders.

Any bid received after the time and date first published shall be deemed non-responsive and returned to the bidder unopened with written indication explaining the reason for the return.

The CRA must award to the *lowest* bidder that was deemed *responsible*.

If a single bid is received, staff will prepare a cost and/or price analysis to determine if the bid is fair and reasonable.

When a bid is found to be not responsible, the CRA shall sign, and place in the file a Determination of Non-Responsibility form that states the basis for this determination. Documents and reports supporting a determination of responsibility or non-responsibility, including any pre-award survey reports, shall also be included in the contract file.

Any and all bids must be rejected if there is a sound documented business reason.

NOTE: Prior to bid award, bidder information is excluded from OPRA requests.

**7.0 Emergency Procurement:**

From time to time, an emergency situations may arise which require that a procurement be made without following normal purchasing procedures. Emergency situations should be restricted to those times when delay in completing the procurement could result in damage to the public health, safety, or welfare. In addition, the situation leading to the emergency should be one that could not be normally anticipated. If an emergency situation occurs, it must be documented and this documentation must be attached to the purchase order or placed in the procurement file. The procurement must be approved by the Executive Director.

Emergency procurement shall, to the extent that time permits, follow regular procurement guidelines concerning the solicitation of quotes and the approval of the procurements. A written memorandum justifying the emergency nature of the procurement shall be maintained in the procurement file.

Unanticipated emergencies, which affect the public health, safety, or welfare of the Citizens should follow the guidelines of N.J.S.A. 40A:11-6a.

In the event that such a situation arises, the following procedures will be followed:

- A request will be made in writing, by the person requesting the procurement, to the Finance and Legal Departments outlining the circumstances that lead the employee to believe that there exists an Emergency Procurement Situation,
- The writing will contain an outline of what the Employee believes will be the situation should an Emergency Procurement not be undertaken,
- The Employee in the writing will outline where they believe the funds exist to undertake the Emergency Procurement,
- The Finance and Legal Departments will determine if an Emergency Situation does in fact exist,
- After determination that an Emergency Procurement does indeed exist, the CRA shall make every possible effort to purchase the goods or services in a manner that provides the Agency with the best possible value, and
- A file of the Emergency Procurement will be maintained outlining the cause thereof, the procedure, and the outcome.

**The CRA employee who initiated the Emergency Procurement shall cause a Resolution Request to be generated the next proceeding Board Meeting outlining the causes that brought about the need for the Procurement, the Procurement**

Process, and the outcome thereof. The Resolution shall call for the ratification of the procedure and the ratification of the contract that resulted from the Emergency Procurement when applicable.

## 8.0 Contracts

1. Duration: Unless an exception is provided under N.J.S.A.40A:11-15, permitting a longer contract duration, contracts shall not be for a period to exceed five years. Multi-year contracts however are subject to the following provisions:
  - a. All Multi-year contracts except contracts specifically exempted pursuant to N.J.S.A. 40A:11-15 shall contain a clause making them subject to the availability and appropriation annually.
  - b. For construction and related services authorized by N.J.S.A. 40A:11-15(9) the compensation for the entirety of the contract must be charged and certified in full at the time of contract award
2. Fiscal Year Constraint: No contract shall be awarded in one fiscal year if the date on which it properly takes effect falls in the next fiscal year unless the contract includes a provision making it subject to the availability and appropriation of sufficient funds in the year in which it takes effect.

## 9.0 Payments

### 9.1 Advance Payments

CRA contracts shall not contain advance payment provisions, nor shall the CRA participate in advance payments to a contractor, prior to the incurrence of costs by the contractor unless prior written concurrence is obtained from the Executive Director.

### 9.2 Progress Payments

Progress payments may be utilized, provided the following requirements are followed:

- a. Progress payments are made only to the contractor for costs incurred (as opposed to percent of completion) in the performance of the contract;
- b. When progress payments are used, the CRA must obtain adequate security (materials, work in progress, and finished goods) for which progress payments are made. Adequate security for progress payments may include taking title, irrevocable letter of credit or equivalent means to protect the CRA's interests in the progress payments;
- c. Percent of Completion payments may be used by the CRA in its professional services and large construction contracts where it is deemed beneficial to the agency and it approved by the Executive Director.

### 9.3 Final Payment

Final payment is made to the contractor when it has satisfied all the deliverable requirements called for by all provisions of the contract, including submission of all required documentation. Final payment signifies that the performance obligations of both parties to the contract have been satisfied. Before making final payment, the Project Manager, or designee, shall obtain a signed release, as well as a lien



release, from the contractor releasing the CRA from any further claims by the contractor. The Project Manager, or designee, shall also provide a signed inspection report certifying that all deliverable items and tasks are complete and in conformance with the contract specifications.

#### **9.4 Designated Payment Office**

The Designated Payment Office is the office or site where the vendor instructs the CRA to mail their payment.

#### **10.0 Professional Services Contracts**

N.J.S.A. 40A:11-5 allows for Professional Services contracts to be negotiated and awarded, even when exceeding the bid threshold, without public advertising for bids.

It shall be the policy of the CRA to award all contracts, even those falling within the exception for professional services, through the standard procurement policy whenever at all possible.

The CRA shall only make an exception in instances for which utilization of this exception is necessitate by circumstance and the normal route of 'fair and open' procurement is not open to the Agency. In such circumstances, the utilization thereof shall be committed to writing and made a part of the permanent contract.

In those circumstance in which the CRA must procure via the professional services exception, the CRA must adhere to the following:

The governing body shall in each instance state supporting reasons for its actions in the resolution awarding each contract and shall forthwith cause to be printed once, in an official newspaper, a brief notice stating the nature, duration, service, and amount of the contract, and that the resolution and contract are on file and available for public inspection in the office of the Clerk of the City of Camden.

Furthermore the CRA must adhere to N.J.S.A. 19:44A-20.4 et seq., also known as the 'Pay to Play' law, which states:

**10.1** A municipal or county government agency cannot award a contract without using a fair and open process if the contractor...

Is a contributor to a candidate committee or political party committee where a member of the party is serving in an elective public office of that municipality or county, and, either:

- made a 'reportable' contribution (in excess of \$300) during the year prior to the award, and/or...
- makes contributions during the life of the contract.

#### **11.0 Construction Contracts and Bond Requirements**

##### **11.1 Change Orders**

Every construction contract should include a 'Changes' clause giving CRA the unilateral right to order changes in the contract work during the course of performance, and the

CRA PROCUREMENT POLICY

contractor the duty to proceed with the work as changed upon receipt of the change order, assuming that the change is within the scope of the contract.

The 'changes' clause must contain language deferring the pricing of the changes work until some later time, while obligating the contractor to proceed with the work and resolve the issue of compensation later. Failure to reach an agreement on compensation would be a dispute to be processed according to the procedures of the Disputes clause of the contract.

### **11.2 Bond Requirements:**

To insure the adequate and expeditious provision of goods, equipment and/or services procured by the CRA, bid or performance bonds may be required where appropriate, or as stipulated by state or Federal law.

### **11.3 Bid Guarantee**

All construction contracts equal to or in excess of \$50,000 shall require bid security equal to ten percent (10%) of the bid price. The bid Guarantee shall consist of a firm commitment that the bidder will, upon acceptance of his bid, execute such contractual documents as may be required within the time period specified. The Bid Guarantee may be in the form of a bid bond, certified check, or other guaranteed negotiable instrument, or letter of credit in a form acceptable to the CRA.

- a. Letter of Credit: A letter of credit used as bid or performance security must:
  - i. Be an irrevocable letter of credit issued by a bank or financial institution of B rating or better,
  - ii. Be signed by an authorized representative of the issuing institution,
  - iii. Name the CRA as the beneficiary, and
  - iv. Be in form otherwise acceptable to the CRA.

## **12.0 Construction Contracts and Insurance Requirements**

### **12.1 Insurance Requirements for Professional Services**

- a. The company shall carry and maintain in full force and effect for the duration of this contract, and any supplement thereto, appropriate insurance. The company agrees to protect and defend, indemnify, and hold the CRA and its employees free and harmless from and against any and all losses, claims, liens, demands and causes of action of every kind and character including the amount of judgments, penalties, interest, court costs, and legal fees incurred by the CRA in defense of same, arising in favor of taxes, claims, liens, debts, personal injuries including employees of the CRA, death or damages to property (including property of the CRA) and without limitations by enumeration, all other claims, or demands of every character occurring and caused in whole or in part by any negligent act or omission of the company, any one directly or indirectly employed by the company or anyone for whose acts company may be liable regardless of whether or not it is caused in part by the CRA. Company will designate and provide the CRA with the identity of a person or persons in company's employ who shall be responsible for handling claims from the public efficiently and expeditiously.

CRA PROCUREMENT POLICY

- b. Policies shall be issued by an insurance company authorized to do business in the State of New Jersey.
- c. Insurance similar to that required by the company shall be provided by or on behalf of all subcontractors to cover its operation(s) performed under this contract, and included in all subcontracts.
- d. This insurance shall include coverage for all of the following:
  - a. General Aggregate limit;
  - b. Liability arising from premises and operations;
  - c. Liability arising from the actions of independent contractors;
  - d. Contractual liability including protection for the Professional Service Contractor from bodily injury and property damage claims arising out of liability assumed under this Contract.
- e. Insurance certificates must be presented at the time of bid, documenting coverage for the following:
  - i. The Professional Service Contractor shall purchase the following insurance coverages for not less than the limits specified below or required by law, whichever is greater.
    - a. Commercial general liability insurance or its equivalent for bodily injury, personal injury, and property damage including loss of use, with minimum limits of:
      - i. \$1,000,000 each occurrence;
      - ii. \$1,000,000 personal and advertising injury;
      - iii. \$2,000,000 general aggregate; and
      - iv. \$1,000,000 products/completed operation aggregate.
  - ii. Business auto liability insurance or its equivalent with a minimum limit of \$1,000,000 per accident and including coverage for all of the following:
    - a. Liability arising out of the ownership, maintenance, or use of any auto;
    - b. Auto non-ownership and hired car coverage.
  - iii. Workers Compensation insurance or its equivalent with statutory benefits as required by any State or Federal law, including standard 'other states' coverage; employers liability insurance or its equivalent with minimum limits of:
    - a. \$1,000,000 each accident for bodily injury by accident;
    - b. \$1,000,000 each employee for bodily injury by disease ; and
    - c. \$1,000,000 policy limit for bodily injury by disease.
  - iv. Professional Liability: Professional Service Contractors (such as, but not limited to Architects, Engineers, Attorneys, Physicians, and Risk

- v. Management Consultants) shall provide the City of Camden with a certificate of insurance evidencing professional liability and/or malpractice insurance with minimum limits of \$5,000,000 combined single limit.
- vi. Umbrella excess liability or excess liability insurance or its equivalent with minimum limits of:
  - a. \$5,000,000 per occurrence;
  - b. \$5,000,000 aggregate for other than products/completed operations and auto liability; and
  - c. \$5,000,000 products/completed operations aggregate.
- vii. The City of Camden (appointed officials, officers, directors, trustees, consultants, agents, and employees) shall be named as additional insured's on Contractor's commercial general liability insurance with respect to liability arising out of the Contractor's Work (including products and completed operations as well as ongoing operations) and the certificate of insurance, or the certified policy, if required, must so state this.
- viii. Insurance provided to the City of Camden's (appointed officials, officers, directors, trustees, consultants, agents, and employees) as specified herein shall be primary, and any other insurance, self-insurance, coverage or indemnity available to the Owner and the Owner's (appointed officials, officers, directors, trustees, consultants, agents, and employees) shall be excess of and non-contributory with insurance provided by owner and Owner's (appointed officials, officers, directors, trustees, consultants, agents, and employees) as specified herein.

f. The CRA reserves the right to amend any of the requirements of insurance protection it may deem necessary

#### 12.2 Insurance Requirements for Construction Contracts

- a. All insurance coverage limits for construction contracts will be set at the limits deemed sufficient and proper at the time of the contracting. In no case shall the insurance limits be less than those permitted by law or regulation. It will be the responsibility of the Project Manager to ascertain what coverage limits shall suffice
- b. based upon the scope and breadth of the contract and upon consultation with the legal department.
- c. The CRA reserves the right to amend any of the requirements of insurance protection it may deem necessary.

#### 13.0 Board Action

Any member of the CRA staff that initiated the procurement of goods and services must adhere to the following procedures:

- Where applicable they must cause to be generated a Request for Resolution at the proceeding month's Board Meeting outlining the need for the procurement, the processes undertaken to acquire the goods and/or services, and the results thereof.

CRA PROCUREMENT POLICY

- Upon approval of the Board Resolution pertaining to the procurement, the CRA employee will request a copy of the signed resolution and will generate a request for contract where applicable.
- The Employee will request notification upon the CRA receipt of a fully executed contract.
- The Employee will then request a 'Notice to Proceed' be sent to the vendor.

## F. SAMPLE NOTICES TO BIDDERS - RFP

### NOTICE TO BIDDERS

Date

Notice is hereby given that sealed Bids will be received by the Camden Redevelopment Agency, Camden, New Jersey, referred to as the OWNER (City Hall, Suite 1300, 520 Market Street, Camden, New Jersey, 08101) on ( Insert Date ) Local Prevailing time at the offices of the OWNER, at which time and place Bids will be opened and read for the following:

**Insert Property Address**

A Pre-Bid Meeting and Site Inspection will take place at the ( Insert Site ) on ( Insert Date and Time ) Local Prevailing time. Bidders are strongly encouraged to attend.

The OWNER will accept questions via email to Johanna Conyer at joconyer@ci.camden.nj.us until ( Insert Date and Time ). Responses will be provided to all bidders via email by ( Insert Date ).

Specifications, Drawings, and Contract Documents for the proposed work, prepared by ( Insert Name ), hereafter referred to as the ENGINEER, may be obtained at the office of the ENGINEER ( Insert Address ), upon payment of ( Insert Amount \$ ), starting on ( Insert Date ). The payment for contract document(s) is non-refundable.

Each bid must be accompanied by Certified Check, Cashiers Check, or Bid Bond to the order of the Camden Redevelopment Agency, in the amount equal to ten percent (10%) of the sum of the bid but not in excess of \$20,000.00 together with a non-collusion affidavit, and a consent of surety from a surety company authorized to transact business in the State of New Jersey. Proposals must be made on the standard Proposal Form, in the manner designated therein and required by the Specifications. Each Proposal must be enclosed in a sealed envelope bearing the name and address of the bidder and contract description on the outside, and addressed to: Camden Redevelopment Agency, City Hall, Suite 1300, 520 Market Street, Camden, New Jersey, 08101

SAMPLE NOTICES TO BIDDERS - RFP

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# G. SAMPLE SECTION 106 STATE HISTORIC PRESERVATION LETTER

Model Section 106  
Historic Review Letter



**CITY OF CAMDEN**  
Department of Development and Planning  
**DIVISION OF PLANNING AND ZONING**

501a.224, City Hall  
Post Office Box 95120  
Camden, NJ 08103-9520  
(856) 967-7214 phone  
(856) 963-4103 fax

*EDWARD C. WILLIAMS, PP, AICP*  
Director

[ Insert date ]

Ms. Megan Baratta < Check name of DEP Official  
Department of Environmental Protection  
Natural and Historic Resources, State Historic Preservation Office  
PO Box 404  
Trenton, New Jersey 08646

Re: Project Authorization/ Demolition of Properties

Dear Ms. Baratta:

Attached please find a list of properties with photographs from the Department of Public Works requesting project authorization to facilitate the demolition of certain properties within in the City of Camden. The proposed undertaking may warrant a Section 106 review to assess the proposed action's effect on individual structures or districts that may be eligible for or listed in the Camden Historic Survey or the State and National Register of Historic Places. I would appreciate it if you could incline and expedite the Section 106 review period to allow the City to move forward with this project.

500.4 (A) Identification of Resources

[ Insert property address ]

All resources located in the City of Camden.

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SAMPLE SECTION 106 STATE HISTORIC PRESERVATION LETTER

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[ Select the option that reflects the property's historic circumstances ]

The structures have been identified as cultural resources on the National Register, State Register, or the Camden Historic Survey, or may be eligible for inclusion on these listings.

Elements of the surrounding area have been identified as a cultural resource on the National Register, State Register and/or Camden Historic Survey, or may be eligible for inclusion on these listings.

Neither the site, sites or structures affected, nor elements of the surrounding area have been identified as cultural resources on the National Register, State Register and/or the Camden Historic Survey.

800.4 (B) Determination of Effect

In my opinion, as the Zoning Officer of the City of Camden and of the Certified Local Government, the proposed undertaking will have:

no effect

[ Consult with the Zoning Officer before selecting one of the following options ]

no adverse effect

an adverse effect on the identified resource

800.4 (C) Concurrence

The demolition of these structures will eliminate hazardous conditions detrimental to public safety in the City of Camden.

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

Sincerely,

Edward C. Williams, PE, AICP  
Director/Zoning Officer  
Enc.

cc. [ Copy CRA staff involved in the transaction ]

fil

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SAMPLE SECTION 106 STATE HISTORIC PRESERVATION LETTER

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# H. SAMPLE NJ PRESERVATION OFFICE RESPONSE LETTER

APR 23 2008 17:32 FR HISTORIC PRES OFC EOB 824 0328 TO 318337272373 P.02/04

CS-1016 I  
HNO D 2108-161 PRSD



**State of New Jersey**  
DEPARTMENT OF ENVIRONMENTAL PROTECTION

JAN S. CORZINE  
GOVERNOR

Natural and Historic Resources, Historic Preservation Office  
P.O. Box 494, Trenton, NJ 08646  
TEL: (609) 292-3023 FAX: (609) 664-2676  
www.nj.gov/dep/hpo

LISA R. JACKSON  
COMMISSIONER

April 23, 2008

Robert Thompson  
City of Camden  
Division of Planning  
City Hall Room 422  
520 Market Street  
PO Box 95120  
Camden, NJ 08101-5120

Dear Mr. Thompson:

As Deputy State Historic Preservation Officer for New Jersey, in accordance with 36 CFR Part 800, Protection of Historic Properties, as published in the Federal Register 6 July 2004 (69 FR 40553 - 40555), I am providing Consultation Comments for the following project:

301 Market Street, Adaphys Rauso  
307 Market Street, Demolition and New Construction  
Camden County, Camden City  
U.S. Department of Housing and Urban Development

## § 800.4 Identification of Historic Properties

301 Market Street, the New Jersey Safe Deposit and Trust Company, is individually listed on both the New Jersey and National Registers of Historic Places. As stated in its nomination, the New Jersey Safe Deposit and Trust Company is "an important monument to late nineteenth century Victorian Eclecticism."

Both 301 Market Street and 307 Market Street are contributing buildings in the Market Street Historic District, which was determined to be eligible for inclusion on the National Register of Historic Places on December 3, 1997. The Market Street Historic District is eligible under Criterion C for its excellent and intact examples of late 19<sup>th</sup> century and early 20<sup>th</sup> century commercial structures.

## § 800.5 Assessment of Adverse Effects

The proposed project to adaptively reuse 301 Market Street to a senior living center meets the Secretary of Interior's Standards for Rehabilitation and therefore will have no adverse effect on this historic resource.

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SAMPLE NJ PRESERVATION OFFICE RESPONSE LETTER

RAMP 2010

01-1036-1  
HFO 12-0328 125 P.000

Although the demolition of 307 Market Street is will have an adverse effect on the Market Street Historic District, it will enable the successful adaptive reuse of 303 Market Street, a building which is in a state of neglect.

Pursuant to § 800.6(a) the agency official shall consult with the SHPO and other consulting parties to mitigate the adverse effect of 307 Market Street through a Memorandum of Agreement. Pursuant to §800.6(b)(1), the agency shall notify the Advisory Council on Historic Preservation of the adverse effect finding by providing documentation specified in § 800.11.

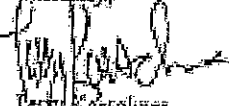
Some possible mitigation measures that may serve as stipulations in the MOA are:

- The new construction at 307 Market Street shall meet the Secretary of Interior's Standards for new additions to historic buildings and new construction within a historic district by "considering the new addition in terms of the new use and the appearance of the other buildings in the historic district or neighborhood." As stated in the Standards, "The new addition will be clearly differentiated from the historic building and be compatible in terms of massing, materials, relationship of solids to voids and color."
- Adaptive reuse of the NJ Safe Deposit and Trust Company Building shall meet the Secretary of Interior's Standards for Rehabilitation.
- HLBS level III equivalent photo documentation of both the interior and exterior of 307 Market Street and the NJ Safe Deposit and Trust Company Building.
- Historic photographs of the Market Street Historic District and the NJ Safe Deposit and Trust Company Building (interior and exterior).
- All HLBS level III equivalent photo documentation and the historic photographs shall be labeled and put on public display with associated text in the newly rehabilitated NJ Safe Deposit and Trust Company Building. The text shall explain the history of the Market Street Historic District and the NJ Safe Deposit and Trust Company Building. The display and text shall be reviewed and approved by the HFO prior to installation.

#### Additional Comments

Please remember that the sale of the NJ Safe Deposit and Trust Company Building, a NJ Register listed building by the City to a private entity is reviewable under the NJ Register of Historic Places Act. As stated in N.J.A.C. 7:4-7.4, in order for the sale to not be an encroachment under the NJ Register of Historic Places Act, adequate restrictions or conditions, such as a preservation easement on the exterior of the building and the interior primary spaces shall be included in the sale agreement to ensure preservation of the property's significant features. Please submit the proposed easement for the HFO's review and approval prior to the sale of the NJ Safe Deposit and Trust Company Building.

We look forward to continuing consultation with you in the future. Should there be any further questions, please contact Megan MacWilliams Baratta at (609) 292-1253.

Sincerely,  
  
Terry Karschiner  
Deputy State Historic  
Preservation Officer  
Acting Administrator

TKAMMB

CC: Ed Maraglio, RPM Development Group, LLC, 77 Park Street, Montclair, NJ 07050  
Ollivette Simpson, Housing Director, CRA via fax (256) 757-0973

## I. PROPERTY SURVEY CONSIDERATIONS & FIELDS

### CONSIDERATIONS:

#### Property Survey Content

While property survey content may vary in consideration of the type of project, the factors of interest and its purpose, Agency property surveys have specific fields and variables of interest.

#### Property Conditions

Property conditions are based on a visual inspection of the exterior of a property. The following guidelines are established to assist surveyors in estimating the quality and conditions while surveying property.

#### Property In Good Conditions

1. Structures (occupied or vacant) that exhibit:
  - a. Overall stable integrity. No holes on the walls are visible.
  - b. Walls are covered by siding, painted or brick blocks.
  - c. All windows and doors are present and seem to be in working condition.
  - d. Porches and awnings have sturdy structural integrity. No holes in wooden floors.
  - e. Light fixtures are covered.
  
2. Vacant land that does not contain garbage, debris or accumulation of materials.

#### Property In Fair Conditions

1. Structures (occupied or vacant) that exhibit:
  - a. Overall stable integrity, but have suffered some deterioration due to exposure to the elements of nature.
  - b. Walls are covered, but exhibit some defects and/or a small degree of deterioration.
  - c. All windows and doors are present, but some may be broken or covered.
  - d. Porches and awnings are present, but they are deteriorated.
  - e. Light fixtures are not present or have deteriorated to the point that electric wiring is visible.
  
2. Vacant land that has a small amount of garbage, debris or accumulation of materials, but is mostly.

#### Property In Poor Conditions

1. Structures (occupied or vacant) that exhibit:
  - a. That exhibit unstable integrity due to abandonment, fire or exposure to the elements of nature.
  - b. Walls have holes.
  - c. Windows and doors may be are present, but are broken or boarded.

- d. Porches and awnings exhibit deterioration or weak integrity due to exposure to the elements of nature.
- e. Light fixtures are not present, wiring is exposed.

2. Vacant land that is being used to discard garbage, abandoned cars, and other artifacts or materials.

**PROPERTY SURVEY FIELDS:**

<b>FIELD</b>
Address
Landuse
Occupancy
Photo of Property
General Notes
Last Surveyed Date
Property Maintenance Status
<b><i>Property Detail Fields (Yes/No)</i></b>
Fenced
Secured Building
Accessibility Issues
Private Encroachment
Parking Use (illegal)
Substantial Trash
Suspected Contamination
Property Detail Notes

## J. SAMPLE PROPERTY REPORT

### CRA Property Report

\_\_\_ Broadway, Block \_\_\_, Lot \_\_\_ - Update

By: John Fuentes

#### Circumstances

Notice of Violation was served on the CRA by the Department of Code Enforcement on May 17, 2010 advising the Agency that it had to improve the sidewalks and the curbing in front of the above referenced property. The Notice was not specific regarding the improvements. A meeting with Street / Sidewalk Inspector: \_\_\_ was requested on May 19, 2010.

#### Property Ownership

A review of City documents confirmed CRA ownership of the property in question.

Account Maintenance	
Add	Edit
Close	Delete
<<	>>
Detail	Notes
Block: 284	
Lot: 14	
Qualifier:	Tax Bill Restricted File
Owner: CAMDEN REDEVELOPMENT AGENCY	Prop Loc: 703 BROADWAY
General   Assessed Values   Additional   Billing   Deductions   Balance   All Charges   Add/Omit	
Owner Street 1: 15TH FLR CITY HALL	Account Id: 00304771
Street 2:	Additional Lot 1:
City/St: CAMDEN NJ	Additional Lot 2:
Zip: 08102	Property Class: 15C
Country:	Parcel Key:
Phone: ( )	Unpaid Interest: .00
Email:	User Msg Code:
Service Comp Id:	
Bank Code:	Exclude from Tax Sale:
Municipal Lien: Assignment: Bankruptcy: APR 2: Do Not Accept Online Payment:	
Outside Lien: Install Plan: Sp Charges:	

A visual inspection of the property was conducted on May 19<sup>th</sup> in order to confirm the need for repairs in anticipation of the meeting with Code Enforcement. Upon inspection worker found that \_\_\_ and \_\_\_ Broadway were converted into office space by \_\_\_.



SAMPLE PROPERTY REPORT

RAMP 2010

### Actions Taken

1. Worker requested to meet with manager. The manager was not available. Her name is \_\_\_\_  
Contact information: \_\_\_\_ Administration Office, \_\_\_\_ Broadway St. --. She is on vacations and will be back on Monday, May 24. Staff was requested to advise her of our interest to meet ASAP.
2. Worker advised \_\_\_\_\_ staff of the outstanding violation.
3. Worker conducted a visual inspection of curbs and sidewalks around \_\_\_\_ and the old \_\_\_\_ sites accompanied by \_\_\_\_ staff person.
4. An inspection of City tax records for \_\_\_\_ Broadway was conducted on May 20, 2010. \_\_\_\_ is also listed as owned by the CRA.

Block: 284		Notes Exist.	
Lot: 13			
Qualifier:		Tax Bill	
Owner: [REDACTED]		Prop Loc: 701 BROADWAY	
General   Assessed Values   Additional   Billing   Deductions   Balance   All Charges   Add/Omit			
Owner Street 1: 13TH FLR CITY HALL		Account Id: 00004770	
Street 2:		Additional Lot 1:	
City/St: CARDEN NJ		Additional Lot 2:	
Zip: 08101		Property Class: 15C	
Country:		Parcel Key:	
Phone:		Unpaid Interest: .00	
Email:		User Msg Code:	
Service Comp Id:			
Bank Code:		Exclude from Tax Sale:	
Municipal Lien: Assignment: Bankruptcy: APR 2: Do Not Accept Online Payment:			
Outside Lien: Install. Plan: Sp Charges:			

5. Worker conducted a review of CRA property documentation. Worker obtained copy of a deed transferring \_\_\_\_ & \_\_\_\_ ownership from the City to the CRA in 1994. No other documentation is available in our files.
6. Worker visited the County Property Register and reviewed all CRA property transactions in and after 1994. No property transaction regarding block \_\_\_\_ lots \_\_\_\_ and \_\_\_\_ was found in the register.
7. Meeting with Code Enforcement Officer has been scheduled for May 25 at 10:00am..

SAMPLE PROPERTY REPORT

## K. SAMPLE PROPERTY LICENSE AGREEMENT

### LICENSE AGREEMENT BY AND BETWEEN THE CAMDEN REDEVELOPMENT AGENCY AND \_\_\_\_\_ CONSTRUCTION CO.

This License Agreement hereafter called ("Agreement") is effective as of this \_\_\_ day of June 2010, by and between the City of Camden Redevelopment Agency ("CRA"), a public body corporate and politic of the State of New Jersey having its principal office at 520 Market Street City Hall 13<sup>th</sup> Floor Camden, New Jersey 08101 hereinafter referred to as ("Licensor"), and \_\_\_\_\_ Construction Co., a corporation legally authorized to conduct business in the State of New Jersey having its principal office \_\_\_\_\_, \_\_\_\_\_, hereinafter referred to as ("Licensee").

Each being a "Party", and together are hereby referred to as the ("Parties") to this Agreement.

WHEREAS, the Licensor is a public body corporate and politic of the State of New Jersey and owner of certain real property located in the City of Camden, County of Camden, State of New Jersey, appearing on the Official Tax Assessment Map as Block \_\_, Lots \_\_, in the \_\_ Neighborhood, hereinafter referred to as the "Property" and further described in Exhibit "A".

WHEREAS, the Licensee seeks a license to enter upon the Property and use the property for the purpose of storing construction equipment and or related materials required for construction work to be performed in the City of Camden by the Licensee;

WHEREAS, the Licensor agrees and provides the License a license to store said equipment and material during the agreed upon period in which the Property will be used;

NOW, THEREFORE, in consideration of the above license for use of the Property, the Licensee agrees to pay the sum identified below, and abide by the representations, warranties, covenants, and agreements set forth herein and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties hereto agree as follows:

#### **1. Scope of License**

Upon the terms and conditions herein specified, Licensor grants to Licensee an irrevocable license to enter upon the Property, and store, stage, and secure construction and related equipment and materials on the Property. Exhibit "B" attached hereto and incorporated herein describes generally the type of construction equipment and related materials that are the subject of this License Agreement. Notwithstanding any thing to the contrary, the Licensee shall

- 1) Maintain the Property during the Term of this Agreement as below written in Section 3, including installation of temporary fencing, clearance of any weeds, debris, or other materials and otherwise maintain a "clean" construction related site, and

SAMPLE PROPERTY LICENSE AGREEMENT



2) Restore the Property upon the expiration of this Agreement as below written in Section 3 to the condition that existed at the time that the Licensee and/or its contractor, representatives, or agents entered the Property, including re-installing any fencing, gates, paving, and/or grading loss as a result of the storage of equipment or materials on the Property.

2. Possession

Licensor agrees to and shall provide possession of the Licensed Premises to the Licensee on the date hereof. The License given herein shall be exclusive in nature and possession of the Licensed Property shall not be subject to any other rights to possession or use by any other licensee of Licensor. Licensee shall peaceably and quietly have and occupy, use and enjoy, and shall have the full, exclusive and unrestricted use and enjoyment of the land during the Term (as hereinafter defined) of this License. Notwithstanding anything to the contrary, the Licensee acknowledges and agrees that its interest under this License shall not constitute an interest in land and that it is not a tenant of the Licensed Premises.

3. Term

The term of this License Agreement shall commence on June 15, 2010 and expire on September 15, 2010 on the execution and delivery of a written instrument by Licensor, and the term may only be extended by mutual written consent of the Parties, hereinafter the "Term".

Notwithstanding anything to the contrary, the Parties acknowledge and agree that the Licensor may terminate this Agreement prior to the end of the Term by providing thirty (30) days written notice to the Licensee. In the event of Licensor's early termination, the Licensee shall remove all of its contractors, sub-contractors, representatives, and agent's equipment and materials from the Property and restore the site in accordance with Section 1 above written.

4. License Fee

The initial fee shall be payable upon execution of this Agreement. The fee due from Licensee to Licensor arising from this Agreement shall be \$1,000.00 per month payable on or before the 15th day of every month.

5. Compliance With Laws

Licensee shall observe and comply with all state, local, Federal laws, and the rules of any governing body having jurisdiction over the premises and/or its use. Licensee shall be responsible for securing all necessary permits, if applicable and required by the City of Camden Code Enforcement & Building Bureaus, including those for dumpsters maintained on-site.

Licensee will not store or dump hazardous materials on-site.

**6. Indemnification**

Licensee agrees to indemnify, save and hold harmless the Licensor and its board of commissioners, employees, representatives or agents against any and all demands, claims, suits, losses, costs or damages arising out of claims of any nature, type or description as a result of performance of any services by Licensee and its agents according to the terms of this Agreement.

7. Liability Insurance

*Licensee and its contractors, representatives, and agents hereby agree to carry and maintain in full force and effect, for the duration of this Agreement, and any supplement thereto, the appropriate insurance coverage.*

*All insurance certificates must name the City of Camden Redevelopment Agency (Licensor) and the City of Camden as an additional insured on the policy. Said Certificate(s) must state that coverage cannot be cancelled or materially altered without thirty (30) days written notice to the CRA. Licensee cannot terminate said insurance coverage without ten (10) days written notice to Licensor. A copy of the insurance certificate(s) is attached hereto as Exhibit "C".*

**8. Assignment of License**

Licensee shall not assign its license and right of entry according to the terms of this Agreement without the prior written consent of the Licensor.

**9. Revocation of License**

It is hereby understood and agreed that the Licensor reserves the right to revoke the license provided to Licensee under the terms of this Agreement in the event that Licensee violates any of the provisions of this Agreement, upon giving not less than 10 days prior written notice to Licensee during which time Licensee shall have the right to cure such violation. In the event that the Licensor exercises its right to revoke the license provided to Licensee under this Agreement, Licensee shall retain no other rights or access to the above referenced premises.

**10. Title or Ownership of Premises**

This agreement is merely a license and does not give Licensee any interest in the premises or any right of a lessee or tenant under any of the laws of the state of New Jersey or any other applicable Federal, state, and local laws and ordinances. Licensee further understands and agrees that it will not assert any action against Licensee that has the rights of a lessee or tenant.

**11. The License Agreement**

The Agreement, and all other documents referred to herein and/or attached hereto, constitute the entire Agreement of the Parties on the subject matter hereof and supersedes any and all prior representations, understandings, and agreements between the Parties with respect to such subject matter. The documents referred to herein and attached hereto shall be read together with this agreement to determine the Parties intent. If there is a conflict between and among such documents, this Agreement shall be the final expression of the Parties' intent. Any Amendment to this agreement must be in writing and signed by both parties or it is void.

On separate individual pages:

1.

IN WITNESS WHEREOF, the Parties have executed this Agreement as of the Effective Date above written.

City of Camden Redevelopment Agency

ATTEST: \_\_\_\_\_

BY: \_\_\_\_\_

Saundra Ross Johnson  
Executive Director

2.

Name of - Construction Co.

ATTEST: \_\_\_\_\_

BY: \_\_\_\_\_

Project Manager

3. EXHIBIT "A"  
LICENSED PROPERTY  
Insert Block & Lots – Location or Tax Map
4. EXHIBIT "B"  
Inventory of Equipment and Materials  
Insert Equipment and Materials list
5. EXHIBIT "C"  
CERTIFICATE(S) OF INSURANCE

L. SAMPLE PROPERTY MAINTENANACE AGREEMENT

CAMDEN REDEVELOPMENT AGENCY  
PROPERTY MAINTENANCE AGREEMENT

This agreement is made and entered into this \_\_\_\_\_ day of \_\_\_\_\_, 20XX, by and between The Camden Redevelopment Agency (hereinafter referred to as the "Owner") and \_\_\_\_\_ (hereinafter referred to as the "Contractor").

WITNESSETH

WHEREAS, the Owner owns and controls the property upon which maintenance is required.

WHEREAS, the Owner desires to contract for property maintenance services.

NOW THEREFORE, in consideration of the premises and of the mutual covenants and promises contained in this Agreement, it is hereby agreed by and between the Owner and the Contractor as stipulated below.

1. The Contractor's Obligations. The Contractor shall perform the following services on the Owner's property located at *(Address and/or Permanent Parcel Number)*:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- a) The contractor shall board and secure all properties within 7 days of the acquisition by the Owner
  - b) The contractor shall provide major clean-up/out of the property, if required within 14 days of acquisition by the Owner
  - c) The contractor shall perform the following routine maintenance procedures
    - i. Mowing of each property every four [the frequency may be altered based on the expectation of the individual land bank] weeks during the mowing season.
    - ii. Trash removal, as needed
    - iii. Snow removal/clearance of sidewalks, as needed
    - iv. Re-securing and boarding of property, as needed
  - d) The contractor shall notify and seek approval to proceed by the Owner of needed repairs, which are outside the scope of routine maintenance described in subparagraph (c) above.
  - e) The contractor shall perform necessary repairs/maintenance to the property at the request of the Owner and shall be entitled to payment therefore at the Contractor's normal charge for service and materials.
  - f) The contractor shall respond to a request for a nonscheduled service or maintenance call within 24 hours [the time for response may be altered based on the expectation of the individual land bank] after receipt of such request.
  - g) The contractor is responsible for liability insurance
- SAMPLE PROPERTY MAINTENANACE AGREEMENT

2. The Owner's Obligations.

- a) The Owner shall pay to the contractor the sum of \$\_\_\_\_\_ per property for periodic inspections and routine maintenance procedures and periodic reports.
- b) The Owner shall pay to the contractor his normal and customary fees for any work performed on the property as a result of non-scheduled service or maintenance calls.
- c) All fees are due and payable within thirty (30) days of billing
- d) Within \_\_\_\_ days of receipt of notice of needed repairs pursuant to paragraph 1.d. above, the Owner shall request the contractor to complete needed repairs or shall provide the contractor evidence that the needed repairs were satisfactorily completed by another entity.
- e) The owner shall provide the contractor with such access to the property as is reasonably necessary for the contractor to comply with the terms of this agreement.
- f) The owner shall immediately notify the contractor once the property has been purchased, and no longer requires property maintenance services.
- g) The owner, at no time, is required to provide the contractor with liability insurance or worker's compensation.

3. Term. This Agreement shall remain in effect until terminated.

- a) The owner has the right to terminate this Agreement by giving notice to the contractor thirty (30) days in advance of the date of termination.
- b) The contractor has the right to terminate this Agreement by giving written notice of intent to terminate this Agreement to the Owner thirty (30) days in advance of the date of termination.

4. Use of subcontractors. The contractor may subcontract with such maintenance contractors as it deems desirable to perform any of the contractor's duties under this Agreement, so long as the contractor follows the Department of Housing and Urban Development Section 3 Requirements and all regulatory compliance procedures specified in the bid documents (procedural requirements and documents will be provided to the contractor before the execution of these documents). The contractor shall **at all times** remain responsible for the HUD Section 3 and regulatory compliance documentation and record keeping (i.e. EEO, Clean Air-Act, Davis-Bacon, Byrd Anti-Lobbying, etc.), performance of and payment for all work performed by all subcontractors.

5. Entire Agreement and Amendment. This Agreement supersedes all prior negotiations, agreements, and understandings between the Parties with respect to the subject matter hereof and constitutes the entire Agreement between the Parties with respect to the subject matter hereof. To be effective, any amendment or modification to this Agreement must be in writing and must be signed by both Parties.

SAMPLE PROPERTY MAINTENANACE AGREEMENT

IN WITNESS WHEREOF, the Parties have executed this Agreement as of \_\_\_ day of \_\_, 20XX.

City of Camden Redevelopment Agency

ATTEST: \_\_\_\_\_

BY: \_\_\_\_\_

Sandra Ross Johnson  
Executive Director

Name of Contractor

ATTEST: \_\_\_\_\_

BY: \_\_\_\_\_

Project Manager

SAMPLE PROPERTY MAINTENANACE AGREEMENT

RAMP 2010

## M. BROWNFIELD DEVELOPMENT AREA DEFINITION

### Camden Brownfield Development Areas

NJDEP has designated two areas of the City as Brownfield Development Areas (BDA). The BDA's are located in the northern section of the North Camden Neighborhood and the back channel of the Delaware River in the Cramer Hill Neighborhood.

In consideration of the designation the City, the CRA and NJDEP enter into a Memorandum of Understanding (MOU) designed to create a planning partnership that includes State, City and Community participation. All testing and remediation activities in these designated areas follow the procedures outlined in the MOU's. Copies of the MOU's are included in this Appendix.

The Camden Redevelopment Agency is in charge of implementing the agreements and activities established in the MOU under a Shared Service Agreement with the City.

#### **I - North Camden Brownfield Development Area**

Includes four properties located in the northern sector of the neighborhood (census tracts 6007 and 6008).

##### **Knox Gelatin**

A 25-acre site that is inactive and currently owned by the City of Camden.

##### **Save Our Waterfront (SOW)**

A 20-acre site that is currently inactive and owned by the non profit group SOW.

##### **Associated**

A 20-acre site that is privately owned and active with an insulation business and other commercial businesses.

##### **Mathis Shipyard**

A 17-acre site with a housing manufacturing business at the site.

North Camden Brownfield Development Area



BROWNFIELD DEVELOPMENT AREA DEFINITION

## **II- Cramer Hill Brownfield Development Area**

Includes eight properties located along the back channel of the Delaware River, in the northern sector of the neighborhood (census tracts 6009 and 6010).

### **Harrison Avenue Landfill**

A 90-acre closed landfill and slated for mixed-use commercial, office and recreational use.

### **Farragut Marine**

A 6-acre site currently operating as a marina that is planned for a public marina and restaurant.

### **Delaware River Recycling**

A 14-acre site that is an active facility. All DEP actions are on hold until a redevelopment plan is approved for the area.

### **Vacant Site- 27<sup>th</sup> and DuPont**

A 14-acre vacant site that is planned for recreational, residential and commercial use.

### **Underwater Technics**

An 8-acre site that is currently inactive and planned for recreation and residential use.

### **Neff Machine**

A less than one-acre site that is currently inactive and is planned for recreation and residential use.

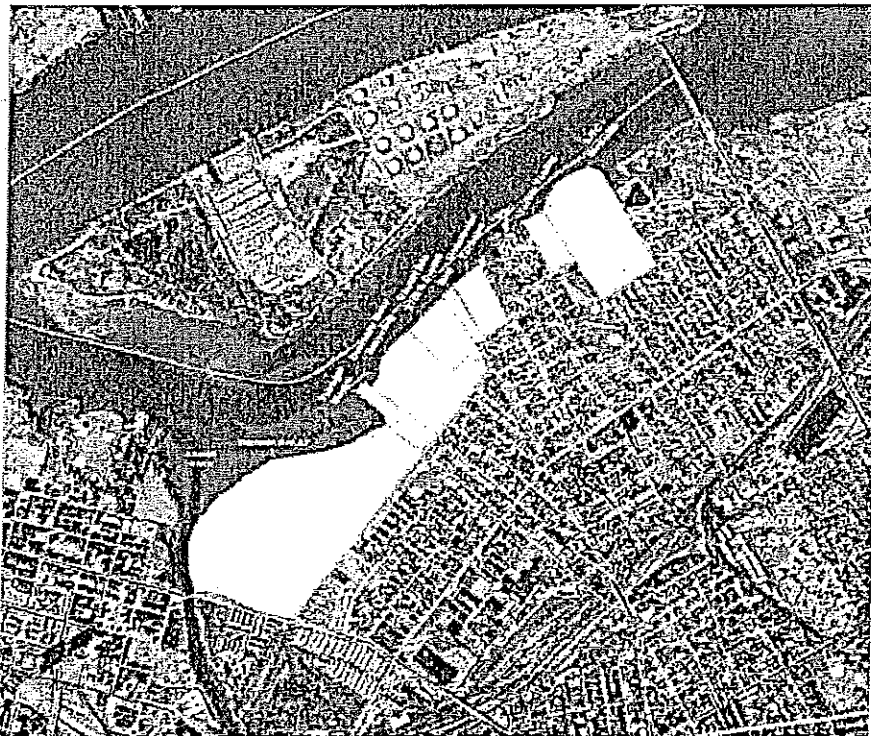
### **Tucker Towing**

A 6-acre site that is currently inactive and planned for recreation and residential use.

### **South Jersey Port Corp Wetlands Mitigation Pond**

A 19-acre site that is currently inactive and planned for recreation and residential use.

**Cramer Hill Brownfield Development Area**



**BROWNFIELD DEVELOPMENT AREA DEFINITION**



## N. NORTH CAMDEN BDA MOU

### MEMORANDUM OF UNDERSTANDING AMONG PARTIES TO DEP'S BROWNFIELD DEVELOPMENT AREA ("BDA") PROGRAM IN THE NORTH CAMDEN NEIGHBORHOOD OF CAMDEN

WHEREAS, the Parties (the "Parties") to this Memorandum of Understanding ("MOU") are the New Jersey Department Of Environmental Protection ("DEP"), the North Camden Steering Committee (the "Steering Committee"), and the City of Camden ("Municipality");

AND WHEREAS, the Parties attest that they have the authority to be bound by this MOU, and all Parties agree not to contest their entry into the MOU, nor the terms and conditions of this MOU;

AND WHEREAS, the New Jersey Legislature has found that brownfields can pose health risks to our residents, threaten our environment, and can also blemish neighborhoods, and has therefore called for a timely and efficient regulatory response. N.J.S.A. 58:10B-1.2.;

AND WHEREAS, DEP hereby enters into this MOU in partnership with the Steering Committee and the Municipality pursuant to DEP's authority to formulate comprehensive policies to promote environmental protection and redevelopment in Brownfield Development Areas (BDAs) under N.J.S.A. 13:1D-1 *et seq.* and N.J.S.A. 58:10B-24;

AND WHEREAS addressing the issue of under-utilization of brownfield neighborhoods is critical to meaningful revitalization, by focusing on expedited restoration of entire communities - not simply scattered, individual properties - a plan for the revitalization of the BDA designated by this MOU can emerge as the model for smart growth through regional rebirth.

AND WHEREAS, the BDA designation provides a framework and resources to empower affected communities to address brownfields where additional assistance may be needed, although, designation as a BDA will not affect or limit in any way utilization or application of New Jersey's other brownfield or remediation programs on properties within a BDA and, in addition, designation as a BDA does not create or impose any additional regulatory or approval requirements on properties within the BDA;

AND WHEREAS, the Steering Committee (comprised of the participating stakeholders identified in Attachment 1), DEP and the Municipality have agreed on the specific brownfield sites within the North Camden BDA (the "BDA"), that are further identified in Attachment 2 hereto, and DEP has accepted such Steering Committee and brownfield sites within the designation of the BDA;

NOW THEREFORE, intending to be legally bound, the Parties agree as follows:

#### DEP GOALS AND COMMITMENTS

By entering into this MOU, DEP agrees to:

1. Assign one Office of Brownfield Reuse Case Manager with overall responsibility for coordinating the oversight of all brownfield properties within the BDA. The Case Manager will be available to assist in guiding the Steering Committee throughout the BDA process.
2. As promptly as possible, hold an Initial Meeting with the Steering Committee. At the Initial Meeting, among other things, identify sites in Attachment 2 for which remediation activities pursuant to N.J.A.C. 7:26E will be required and the resources available to complete these activities.

NORTH CAMDEN BDA MOU

3. Conduct a review of all technical documents required to complete the remediation using streamlined approaches to achieve approvals, including timely face-to-face meetings, email, field visits and conference calls to achieve the desired result of obtaining approved plans and reports.
4. Work in concert with the Steering Committee and the Municipality in a manner that strives to achieve compliance and avoid violations of the DEP's remediation requirements.
5. Approach the BDA remediation and reuse as a partnership with the Steering Committee and the Municipality.
6. Act as the focal point for all inquiries by the Steering Committee and the Municipality as it relates to the remediation of the brownfield sites identified in Attachment 2.
7. Facilitate meetings with other programs within DEP, and other state and federal governmental entities.
8. Annually consider any modifications to the BDA made by the Steering Committee.

### **STEERING COMMITTEE COMMITMENTS**

By entering into this MOU, the Steering Committee agrees to:

9. Diligently pursue community goals for the BDA, as expressed in the BDA Application, and keep DEP informed if such goals change from time to time.
10. Encourage remediating parties and developers working within the BDA to submit legible, cogent and complete reports, applications and other documents to DEP that comply with all state laws, regulations, policies and guidance.
11. Require contracted professionals, including environmental consultants and attorneys, to perform in a fiscally responsible manner.
12. Be reasonably available for discussions or meetings with DEP, when necessary.
13. Encourage property owners to provide reasonable site access to DEP for remediation oversight purposes.
14. Conduct quarterly Steering Committee meetings, at a minimum, that accommodate the schedules of those on the Steering Committee.
15. Submit semi-annual Progress Reports to DEP for the time period April 1 to September 30 and for the time period October 1 to March 31. These reports are due 30 days after the last day of the reporting period specified herein. These progress reports should describe the advancement in the remediation and the redevelopment of each of the sites in BDA identified in Attachment 2.
16. Submit semi-annual Remediation Phases Completed/Planned Table for the time period April 1 to September 30 and for the time period October 1 to March 31 documenting the remediation phases completed during the preceding 6 month period and the phases planned to be initiated in the subsequent 6 months. Information must be submitted using the table format in Attachment 3 and is due 30 days after the last day of the reporting period specified herein.
17. Submit requests to DEP regarding changes to the BDA Steering Committee members identified in Attachment 1, or the list of brownfield sites in Attachment 2, between January 1 and February 28 for DEP consideration in accordance with the guidance found at [www.state.nj.us/dep/srp/brownfields](http://www.state.nj.us/dep/srp/brownfields).

NORTH CAMDEN BDA MOU

## **MUNICIPALITY COMMITMENTS**

By entering into this MOU, the Municipality agrees to:

18. Provide copies, upon request, of Ordinances, Resolutions, Redevelopment Agreements or other pertinent documents to DEP regarding the BDA.
19. Notify DEP of any changes in site ownership or lot and block designations.
20. Notify DEP of changes to an approved redevelopment plan, such as plan invalidation, or the addition or elimination of properties from the plan.
21. Notify DEP of the designation or the dismissal of a designated redeveloper for any property within the BDA.
22. Integrate municipal decisions regarding zoning, infrastructure, and planning, to the extent lawful and appropriate, with schedules and plans to remediate and reuse sites within the BDA.
23. Communicate and coordinate local visions and ideas for redevelopment among the Steering Committee, DEP, the municipality, the community and other affected or interested parties.
24. Routinely consider passage of any additional Ordinances or Resolutions that may further the goals of the BDA remediation and reuse.
25. Notification to DEP required in paragraphs 19 through 21 shall be included in the semi-annual Progress Report required pursuant to this MOU.

## **ADDITIONAL COVENANTS BY THE PARTIES AND GENERAL CONDITIONS**

26. Each Party agrees to employ its best efforts to function as a true partner in the BDA process by, among other things, communicating with and educating each other and the community concerning technical, financial and policy issues that are central to the successful BDA, making themselves available at reasonable times for meetings, conference calls and other appointments; and adhering to adopted schedules and timetables.
27. All Parties commit to working together in partnership to resolve issues and disputes in a effective and efficient manner.
28. Although the Parties will work closely in the BDA process toward their common remediation, reuse and revitalization goals under this MOU, no Party is agreeing, by entry into this MOU, to function as an agent or insurer for any other Party, and no Party is agreeing under the MOU to indemnify any other Party.
29. No covenant by any Party to this MOU is intended to waive any rights, obligations, or defenses that any Party may already possess pursuant to law.
30. Individuals may not be added or deleted from the designated Steering Committee, identified in Attachment 1 hereto, without the written consent of all Parties.
31. Properties may not be added to or deleted from the designated BDA, as identified in Attachment 2 hereto, without the written consent of all parties.

## **MOU Duration and Termination**

32. This MOU may be terminated at any time for any reason by any Party through written notice to all other Parties.

NORTH CAMDEN BDA MOU

33. Unless previously terminated pursuant to Paragraph 32 above, this MOU will be in effect until March 31, 2011. It is the DEP's intention to extend this MOU for subsequent terms of one (1) year each thereafter, upon a finding by DEP of sufficient progress toward the goals of remediation and reuse of the BDA and upon written agreement of all Parties.
34. If this MOU is terminated, such termination will have no effect on the continuing viability of any other documents or agreements, including, but not limited to, any existing DEP oversight documents for any property within the BDA, or any other documents relating to the BDA, the properties within the BDA or persons or entities associated with the BDA.
35. Each undersigned representative of the DEP, the Steering Committee, and the Municipality hereby, certifies that he or she is authorized to enter into this MOU and to bind the parties to the terms of the MOU. The parties, intending to be legally bound, do hereby execute this MOU and commit to its principles and its responsibilities.
36. This MOU shall become effective on the date the last signatory is placed on this MOU.

**Hon. Dana Redd, Mayor**  
**Jim Harveson, Camden Redevelopment Agency, Steering Committee Chair**  
**Kenneth J. Kloo, Assistant Director, Brownfield Remediation & Reuse Element**

STEERING COMMITTEE**	AFFILIATION
1. Rodney Sadler, Co-Chairman	Save Our Waterfront
2. Clarence Bagwell	Respond, Inc.
3. Rev. Margaret Herz-Lane	Grace Lutheran Church
4. Peter Kroll	NJ Conservation Foundation
5. Jean R. Kehner	Resident
6. Ray Lamboy	Latin American Economic Dev. Assoc.
7. Eva Vlamis	Camden Greenways, LLC
8. Joe Meyers	Coopers Ferry Development Assn.
9. Kevin Bogan	Camden Lutheran Housing, Inc.
10. Cindy Roberts	Trust for Public Land
11. Alison Devine	US Environmental Protection Agency
12. Alan Miller	DCA – Office of Smart Growth
13. James Harveson, Chairman	Camden Redevelopment Agency

NORTH CAMDEN BDA MOU

## O. CRAMER HILL BDA MOU

### MEMORANDUM OF UNDERSTANDING AMONG PARTIES TO DEP'S BROWNFIELD DEVELOPMENT AREA ("BDA") PROGRAM IN THE CRAMER HILL NEIGHBORHOOD OF CAMDEN

WHEREAS, the Parties (the "Parties") to this Memorandum of Understanding ("MOU") are the New Jersey Department Of Environmental Protection ("DEP"), Cramer Hill Steering Committee (the "Steering Committee"), and the City of Camden ("Municipality");

AND WHEREAS, the Parties attest that they have the authority to be bound by this MOU, and all Parties agree not to contest their entry into the MOU, nor the terms and conditions of this MOU;

AND WHEREAS, the New Jersey Legislature has found that brownfields can pose health risks to our residents, threaten our environment, and can also blemish neighborhoods, and has therefore called for a timely and efficient regulatory response. N.J.S.A. 58:10B-1.2.;

AND WHEREAS, DEP hereby enters into this MOU in partnership with the Steering Committee and the Municipality pursuant to DEP's authority to formulate comprehensive policies to promote environmental protection and redevelopment in Brownfield Development Areas (BDAs) under N.J.S.A. 13:1D-1 *et seq.* and N.J.S.A. 58:10B-24;

AND WHEREAS addressing the issue of under-utilization of brownfield neighborhoods is critical to meaningful revitalization, by focusing on expedited restoration of entire communities - not simply scattered, individual properties - a plan for the revitalization of the BDA designated by this MOU can emerge as the model for smart growth through regional rebirth.

AND WHEREAS, the BDA designation provides a framework and resources to empower affected communities to address brownfields where additional assistance may be needed, although, designation as a BDA will not affect or limit in any way utilization or application of New Jersey's other brownfield or remediation programs on properties within a BDA and, in addition, designation as a BDA does not create or impose any additional regulatory or approval requirements on properties within the BDA;

AND WHEREAS, the Steering Committee (comprised of the participating stakeholders identified in Attachment 1), DEP and the Municipality have agreed on the specific brownfield sites within the Cramer Hill BDA (the "BDA"), that are further identified in Attachment 2 hereto, and DEP has accepted such Steering Committee and brownfield sites within the designation of the BDA;

NOW THEREFORE, intending to be legally bound, the Parties agree as follows:

#### DEP GOALS AND COMMITMENTS

By entering into this MOU, DEP agrees to:

37. Assign one Office of Brownfield Reuse Case Manager with overall responsibility for coordinating the oversight of all brownfield properties within the BDA. The Case Manager will be available to assist in guiding the Steering Committee throughout the BDA process.
38. As promptly as possible, hold an Initial Meeting with the Steering Committee. At the Initial Meeting, among other things, identify sites in Attachment 2 for which remediation activities pursuant to N.J.A.C. 7:26E will be required and the resources available to complete these activities.

CRAMER HILL BDA MOU

39. Conduct a review of all technical documents required to complete the remediation using streamlined approaches to achieve approvals, including timely face-to-face meetings, email, field visits and conference calls to achieve the desired result of obtaining approved plans and reports.
40. Work in concert with the Steering Committee and the Municipality in a manner that strives to achieve compliance and avoid violations of the DEP's remediation requirements.
41. Approach the BDA remediation and reuse as a partnership with the Steering Committee and the Municipality.
42. Act as the focal point for all inquiries by the Steering Committee and the Municipality as it relates to the remediation of the brownfield sites identified in Attachment 2.
43. Facilitate meetings with other programs within DEP, and other state and federal governmental entities.
44. Annually consider any modifications to the BDA made by the Steering Committee.

### **STEERING COMMITTEE COMMITMENTS**

By entering into this MOU, the Steering Committee agrees to:

45. Diligently pursue community goals for the BDA, as expressed in the BDA Application, and keep DEP informed if such goals change from time to time.
- 9A. Create public access to the Delaware River Back Channel on waterfront sites through the development of a linear waterfront park and greenway.
46. Encourage remediating parties and developers working within the BDA to submit legible, cogent and complete reports, applications and other documents to DEP that comply with all state laws, regulations, policies and guidance.
47. Require contracted professionals, including environmental consultants and attorneys, to perform in a fiscally responsible manner.
48. Be reasonably available for discussions or meetings with DEP, when necessary.
49. Encourage property owners to provide reasonable site access to DEP for remediation oversight purposes.
50. Conduct quarterly Steering Committee meetings, at a minimum, that accommodate the schedules of those on the Steering Committee.
51. Submit semi-annual Progress Reports to DEP for the time period April 1 to September 30 and for the time period October 1 to March 31. These reports are due 30 days after the last day of the reporting period specified herein. These progress reports should describe the advancement in the remediation and the redevelopment of each of the sites in BDA identified in Attachment 2.
52. Submit semi-annual Remediation Phases Completed/Planned Table for the time period April 1 to September 30 and for the time period October 1 to March 31 documenting the remediation phases completed during the preceding 6 month period and the phases planned to be initiated in the subsequent 6 months. Information must be submitted using the table format in Attachment 3 and is due 30 days after the last day of the reporting period specified herein.

CRAMER HILL BDA MOU

53. Submit requests to DEP regarding changes to the BDA Steering Committee members identified in Attachment 1, or the list of brownfield sites in Attachment 2, between January 1 and February 28 for DEP consideration in accordance with the guidance found at [www.state.nj.us/dep/srp/brownfields](http://www.state.nj.us/dep/srp/brownfields).

## **MUNICIPALITY COMMITMENTS**

**By entering into this MOU, the Municipality agrees to:**

54. Provide copies, upon request, of Ordinances, Resolutions, Redevelopment Agreements or other pertinent documents to DEP regarding the BDA.
55. Notify DEP of any changes in site ownership or lot and block designations.
56. Notify DEP of changes to an approved redevelopment plan, such as plan invalidation, or the addition or elimination of properties from the plan.
57. Notify DEP of the designation or the dismissal of a designated redeveloper for any property within the BDA.
58. Integrate municipal decisions regarding zoning, infrastructure, and planning, to the extent lawful and appropriate, with schedules and plans to remediate and reuse sites within the BDA.
59. Communicate and coordinate local visions and ideas for redevelopment among the Steering Committee, DEP, the municipality, the community and other affected or interested parties.
60. Routinely consider passage of any additional Ordinances or Resolutions that may further the goals of the BDA remediation and reuse.
61. Notification to DEP required in paragraphs 19 through 21 shall be included in the semi-annual Progress Report required pursuant to this MOU.

## **ADDITIONAL COVENANTS BY THE PARTIES AND GENERAL CONDITIONS**

62. Each Party agrees to employ its best efforts to function as a true partner in the BDA process by, among other things, communicating with and educating each other and the community concerning technical, financial and policy issues that are central to the successful BDA, making themselves available at reasonable times for meetings, conference calls and other appointments; and adhering to adopted schedules and timetables.
63. All Parties commit to working together in partnership to resolve issues and disputes in a effective and efficient manner.
64. Although the Parties will work closely in the BDA process toward their common remediation, reuse and revitalization goals under this MOU, no Party is agreeing, by entry into this MOU, to function as an agent or insurer for any other Party, and no Party is agreeing under the MOU to indemnify any other Party.
65. No covenant by any Party to this MOU is intended to waive any rights, obligations, or defenses that any Party may already possess pursuant to law.
66. Individuals may not be added or deleted from the designated Steering Committee, identified in Attachment 1 hereto, without the written consent of all Parties.
67. Properties may not be added to or deleted from the designated BDA, as identified in Attachment 2 hereto, without the written consent of all parties.

CRAMER HILL BDA MOU

## MOU Duration and Termination

68. This MOU may be terminated at any time for any reason by any Party through written notice to all other Parties.

69. Unless previously terminated pursuant to Paragraph 32 above, this MOU will be in effect until March 31, 2011. It is the DEP's intention to extend this MOU for subsequent terms of one (1) year each thereafter, upon a finding by DEP of sufficient progress toward the goals of remediation and reuse of the BDA and upon written agreement of all Parties.

### CRAMER HILL BDA MOU

70. If this MOU is terminated, such termination will have no effect on the continuing viability of any other documents or agreements, including, but not limited to, any existing DEP oversight documents for any property within the BDA, or any other documents relating to the BDA, the properties within the BDA or persons or entities associated with the BDA.

71. Each undersigned representative of the DEP, the Steering Committee, and the Municipality hereby, certifies that he or she is authorized to enter into this MOU and to bind the parties to the terms of the MOU. The parties, intending to be legally bound, do hereby execute this MOU and commit to its principles and its responsibilities.

72. 36. This MOU shall become effective on the date the last signatory is placed on this MOU.

## VI. SIGNATORIES

Hon. Dana Redd, Mayor

Jim Harveson, Camden Redevelopment Agency, Steering Committee Chair  
Kenneth J. Kloo, Assistant Director, Brownfield Remediation & Reuse Element

STEERING COMMITTEE	AFFILIATION
1. Manuel Delgado, Co Chair	Cramer Hill CDC
2. Jenny Greenberg	Cooper's Ferry Dev. Association
3. Geoff Forrest	Dresdner Robin
4. Alan Miller	DCA - Office of Smart Growth
5. Peter Kroll	NJ Conservation Foundation
6. Jean Kehner	Camden Greenways
7. Eva Vladis	Camden Greenways
8. Paul Cain	Salvation Army
9. Joshua Chisholm	CCOP
10. Frank McLaughlin	NJDEP
11. James Harveson, Chair	Camden Redevelopment Agency

CRAMER HILL BDA MOU



## P. PROPERTY INVENTORY DATA DICTIONARY

### Data Fields

The Property Inventory database stores a variety of information for each property owned by the Agency. The fields are organized by topic, with seven topics in total. They are:

- a. General Info
- b. Acquisition / Deed Info
- c. CRA Actions & Activities
- d. Property Details
- e. Financial Info
- f. Project Info
- g. Disposition Info

Below is a description of the individual fields within each topic. Descriptions are provided in the following format:

**FIELD\_NAME** [data format, data length], data input  
- Field description narrative  
- User Input or Automatically Assigned

#### A. General Info Fields

1. **BLOCK** [Text, 7 characters], TextBox  
- Tax Block number for the property  
- User input
2. **LOT** [Text, 6 characters], TextBox  
- Tax Lot number for the property  
- User input
3. **ADDRESS** [Text, 25 characters], TextBox  
- Street Address of the property  
- User input
4. **CENSUS\_TRACT** [Text, 7 characters], TextBox  
- Census Tract number in which the property belongs  
- Automatically Assigned
5. **TRACT\_NAME** [Text, 25 characters], TextBox  
- Census Tract name in which the property belongs  
- Automatically Assigned
6. **NEIGHBORHOOD** [Text, 20 characters], TextBox  
- Neighborhood in which the property belongs  
- Automatically Assigned
7. **LANDUSE** [Text, 20 characters], Locked Pick List  
- Land use for the property in question. Choices are limited to the following:
  - Residential
  - Multi-Family Residential (apartment complexes)
  - Mixed-Use

PROPERTY INVENTORY DATA DICTIONARY

- Commercial
  - Institutional
  - Industrial
  - Garage (structure that is solely a garage)
  - Park (active & passive recreation, public access)
  - Side Yard (kept lawn/shrubs, periodic tending)
  - Garden (well kept/tended, actively cared for)
  - Parking Lot (paved or gravel, dedicated parking)
  - Transportation/Right-of-Way (railways, R.O.W.s)
  - Vacant Lot
- User Input
8. **ZONING** [Text, 25 characters], TextBox
- Zoning (both name and code) for the property in question.
  - Automatically Assigned
9. **CONDITION** [Text, 5 characters], Locked Pick List
- Condition of the property, regardless of the presence of a structure.
    - Excellent
    - Good
    - Fair
    - Poor
    - Hazard
- User Input
10. **STRUCTURE** [Yes/No], Radio Buttons
- Presence of a Structure on the property.
    - Yes – the property contains a structure
    - No – the property has no structure (vacant land, park, parking lot, etc.)
- User Input
11. **OCCUPIED** [Yes/No], Radio Buttons
- Denotes whether the property is occupied and/or has an active use
    - Yes – the property is occupied, and/or has an active use such as an official parking lot, park, or public garden
    - No – the property is not occupied and has no active/official use
- User Input
12. **PHOTO** [Photo], File Path
- Most recent photo of the property
  - User Input (IMU organizes file names, paths, and server storage)

PROPERTY INVENTORY DATA DICTIONARY

13. **PHOTO\_DATE** [Date, dd/mm/yyyy], TextBox
- Date of the most recent photo
  - Automatically Assigned (User Override)
14. **GENERAL\_NOTES** [Text, 255 characters], TextBox
- Notes on the fields in the General topic. Notes on the photo, describing the landuse in more detail (especially for Mixed Use properties), or the former use/tenant of the property, etc.
  - User Input
15. **IN\_BDA** [Yes/No], Radio Buttons
- Denotes whether the property is in a Brownfield Development Area or not
    - Yes – property is in one of the two Camden BDAs
    - No – property is not in a BDA
  - Automatically Assigned
16. **IN\_UEZ** [Yes/No], Radio Buttons
- Denotes whether the property is in the Urban Enterprise Zone or not
    - Yes – property is in the UEZ boundary
    - No – property is not in the UEZ
  - Automatically Assigned
17. **IN\_REDEVELOPMENT\_AREA** [Yes/No], Radio Buttons
- Denotes whether the property is in an official Redevelopment Area or not
    - Yes – property is in a Redevelopment Area
    - No – property is not in a Redevelopment Area
  - Automatically Assigned
18. **IN\_NSP2\_TRACT** [Yes/No], Radio Buttons
- Denotes whether the property is in the one of the seven (7) CRA NSP2 Census Tracts
    - Yes – property is in a CRA NSP2 Census Tract
    - No – property is not in a CRA NSP2 area
  - Automatically Assigned
19. **LAST\_SURVEYED\_DATE** [Date, dd/mm/yyyy], TextBox
- Date of the most recent property survey that catalogued attributes of the property
  - User Input
20. **LAST\_UPDATED\_BY** [Network Username], TextBox
- Username of the person who last updated the property record
  - Automatically Assigned

21. **LAST\_UPDATED\_DATE** [Date, dd/mm/yyyy], TextBox
- Date that the Property Inventory Database record for the property was last updated
  - Automatically Assigned

**B. Acquisition / Deed Info Fields**

22. **ACQ\_TYPE** [Text, 30 characters], Locked Pick List
- The method of acquisition used to acquire the property. Choices are limited to the following:
    - Purchase
    - Conveyance
    - Deed in lieu of Foreclosure
    - Condemnation
  - User Input
23. **ACQUIRED\_FROM** [Text, 40 characters], TextBox
- Name of the former owner of the property
  - User Input
24. **AQC\_DATE** [Date, dd/mm/yyyy], TextBox
- Date on which the property was acquired
  - User Input
25. **ACQ\_PRICE** [Currency, 2-digit cents], TextBox
- Purchase price paid by CRA to acquire the property
  - User Input
26. **ACQ\_NOTES** [Text, 255 characters], TextBox
- Notes on the Acquisition. Timetables, title firms/appraisers used, statutory basis, resolution numbers, physical file location, etc.
  - User Input
27. **DEED\_BOOK** [Number, 6 digits, no decimals], TextBox
- Book Number of the Camden County Clerk's Deed Books in which the property deed resides
  - User Input
28. **DEED\_PAGE** [Number, 6 digits, no decimals], TextBox
- Page Number in the given book of the Camden County Clerk's Deed Books on which the property deed can be found
  - User Input
29. **DEED\_RECORDED\_DATE** [Date, dd/mm/yyyy], TextBox
- Date on which the property deed was officially recorded
  - User Input

PROPERTY INVENTORY DATA DICTIONARY

30. **DEED\_DOCUMENT** [Text, 25 chars], Pick List
- The type of document on file that proves CRA ownership. Choices are limited to the following:
    - Deed
    - Declaration of Taking
    - Judgment / Other
  - User Input

31. **DEED\_LINK** [HyperLink], File Path
- Link to a digital copy of the Deed Document
  - User Input (IMU/Finance collaborate)

32. **DEED\_NOTES** [Text, 255 characters], TextBox
- Notes on the Deed. Other properties grouped onto the deed, quirks in the metes/bounds, etc.
  - User Input

**C. CRA Actions & Activities Fields**

33. **IS\_BROWNFIELD** [Yes/No], Radio Buttons
- Denotes if a property is officially a Brownfield
    - Yes – property is a Brownfield
    - No – property is not a Brownfield
  - NOTE: Properties that are not officially brownfields may still be contaminated
  - User Input

34. **BROWNFIELD\_INFO** [HyperLink]
- Clicking this link will open a separate browser window/tab, where the user can view Brownfield Database info related to the specific CRA owned property
  - Link set up by IMU

35. **BROWNFIELD\_NOTES** [Text, 255 characters], TextBox
- Notes on the Brownfield status. Brownfield name, DEP Case number, former use of the property, known pollutants, last study/remediation action done (PA, SI, Phase II, etc.), etc.

36. **ACTIVE\_CODE\_VIOLATIONS** [Yes/No], Radio Buttons
- Denotes if a property has one or more active code violations
    - Yes – property has violations from Dept. of Code Enforcement
    - No – property has no active violations
  - NOTE: Properties without active violations may have past violations that have since been cured
  - NOTE: Properties without active violations may still need repairs or maintenance
  - User Input

PROPERTY INVENTORY DATA DICTIONARY

37. **CODE\_VIOLATION\_INFO** [HyperLink]  
- Clicking this link will open a separate browser window/tab, where the user can view PAM's records of Code Violation(s) for the specific CRA owned property.  
- NOTE: This link will show active as well as historic code violations for the property  
- Link set up by IMU
38. **CODE\_VIOLATION\_NOTES** [Text, 255 characters], TextBox  
- Notes on the active or historic code violation(s). Violation type, fee/fine amount, danger to adjacent properties, expected repairs or actions, estimated cost of curing, etc.  
- User Input
39. **PROPERTY\_MAINTENANCE** [Text, 30 characters], Pick List  
- A drop-down menu offering three choices:
  - Repair(s) needed
  - Repair(s) underway
  - Cleanup/Greening needed
  - Cleanup/Greening underway
  - None needed- User Input
40. **MAINTENANCE\_INFO** [HyperLink]  
- Clicking this link will open a separate browser window/tab, where the user can view PAM records for property maintenance/repairs related to the specific CRA owned property  
- Link set up by IMU
41. **MAINTENANCE\_NOTES** [Text, 255 characters], TextBox  
- Notes on ongoing, needed, or completed maintenance/repairs on the property. Maintenance/repair type, cost or estimated cost, construction bid info, firm(s) engaged, expected repairs or actions, estimated completion time, etc.  
- User Input
42. **CITIZEN\_COMPLAINTS** [Yes/No], Radio Buttons  
- Denotes if a property has received complaints from the public
  - Yes – property has received complaints
  - No – property has not received complaints- User Input
43. **COMPLAINT\_SUMMARY** [Text, 255 characters], TextBox  
- Summary of the Citizen Complaint(s) regarding the property  
- User Input

PROPERTY INVENTORY DATA DICTIONARY

**D. Property Details Fields**

**44. FENCED [Yes/No], Radio Buttons**

- Denotes if a property has a fence securing it from intrusion
  - Yes – property has a stable fence
  - No – property has no fence, or a compromised fence
- User Input

**45. KEPT\_GARDEN [Yes/No], Radio Buttons**

- Denotes if a property has a kept, regularly tended garden
  - Yes – property has a tended garden
  - No – property has no garden, or garden has fallen into disrepair
- User Input

**46. KEPT\_LAWN [Yes/No], Radio Buttons**

- Denotes if a property has kept, regularly mowed lawn
  - Yes – property has a kept lawn
  - No – property has no lawn, or overgrown weeds/grass
- User Input

**47. OPEN\_BUILDING [Yes/No], Radio Buttons**

**48. BOARDED\_BUILDING [Yes/No], Radio Buttons**

**49. ACCESSIBILITY\_ISSUES [Yes/No], Radio Buttons**

- Denotes if a property has been encroached on by private or semi-private users
  - Yes – property has private encroachment
  - No – property has no encroachment
- User Input

**50. PRIVATE\_ENCROACHMENT [Yes/No], Radio Buttons**

- Denotes if a property has a fence securing it from intrusion
  - Yes – property has a stable fence
  - No – property has no fence, or a compromised fence
- User Input

**51. PARKING\_USE [Yes/No], Radio Buttons**

- Denotes if a property supports informal parking areas for residents/public
  - Yes – property has evidence of informal parking
  - No – property does not support informal parking
- NOTE: Formal parking use is evidenced by paved surfaces, designated spaces, curb bumpers, and signage
- User Input

52. **SUBSTANTIAL\_TRASH** [Yes/No], Radio Buttons
- Denotes if a property has substantial trash on the premises
    - Yes – property has substantial trash
    - No – property is relatively clean
  - User Input

53. **SUSPECTED\_CONTAMINATION** [Yes/No], Radio Buttons
- Denotes if it is reasonable to assume the property is contaminated
    - Yes – property shows signs of contamination
    - No – property has no visible signs of contamination
  - User Input

54. **PROP\_DETAIL\_NOTES** [Text, 255 characters], TextBox
- Notes/observations on individual property details

55. **LAST\_SURVEYED\_DATE** [Date, dd/mm/yyyy], TextBox
- Date of the most recent property survey that catalogued attributes of the property
  - User Input / Automatically Assigned from #19

**E. Financial Info Fields**

56. **ASSESSED\_VAL\_DATE** [Date, dd/mm/yyyy], TextBox
- Date on which most recent Tax Assessor data was brought into the Property Inventory DB.
  - NOTE: This is not the date of the most recent tax assessment.
  - User Input

57. **ASSESSED\_VALUE\_LAND** [Currency, ], TextBox
- The assessed value of the property's land component

58. **ASSESSED\_VALUE\_IMPROVEMENTS** [Currency, ],  
TextBox
- The assessed value of the property's improvements (structure)

59. **TOTAL\_ASSESSED\_VALUE** [Currency, ], TextBox
- The total assessed value of the property (land + improvement values)

60. **ESTIMATED\_MARKET\_VALUE** [Currency, ], TextBox

61. **MARKET\_VALUE\_NOTES** [Text, 255 characters], TextBox
- Notes/observations on the Estimated Market Value – how it is obtained, who provided it, etc.

62. **APPRAISED\_VALUE** [Currency, ], TextBox

PROPERTY INVENTORY DATA DICTIONARY



- 63. APPRAISAL\_DATE [Date, dd/mm/yyyy], TextBox
  - Date on which the most recent appraisal was done on the property.
- 64. APPRAISE\_BY [Text, 25 characters], Pick List or TextBox
  - Firm that conducted the most recent appraisal.
  - Input by user
- 65. APPRAISAL\_NOTES [Text, 255 characters], TextBox
  - Notes on the appraisal, extra factors, comparables, skews/bias, need for updated appraisal, etc.
  - Input by user

F. Project Info Fields

- 66. PROJECT\_NAME [Text, 35 characters], TextBox  
The name of the redevelopment project the property is part of
- 67. PROJECT\_TYPE [Text, 25 characters], Pick List  
Type of Project – Housing, Economic Development, etc.
- 68. ESTIMATED\_DISPOSITION\_DATE [Date, dd/mm/yyyy],  
TextBox
  - Estimated date on which sold or transferred for development.
- 69. ESTIMATED\_SALE\_PRICE
- 70. PROJECT\_NOTES [Text, 255 characters], TextBox
  - Notes on the project – developer, units, sq. ft., etc.
  - Input by user

G. Disposition Info Fields

(Note:)

- 71. BLOCK [Text, 7 characters], TextBox  
Tax Block number for the property
- 72. LOT [Text, 6 characters], TextBox  
Tax Lot number for the property
- 73. ADDRESS [Text, 25 characters], TextBox  
Street Address of the property

## Q. LINKS TO APPLICABLE STATUTES

### FEDERAL LEGISLATION

#### ARRA - NSP2 Legislation

The American Recovery and Reinvestment Act of 2009, abbreviated ARRA (Pub.L. 111-5) and commonly referred to as the Stimulus or The Recovery Act, is an economic stimulus package enacted by the 111th United States Congress in February 2009.

26 USC 1; 125 STAT. 115

#### Federal Historic Preservation Legislation

##### National Historic Preservation Act of 1966

as amended through 1992 - Public Law 102-575

AN ACT to Establish a Program for the Preservation of Additional Historic Properties throughout the Nation, and for Other Purposes, Approved October 15, 1966 (Public Law 89-665; 80 STAT.915; 16 U.S.C. 470) as amended by Public Law 91-243, Public Law 93-54, Public Law 94-422, Public Law 94-458, Public Law 96-199, Public Law 96-244, Public Law 96-515, Public Law 98-483, Public Law 99-514, Public Law 100-127, and Public Law 102-575).

#### Federal Environmental Protection Legislation

The following laws help to protect human health and the environment. The United States Environmental Protection Agency is charged with administering all or a part of each.

- Atomic Energy Act (AEA)
- Chemical Safety Information, Site Security and Fuels Regulatory Relief Act
- Clean Air Act (CAA)
- Clean Water Act (CWA) (original title: Federal Water Pollution Control Amendments of 1972)
- Comprehensive Environmental Response, Compensation and Liability Act (CERCLA, or Superfund)
- Emergency Planning and Community Right-to-Know Act (EPCRA)
- Endangered Species Act (ESA)
- Energy Independence and Security Act (EISA)
- Energy Policy Act
- EO 12898: Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations
- EO 13045: Protection of Children From Environmental Health Risks and Safety Risks
- EO 13211: Actions Concerning Regulations That Significantly Affect Energy Supply, Distribution, or Use
- Federal Food, Drug, and Cosmetic Act (FFDCA)
- Federal Insecticide, Fungicide, and Rodenticide Act (FIFRA)
- Federal Water Pollution Control Amendments - See Clean Water Act
- Food Quality Protection Act (FQPA) - See FFDCA and FIFRA
- Marine Protection, Research, and Sanctuaries Act (MPRSA, also known as the Ocean Dumping Act)
- National Environmental Policy Act (NEPA)
- National Technology Transfer and Advancement Act (NTTAA)
- Noise Control Act

LINKS TO APPLICABLE STATUTES

- Nuclear Waste Policy Act (NWPA)
- Occupational Safety and Health (OSHA)
- Ocean Dumping Act - See Marine Protection, Research, and Sanctuaries Act
- Oil Pollution Act (OPA)
- Pesticide Registration Improvement Act (PRIA) - See FIFRA
- Pollution Prevention Act (PPA)
- Resource Conservation and Recovery Act (RCRA)
- Safe Drinking Water Act (SDWA)
- Shore Protection Act (SPA)
- Superfund - See Comprehensive Environmental Response, Compensation and Liability Act
- Superfund Amendments and Reauthorization Act (SARA) - See Comprehensive Environmental Response, Compensation and Liability Act
- Toxic Substances Control Act (TSCA)

### Federal Relocation Act

TITLE 42 United States Code - THE PUBLIC HEALTH AND WELFARE  
 CHAPTER 61 - UNIFORM RELOCATION ASSISTANCE AND REAL PROPERTY  
 ACQUISITION POLICIES FOR FEDERAL AND FEDERALLY  
 ASSISTED PROGRAMS

### STATE LEGISLATION

#### NJ Municipal Redevelopment Legislation

New Jersey Local Redevelopment & Housing Law  
 PL 1992, c79, s.1. - N.J.S.A. 40A:12A-2 Et Seq.

#### New Jersey Historic Preservation Legislation

The New Jersey Register of Historic Places Act requires State, county, municipal government, or any agency or instrumentality thereof, to receive authorization from the Commissioner of the Department of Environmental Protection for any project that could encroach upon a property listed on the New Jersey Register of Historic Places. Under this law, the Commissioner can authorize a project, authorize a project with conditions, or deny a project. The statute is N.J.S.A. 13:1B-15.108 et. seq. and can be found at:

[http://lis.njleg.state.nj.us/cgi-bin/om\\_isapi.dll?clientID=1093415&Depth=2&depth=2&expandheadings=on&headingswithhits=on&hitsperheading=on&infobase=statutes.nfo&record={4121}&softpage=Doc Frame PG 42](http://lis.njleg.state.nj.us/cgi-bin/om_isapi.dll?clientID=1093415&Depth=2&depth=2&expandheadings=on&headingswithhits=on&hitsperheading=on&infobase=statutes.nfo&record={4121}&softpage=Doc Frame PG 42)

The rules of the New Jersey Register of Historic Places are codified at N.J.A.C. 7:4 and can be found at: [http://www.state.nj.us/dep/hpo/2protection/njac7\\_4.pdf](http://www.state.nj.us/dep/hpo/2protection/njac7_4.pdf)

Consideration of historic and archaeological resources is also required in New Jersey when freshwater wetlands permitting, waterfront development permitting, or Coastal Area

#### LINKS TO APPLICABLE STATUTES

Facilities Review Act (CAFRA) permitting, or a Highlands Preservation Area Approval is required. The links to the appropriate documents are below:

- Freshwater Wetlands Protection Act:  
statute: [http://www.state.nj.us/dep/landuse/13\\_9b.pdf](http://www.state.nj.us/dep/landuse/13_9b.pdf)  
rules: <http://www.state.nj.us/dep/landuse/7-7a.pdf>
- Coastal Area Facilities Review Act  
statute: [http://www.state.nj.us/dep/landuse/13\\_19.pdf](http://www.state.nj.us/dep/landuse/13_19.pdf)  
rules: <http://www.state.nj.us/dep/landuse/7-7e.pdf>
- Waterfront Development Act:  
statute: [http://www.state.nj.us/dep/landuse/12\\_5\\_3.pdf](http://www.state.nj.us/dep/landuse/12_5_3.pdf)  
rules: same as above
- Highlands Water Protection and Planning Act  
statute: [http://www.state.nj.us/dep/highlands/docs/highlands\\_bill.pdf](http://www.state.nj.us/dep/highlands/docs/highlands_bill.pdf)  
rules: [http://www.nj.gov/dep/rules/rules/njac7\\_38\\_2006\\_1204complete.pdf](http://www.nj.gov/dep/rules/rules/njac7_38_2006_1204complete.pdf)

### NJ Hazardous Discharge Site Remediation Law

#### ***Hazardous Discharge Site Remediation Fund (N.J.S.A. 58:10B-4)***

The New Jersey Department of Environmental Protection (DEP) is pleased to provide you with a Hazardous Discharge Site Remediation Fund (HDSRF) application package. HDSRF grants and loans are available to public entities, private entities, and non-profit organizations (as described in section 501(c)(3) of the federal internal revenue code) that perform a remediation pursuant to DEP's Site Remediation Program requirements.

The HDSRF was established in July 1993 to provide funding to public and qualifying private entities for the remediation of a suspected or known discharge of a hazardous substance or hazardous waste. The HDSRF is funded through a constitutionally-dedicated portion of the New Jersey Corporate Business Tax, and is administered through a partnership between the DEP and the New Jersey Economic Development Authority (EDA). The DEP evaluates an applicant's preliminary eligibility requirements, and the estimated remediation costs. Upon the DEP's recommendation for funding, the EDA evaluates an applicant's financial status, determines grant and/or loan eligibility and awards funding.

### New Jersey Relocation Act

The Relocation Assistance Law of 1967 (N.J.S.A. 52:31B-1 et seq.) and the Relocation Assistance Act of 1971 (N.J.S.A. 20:3-1 et seq.) were enacted by the New Jersey State Legislature to ensure the equitable treatment of individuals, families, businesses (including non-profit organizations), and farm operations displaced by government action. Under the rules for relocation assistance, "government action" is defined as programs of building, housing, or health code enforcement, voluntary programs of rehabilitation, or the acquisition of land for a public use. The amended Eviction Law (N.J.S.A. 2A:18-61.1 et seq.) also requires relocation assistance pursuant to its "g" provisions.

LINKS TO APPLICABLE STATUTES

## Contact Person

**John Fuentes**  
Property Asset Manager  
Camden Redevelopment Agency  
856-757-7600  
Fax 856-964-2262  
[jofuente@ci.camden.nj.us](mailto:jofuente@ci.camden.nj.us)

# ATTACHMENT #3

## Project Revenue Schedule

## 2015 CRA Revenue Schedule

		Annual	
1 Revenue Description		Total	
3	Land Rental Fee - Parking Authority	\$ 130,908.00	
4	DRPA- Redevelopment Agreement	\$ 363,333.00	
5	Health Services Bldg - Land Sale - Project Area A1	\$ 326,000.00	Based on the Appraised Value of 10 Properties/ Optioned Property By Cooper
6	Health Services Bldg - Red. Fee - Project Area A1	\$ 10,000.00	
7	Cooper Healthcare - Area C #1- KIPP Land Sale	\$ 77,000.00	Based on Redev. Agt. 13 Properties. Interim Use - Charter School
8	Cooper Healthcare - Area C #1 Kipp Lease	\$ 3,500.00	Ground Lease Monthly Payment for Interim Use - School
9	Cooper Healthcare - Area C #2- KIPP Land Sale	\$ 30,000.00	Based on Appraised Value of 16 Properties/ Optioned by Cooper/KIPP. Assumes Option is exercised for Land Use in 2015.
10	Cooper Healthcare - Area C #2- Kipp Red. Fee	\$ 5,000.00	
11	NSP2- Program Income (Cooper's Hill Loan)	\$ 14,200.00	Based on NSP2 Loan Repayment and generation of 10% Admin Fee.
12	Cooper/Ironstone Land Sale	\$ 57,000.00	Executed Redev Agt. Based on Appraised Value of 6 Properties
13	Cooper/Ironstone Lease	\$ 4,800.00	594 Benson Interim Use Staging Construction / Monthly Lease Payment
14	Cooper/Option # Project Area A2 - Redev Fee	\$ 5,000.00	Redev. Fee
15	Cooper/Option # Project Area A2 - Land Sale	\$ 314,000.00	Based on Appraised Value for 6 additional Option Properties.
16	7th & Linden Retail - Land Sale	\$ 100,000.00	\$310,000 (appraised Value)-210,000 (Outstanding to NURA)
17	Terraces - Land Sale	\$ 100,000.00	
18	Terraces - Redevelopment Fee	\$ 100,000.00	
19	Block 75 - Redevelopment Fee (Pierre Bldg)	\$ 10,000.00	Based on terms of Option Agreement for Bldg. / Redevelopment Fee
20	Block 75 - Carrying Cost at Closing (Pierre Bldg)	\$ 122,502.00	Based on CRA/Rowan Agreement Security Costs for VPS payable to CRA at Property Closing
21	Cooper Plaza Redev. Hsg. #1 - Land Sale	\$ 30,000.00	Based on appraised value of 3 large parcels.
22	Cooper Plaza Redev. Hsg. #1 - Redev. Fee	\$ 10,000.00	Redev Fee
23	Cooper Plaza Redev. Hsg. #2 - Land Sale	\$ 240,000.00	Based on assessed value of 31 properties for scattered site HO project
24	Cooper Plaza Redev. Hsg. #2 - Redev. Fee	\$ 20,000.00	Redev Fee for HO Project
25	Campbell's Soup - Alpha Parking Rent	\$ 6,000.00	
26	Campbell's Soup Development Monitoring Fee	\$ 10,000.00	
27	EPA Grants - Salary Reimbursement	\$ -	
28	City-wide Land Sale	\$ 50,000.00	
29	Admiral Wilson Blvd. Shoprite - Redev. Fee	\$ 45,000.00	Remainder of fee due at issuance of C.O.
30	Meadows Phase#2 - P.M. Fee	\$ 10,000.00	Based on CRA project management. Note: City owns property site.
31	Former Lanning Sq. West - Land Sale	\$ 80,000.00	Total 21 Properties based on appraised value/methodology based on the diff. b/c NSP2 costs expended to acquire; demolition of 8 structures; and appraised value; plus 10% Program Income Admin
32	Former Lanning Sq. West - Redev. Fee	\$ 44,000.00	
33	State & River - Boos #1 - Land Sale	\$ 70,000.00	Per redevelopment agreement due at closing
34	State & River #2 Remainder of Site - Land Sale	\$ 110,000.00	
35	State & River #2 Remainder of Site - Red. Fee	\$ 25,000.00	
36	Cooper Grant - Poet's Walk- Land Sale	\$ 165,000.00	
37	Cooper Grant - Poet's Walk- Red. Fee	\$ 10,000.00	
38	Lanning Square RFP - Red. Fee	\$ 100,000.00	Total 69 Properties
39	Lanning Square RFP - NSP 2 Land Sale	\$ 65,000.00	Total 69 Properties/Diff. b/c NSP2 costs and Est. FMV, plus 10% Program Income Admin
40	Lanning Square RFP - Existing CRA Land Sale	\$ 452,000.00	27 CRA Properties/ Assessed Value \$452,000
41	Whitman Park Redevelopment Fee	\$ 10,000.00	Est. Yr. # 1 Project 20 of 65 APA Properties. Note: Assessed values of Lots \$5,000 p/lot
42	Whitman Park Land Sale	\$ 100,000.00	Est. Yr. # 1 Project 20 of 65 APA Properties. Note: Assessed values of Lots \$5,000 p/lot
	<b>Total</b>	<b>\$3,425,243.00</b>	

# AUTHORITY CONTACT INFORMATION 2015

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

<b>Name of Authority:</b>	Camden Redevelopment Agency		
<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>	joconyer@ci.camden.nj.us		

<b>Chief Executive Officer:</b>	Saundra Ross Johnson		
<b>Phone: (ext.)</b>	856-757-7600	<b>Fax:</b>	856-964-2262
<b>E-mail:</b>	sajohnson@ci.camden.nj.us		

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

<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>	wbroudy@mercadien.com		



# AUTHORITY INFORMATIONAL QUESTIONNAIRE

## CAMDEN REDEVELOPMENT AGENCY

FISCAL YEAR: FROM: January 1, 2015 TO: December 31, 2015

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

- 1) Provide the number of individuals employed in calendar year 2013 as reported on the Authority's Form W-3, Transmittal of Wage and Tax Statements: 17
- 2) Provide the amount of total salaries and wages for calendar year 2013 as reported on the Authority's Form W-3, Transmittal of Wage and Tax Statements: 922,333.39
- 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? 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? NOIf 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? NO 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.
- 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.

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

**FISCAL YEAR:**           **FROM:** January 1, 2015           **TO:** December 31, 2015

- 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.*
- 15) Did the Authority make any payments to current or former commissioners or employees for severance or termination? YES SEE ATTACHED
- 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, 2015        **TO:** December 31, 2015

**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.

In 2015, The Authority intends to establish a wage scale for all positions. The proposed wage scale will be presented to the Board of Commissioners for review and approval prior to adoption

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

**FISCAL YEAR: FROM JANUARY 1, 2015 TO DECEMBER 31, 2015**

**15. SEVERENCE PAY EXPLANATION**

Prepared : NHW  
10/1/2014

Employee: Ronicia Solla  
Title: Redevelopment Assistant

	<u>Sick</u>		<u>Personal</u>
Sick hours earned as of Sep 5, 2014	72.692	Personal Hours Earned as of Sep 5, 2014	24.231
Sick hours used	<u>(82.500)</u>	Personal hours used	<u>(35.000)</u>
Total Sick Time Remaining	<u>(9.808)</u>	Total Personal Time Remaining	<u>(10.769)</u>
Total Sick Time in Dollars	\$ (201.84)	Total Personal Time in Dollars	\$(221.62)
	<u>Vacation</u>		
Vacation hours Remaining	75.000		
Vacation time used but not applied in system			
Total Vacation Hours owed Employee	<u>75.000</u>		
Total Sick Time in Dollars	<u>\$ 1,543.45</u>		
Vacation Salary owed (\$20.58 *29.75 hrs)	\$ 1,543.45		
Less Total Sick Time Salary Due back to CRA	\$ (201.84)		
Less Total Personal Time Salary Due back to CRA	\$ (221.62)		
Total Vacation Salary owed to Employee	<u>\$ 1,119.99</u>		

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

**CAMDEN REDEVELOPMENT AGENCY**

**FISCAL YEAR:**            **FROM:**    January 1, 2015            **TO:**    December 31, 2015

*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 all related 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 related 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, 2015, the calendar year 2013 W-2 and 1099 should be used (60 days prior to start of budget year is November 1, 2014, with 2013 being the most recent calendar year ended), and for fiscal years ending June 30, 2016, the calendar year 2014 W-2 and 1099 should be used (60 days prior to start of budget year is May 1, 2015, with 2014 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, 2015 to December 31, 2015  
Camden Redevelopment Agency

Name	Title	Position			Reportable Compensation from Authority (W-2/1099)			Average Hours per Week Dedicated to Position	Names of Other Public Entities where Individual is an Employee or Member of the Governing Body	Positions held at Other Public Entities Listed in Column D	Average Hours per Week Dedicated to Positions at Other Public Entities Listed in Column O	Reportable Compensation from Other Public Entities (W-2/1099)	Estimated amount of other compensation from Authority (health benefits, pension, etc.)	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	Base Salary/ Stipend	Bonus								
1 Ross Johnson, Sandra	Executive Director	X	X				35	N/A	N/A	N/A	\$135,000	\$	\$	\$	208,061
2 Conyer, Johanna S.	Director of Finance	X	X				35	N/A	N/A	N/A	96,500	59,061			125,450
3 Harvason, James T.	Director of EcoDev	X	X				35	N/A	N/A	N/A	94,500	28,950			122,850
4 Simpson, Olivette	Director of Housing	X	X				35	N/A	N/A	N/A	95,000	28,500			123,500
5 Torres, Marilyn	Commissioner - Chair			X			1.5	Camden City	District Parent Coordinator	35				11,175	123,500
6 Torres, Marilyn	Commissioner - Vice Chair			X			1.5	Camden City	Council Woman at Large	5	44,700			900	55,875
7 Bowman, Vance B.	Commissioner - Treasurer			X			1.5	Camden County	Senior Housing Inspector	35	21,724			13,750	22,124
8 Vazquez, Jose A.	Commissioner			X			1.5	N/A	N/A	N/A					66,750
9 Garcia, Edgardo	Commissioner			X			1.5	N/A	N/A	N/A					
10 Haganin Jr., Kenwood	Commissioner			X			1.5	N/A	N/A	N/A					
11 Nieves, Mirra L.	Commissioner			X			1.5	N/A	N/A	N/A					
12															
13															
14															
15															
<b>Total:</b>											\$441,000	\$	\$	\$	\$ 726,610

Enter the total number of employees/ independent contractors who received more than \$100,000 in total reportable compensation for the most recent fiscal year completed:

# Schedule of Health Benefits - Detailed Cost Analysis

Camden Redevelopment Agency  
 For the Period January 1, 2015 to December 31, 2015

	# of Covered Members (Medical & Rx)	Annual Cost Estimate per Employee Proposed Budget	Total Cost Estimate Proposed Budget	# of Covered Members (Medical & Rx) Current Year	Annual Cost per Employee Current Year	Total Current Year Cost	\$ Increase (Decrease)	% Increase (Decrease)
<b>Active Employees - Health Benefits - Annual Cost</b>								
Single Coverage	6	\$ 11,731	\$ 70,387	6	\$ 11,731	\$ 67,035	\$ 3,352	5.0%
Parent & Child	1	20,161	20,161	1	19,201	19,201	960	5.0%
Employee & Spouse (or Partner)	0	-	-	0	-	-	-	#DIV/0!
Family	5	29,903	149,514	5	28,479	142,394	7,120	5.0%
Employee Cost Sharing Contribution (enter as negative - )			(33,206)			(31,625)	(1,581)	5.0%
Subtotal	12		206,855	12		197,005	9,850	5.0%
<b>Commissioners - Health Benefits - Annual Cost</b>								
Single Coverage	0	-	-	0	-	-	-	#DIV/0!
Parent & Child	0	-	-	0	-	-	-	#DIV/0!
Employee & Spouse (or Partner)	0	-	-	0	-	-	-	#DIV/0!
Family	0	-	-	0	-	-	-	#DIV/0!
Employee Cost Sharing Contribution (enter as negative - )			-			-	-	#DIV/0!
Subtotal	0		-	0		-	-	#DIV/0!
<b>Retirees - Health Benefits - Annual Cost</b>								
Single Coverage	0	-	-	0	-	-	-	#DIV/0!
Parent & Child	0	-	-	0	-	-	-	#DIV/0!
Employee & Spouse (or Partner)	0	-	-	0	-	-	-	#DIV/0!
Family	0	-	-	0	-	-	-	#DIV/0!
Employee Cost Sharing Contribution (enter as negative - )			-			-	-	#DIV/0!
Subtotal	0		-	0		-	-	#DIV/0!
<b>GRAND TOTAL</b>	<b>12</b>		<b>\$ 206,855</b>	<b>12</b>		<b>\$ 197,005</b>	<b>\$ 9,850</b>	<b>5.0%</b>

Is medical coverage provided by the SHBP (Yes or No)?  
 Is prescription drug coverage provided by the SHBP (Yes or No)?

Yes  
 Yes

# Schedule of Accumulated Liability for Compensated Absences

Camden Redevelopment Agency  
 For the Period January 1, 2015 to December 31, 2015

Complete the below table for the Authority's accrued liability for 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	
Baoguo Li	28.57	\$ 5,145	X			
Carla Rhodes	18.71	3,023			X	
Deirdra Williams	12.43	1,492	X			
Donna Helmes	6.57	1,841	X			
Dwaine Williams	5.57	1,500			X	
James Harveson	28.86	10,488			X	
Johanna Conyer	27.71	10,286			X	
Nural Williams	22	4,062			X	
Olivette Simpson	38.29	13,989			X	
Ronicia Solla	5.29	747	X			
Sandra Ross Johnson	27.29	16,266				
Sulena Robinson-Rivera	14.71	3,533	X			
Vincent Basara	2.71	619	X			
<b>Total liability for accumulated compensated absences at beginning of current year</b>		<b>\$ 72,991</b>				



## Johanna Conyer

---

**From:** Digesh Patel <dpatel@Mercadien.com>  
**Sent:** Wednesday, December 10, 2014 3:57 PM  
**To:** Johanna Conyer; Nural Williams  
**Cc:** Warren Broudy; Darrah Fleck  
**Subject:** RE: CRA 2015 Budget Adoption

Nural –

As per our phone conversation, see below sentence.

The December 31, 2013, liability for compensated absences in the amount of \$72,991.04 was included in the “Accounts payable and accrued expenses” line item on the State of Net Position.

Let me know if you need anything else.

Thanks,  
Digesh Patel, CPA (NJ), MBA, CGMA | Director



P.O. Box 7648  
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**From:** Johanna Conyer [<mailto:JoConyer@ci.camden.nj.us>]  
**Sent:** Wednesday, December 10, 2014 12:23 PM  
**To:** Digesh Patel  
**Cc:** Warren Broudy; Darrah Fleck; Nural Williams  
**Subject:** CRA 2015 Budget Adoption  
**Importance:** High

Hello everyone,

We were scheduled to adopt our 2015 Budget tonight. Unfortunately, we received an email this morning with some issues the DLGS wants clarification/revision on. One of them relates to the total liability for compensated absences. Digesh or Darrah will you please call Nural ASAP to discuss this matter. If we are able to resolve this issue before DLGS closes today, I will still be able to have the resolution approved tonight. Thereby, eliminating the need for a special meeting this month. In other words, it is critical that we at least attempt to resolve the matter immediately.

Nural can be reached at 856-968-3532.

*Johanna S. Conyer*

*Director of Finance*

Camden Redevelopment Agency

520 Market Street, Suite 1300

Camden, NJ 08102

Phone: 856-968-3544

Fax: 856-968-3541

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This email has been scanned by the Inbound MessageLabs Email Security System.

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Any advice or information in the body of this email is subject to, and limited by, the terms in the applicable engagement letter or statement of work, including provisions regarding tax advice. Mercadien is not responsible for, and no person should rely upon, any advice or information in the body of this email unless such advice or information relates to services contemplated by an engagement letter or statement of work in effect between such person and Mercadien.

# Schedule of Shared Service Agreements

Camden Redevelopment Agency

January 1, 2015 to December 31, 2015

*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
N/A	N/A	N/A	N/A	N/A	N/A	N/A

# 2015 Budget Summary

Camden Redevelopment Agency  
 For the Period January 1, 2015 to December 31, 2015

	Proposed Budget						Current Year Adopted Budget Total All Operations	\$ Increase (Decrease) Proposed vs. Current Year	% Increase (Decrease) Proposed vs. Current Year
	#1	#2	#3	#4	#5	#6			
<b>REVENUES</b>									
Total Operating Revenues	\$ 922,541	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 922,541	\$ 933,329	-1.2%
Total Non-Operating Revenues	2,502,702						2,502,702	1,498,553	67.0%
Total Anticipated Revenues	3,425,243						3,425,243	2,431,882	40.8%
<b>APPROPRIATIONS</b>									
Total Administration	1,962,609						1,962,609	2,114,523	-7.2%
Total Cost of Providing Services	-						-	-	#DIV/0!
Total Principal Payments on Debt Service in Lieu of Depreciation	-						-	-	#DIV/0!
Total Operating Appropriations	1,962,609						1,962,609	2,114,523	-7.2%
Total Interest Payments on Debt	-						-	-	#DIV/0!
Total Other Non-Operating Appropriations	1,462,634						1,462,634	1,145,275	360.9%
Total Non-Operating Appropriations	1,462,634						1,462,634	1,145,275	360.9%
Accumulated Deficit	-						-	-	#DIV/0!
Total Appropriations and Accumulated Deficit	3,425,243						3,425,243	2,431,882	40.8%
Less: Total Unrestricted Net Position Utilized	-						-	-	#DIV/0!
Net Total Appropriations	3,425,243						3,425,243	2,431,882	40.8%
<b>ANTICIPATED SURPLUS (DEFICIT)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (0)	\$ 993,361	-100.0%

# 2015 Revenue Schedule

Camden Redevelopment Agency  
 For the Period January 1, 2015 to December 31, 2015

	Proposed Budget						Current Year	\$ Increase	% Increase	
	Operation	Operation	Operation	Operation	Operation	Total All	Adopted Budget	(Decrease)	(Decrease)	
	#1	#2	#3	#4	#5	#6	Operations	Proposed vs.	Proposed vs.	
							Total All	Current Year	Current Year	
							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	145,208	-	-	-	-	-	145,208	136,908	8,300	6.1%
Redevelopment Agreement	363,333	-	-	-	-	-	363,333	363,333	-	0.0%
UEZ Admin Offset	-	-	-	-	-	-	-	-	-	-
Project Admin Fees	414,000	-	-	-	-	-	414,000	54,888	(54,888)	-100.0%
<b>Total Other Revenue</b>	<b>922,541</b>						<b>922,541</b>	<b>378,200</b>	<b>35,800</b>	<b>9.5%</b>
<b>Total Operating Revenues</b>	<b>922,541</b>						<b>922,541</b>	<b>933,329</b>	<b>(10,788)</b>	<b>-1.2%</b>
<b>NON-OPERATING REVENUES</b>										
<i>Grants &amp; Entitlements (List)</i>										
Grant #1	-	-	-	-	-	-	-	-	-	#DIV/0!
Grant #2	-	-	-	-	-	-	-	-	-	#DIV/0!
Grant #3	-	-	-	-	-	-	-	-	-	#DIV/0!
Grant #4	-	-	-	-	-	-	-	-	-	#DIV/0!
<b>Total Grants &amp; Entitlements</b>										#DIV/0!
<i>Local Subsidies &amp; Donations (List)</i>										
Local Subsidy #1	-	-	-	-	-	-	-	-	-	#DIV/0!
Local Subsidy #2	-	-	-	-	-	-	-	-	-	#DIV/0!
Local Subsidy #3	-	-	-	-	-	-	-	-	-	#DIV/0!
Local Subsidy #4	-	-	-	-	-	-	-	-	-	#DIV/0!
<b>Total Local Subsidies &amp; Donations</b>										#DIV/0!
<i>Interest on Investments &amp; Deposits</i>										
Investments	-	-	-	-	-	-	-	-	-	#DIV/0!
Security Deposits	-	-	-	-	-	-	-	-	-	#DIV/0!
Penalties	-	-	-	-	-	-	-	-	-	#DIV/0!
Other Investments	-	-	-	-	-	-	-	-	-	#DIV/0!
<b>Total Interest</b>										#DIV/0!
<i>Other Non-Operating Revenues (List)</i>										
Land Sale	2,366,000	-	-	-	-	-	2,366,000	1,498,553	867,447	57.9%
Other Receivables	136,702	-	-	-	-	-	136,702	-	136,702	#DIV/0!
Other Non-Operating #3	-	-	-	-	-	-	-	-	-	#DIV/0!
Other Non-Operating #4	-	-	-	-	-	-	-	-	-	#DIV/0!
<b>Total Other Non-Operating Revenues</b>	<b>2,502,702</b>						<b>2,502,702</b>	<b>1,498,553</b>	<b>1,004,149</b>	<b>67.0%</b>
<b>Total Non-Operating Revenues</b>	<b>2,502,702</b>						<b>2,502,702</b>	<b>1,498,553</b>	<b>1,004,149</b>	<b>67.0%</b>
<b>TOTAL ANTICIPATED REVENUES</b>	<b>\$ 3,425,243</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,425,243</b>	<b>\$ 2,431,882</b>	<b>\$ 993,361</b>	<b>40.8%</b>

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# **2015 AUTHORITY BUDGET**

## **Financial Schedules Section**

# 2014 Revenue Schedule

Camden Redevelopment Agency  
 For the Period January 1, 2015 to December 31, 2015

	<i>Current Year Adopted Budget</i>						Total All Operations
	Operation #1	Operation #2	Operation #3	Operation #4	Operation #5	Operation #6	
<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	136,908	-	-	-	-	-	136,908
Redevelopment Agreement	363,333	-	-	-	-	-	363,333
UEZ Admin Offset	54,888	-	-	-	-	-	54,888
Project Admin Fees	378,200	-	-	-	-	-	378,200
Total Other Revenue	933,329	-	-	-	-	-	933,329
Total Operating Revenues	933,329	-	-	-	-	-	933,329
<b>NON-OPERATING REVENUES</b>							
<i>Grants &amp; Entitlements (List)</i>							
Grant #1	-	-	-	-	-	-	-
Grant #2	-	-	-	-	-	-	-
Grant #3	-	-	-	-	-	-	-
Grant #4	-	-	-	-	-	-	-
Total Grants & Entitlements	-	-	-	-	-	-	-
<i>Local Subsidies &amp; Donations (List)</i>							
Local Subsidy #1	-	-	-	-	-	-	-
Local Subsidy #2	-	-	-	-	-	-	-
Local Subsidy #3	-	-	-	-	-	-	-
Local Subsidy #4	-	-	-	-	-	-	-
Total Local Subsidies & Donations	-	-	-	-	-	-	-
<i>Interest on Investments &amp; Deposits</i>							
Investments	-	-	-	-	-	-	-
Security Deposits	-	-	-	-	-	-	-
Penalties	-	-	-	-	-	-	-
Other Investments	-	-	-	-	-	-	-
Total Interest	-	-	-	-	-	-	-
<i>Other Non-Operating Revenues (List)</i>							
Sale of Property	1,498,553	-	-	-	-	-	1,498,553
Other Non-Operating #2	-	-	-	-	-	-	-
Other Non-Operating #3	-	-	-	-	-	-	-
Other Non-Operating #4	-	-	-	-	-	-	-
Other Non-Operating Revenues	1,498,553	-	-	-	-	-	1,498,553
Total Non-Operating Revenues	1,498,553	-	-	-	-	-	1,498,553
<b>TOTAL ANTICIPATED REVENUES</b>	<b>\$ 2,431,882</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,431,882</b>

# 2015 Appropriations Schedule

Camden Redevelopment Agency  
For the Period January 1, 2015 to December 31, 2015

	Proposed Budget						Current Year Adopted Budget	\$ Increase (Decrease) Proposed vs. Current Year	% Increase (Decrease) Proposed vs. Current Year	
	Operation #1	Operation #2	Operation #3	Operation #4	Operation #5	Operation #6		Total All Operations	Total All Operations	All Operations
<b>OPERATING APPROPRIATIONS</b>										
<i>Administration - Personnel</i>										
Salary & Wages	\$1,046,067	\$ -	\$ -	\$ -	\$ -	\$ -	\$1,046,067	\$ 1,106,518	\$ (60,451)	-5.5%
Fringe Benefits	349,542	-	-	-	-	-	349,542	324,005	25,537	7.9%
Total Administration - Personnel	1,395,609	-	-	-	-	-	1,395,609	1,430,523	(34,914)	-2.4%
<i>Administration - Other (List)</i>										
Administration Expense	337,000	-	-	-	-	-	337,000	412,000	(75,000)	-18.2%
Professional Services Expense	230,000	-	-	-	-	-	230,000	272,000	(42,000)	-15.4%
Other Admin Expense #3	-	-	-	-	-	-	-	-	-	#DIV/0!
Other Admin Expense #4	-	-	-	-	-	-	-	-	-	#DIV/0!
Miscellaneous Administration*	-	-	-	-	-	-	-	-	-	#DIV/0!
Total Administration - Other	567,000	-	-	-	-	-	567,000	684,000	(117,000)	-17.1%
Total Administration	1,962,609	-	-	-	-	-	1,962,609	2,114,523	(151,914)	-7.2%
<i>Cost of Providing Services - Personnel</i>										
Salary & Wages	-	-	-	-	-	-	-	-	-	#DIV/0!
Fringe Benefits	-	-	-	-	-	-	-	-	-	#DIV/0!
Total COPS - Personnel	-	-	-	-	-	-	-	-	-	#DIV/0!
<i>Cost of Providing Services - Other (List)</i>										
Other COPS Expense #1	-	-	-	-	-	-	-	-	-	#DIV/0!
Other COPS Expense #2	-	-	-	-	-	-	-	-	-	#DIV/0!
Other COPS Expense #3	-	-	-	-	-	-	-	-	-	#DIV/0!
Other COPS Expense #4	-	-	-	-	-	-	-	-	-	#DIV/0!
Miscellaneous COPS*	-	-	-	-	-	-	-	-	-	#DIV/0!
Total COPS - Other	-	-	-	-	-	-	-	-	-	#DIV/0!
Total Cost of Providing Services	-	-	-	-	-	-	-	-	-	#DIV/0!
Total Principal Payments on Debt Service In Lieu of Depreciation	-	-	-	-	-	-	-	-	-	#DIV/0!
Total Operating Appropriations	1,962,609	-	-	-	-	-	1,962,609	2,114,523	(151,914)	-7.2%
<b>NON-OPERATING APPROPRIATIONS</b>										
Total Interest Payments on Debt	-	-	-	-	-	-	-	-	-	#DIV/0!
Operations & Maintenance Reserve	1,462,634	-	-	-	-	-	1,462,634	317,359	1,145,275	360.9%
Renewal & Replacement Reserve	-	-	-	-	-	-	-	-	-	#DIV/0!
Municipality/County Appropriation	-	-	-	-	-	-	-	-	-	#DIV/0!
Other Reserves	-	-	-	-	-	-	-	-	-	#DIV/0!
Total Non-Operating Appropriations	1,462,634	-	-	-	-	-	1,462,634	317,359	1,145,275	360.9%
TOTAL APPROPRIATIONS	3,425,243	-	-	-	-	-	3,425,243	2,431,882	993,361	40.8%
<b>ACCUMULATED DEFICIT</b>										
TOTAL APPROPRIATIONS & ACCUMULATED DEFICIT	3,425,243	-	-	-	-	-	3,425,243	2,431,882	993,361	40.8%
<b>UNRESTRICTED NET POSITION UTILIZED</b>										
Municipality/County Appropriation	-	-	-	-	-	-	-	-	-	#DIV/0!
Other	-	-	-	-	-	-	-	-	-	#DIV/0!
Total Unrestricted Net Position Utilized	-	-	-	-	-	-	-	-	-	#DIV/0!
TOTAL NET APPROPRIATIONS	\$3,425,243	\$ -	\$ -	\$ -	\$ -	\$ -	\$3,425,243	\$ 2,431,882	\$ 993,361	40.8%
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	\$98,130.45	\$ -	\$ -	\$ -	\$ -	\$ -	\$98,130.45	-	-	-



# 2014 Appropriations Schedule

## Camden Redevelopment Agency

For the Period      January 1, 2015                      to                      December 31, 2015

### Current Year Adopted Budget

	Operation #1	Operation #2	Operation #3	Operation #4	Operation #5	Operation #6	Total All Operations
<b>OPERATING APPROPRIATIONS</b>							
<i>Administration - Personnel</i>							
Salary & Wages	\$ 1,106,517	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,106,517
Fringe Benefits	325,005	-	-	-	-	-	325,005
<b>Total Administration - Personnel</b>	<b>1,431,522</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,431,522</b>
<i>Administration - Other (List)</i>							
Administration Expense	412,000	-	-	-	-	-	412,000
Professional Services Expense	272,000	-	-	-	-	-	272,000
Other Admin Expense #3	-	-	-	-	-	-	-
Other Admin Expense #4	-	-	-	-	-	-	-
Miscellaneous Administration*	-	-	-	-	-	-	-
<b>Total Administration - Other</b>	<b>684,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>684,000</b>
<b>Total Administration</b>	<b>2,115,522</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,115,522</b>
<i>Cost of Providing Services - Personnel</i>							
Salary & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
<b>Total COPS - Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<i>Cost of Providing Services - Other (List)</i>							
Other COPS Expense #1	-	-	-	-	-	-	-
Other COPS Expense #2	-	-	-	-	-	-	-
Other COPS Expense #3	-	-	-	-	-	-	-
Other COPS Expense #4	-	-	-	-	-	-	-
Miscellaneous COPS*	-	-	-	-	-	-	-
<b>Total COPS - Other</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Cost of Providing Services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</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>Total Operating Appropriations</b>	<b>2,115,522</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,115,522</b>
<b>NON-OPERATING APPROPRIATIONS</b>							
Total Interest Payments on Debt	-	-	-	-	-	-	-
Operations & Maintenance Reserve	317,359	-	-	-	-	-	317,359
Renewal & Replacement Reserve	-	-	-	-	-	-	-
Municipality/County Appropriation	-	-	-	-	-	-	-
Other Reserves	-	-	-	-	-	-	-
<b>Total Non-Operating Appropriations</b>	<b>317,359</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>317,359</b>
<b>TOTAL APPROPRIATIONS</b>	<b>2,432,882</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,432,882</b>
<b>ACCUMULATED DEFICIT</b>							
<b>TOTAL APPROPRIATIONS &amp; ACCUMULATED DEFICIT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>UNRESTRICTED NET POSITION UTILIZED</b>	<b>2,432,882</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,432,882</b>
Municipality/County Appropriation	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Total Unrestricted Net Position Utilized</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL NET APPROPRIATIONS</b>	<b>\$ 2,432,882</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,432,882</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      \$105,776.12      \$ -      \$ -      \$ -      \$ -      \$ -      \$ -      \$105,776.12

# 5 Year Debt Service Schedule - Principal

Camden Redevelopment Agency

	Fiscal Year Beginning in							Total Principal Outstanding
	Current Year (2014)	2015	2016	2017	2018	2019	2020	
<b>Operation #1</b>								
Debt Issuance #1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Issuance #2	-	-	-	-	-	-	-	-
Debt Issuance #3	-	-	-	-	-	-	-	-
Debt Issuance #4	-	-	-	-	-	-	-	-
<b>Total Principal</b>								
<b>Operation #2</b>								
Debt Issuance #1	-	-	-	-	-	-	-	-
Debt Issuance #2	-	-	-	-	-	-	-	-
Debt Issuance #3	-	-	-	-	-	-	-	-
Debt Issuance #4	-	-	-	-	-	-	-	-
<b>Total Principal</b>								
<b>Operation #3</b>								
Debt Issuance #1	-	-	-	-	-	-	-	-
Debt Issuance #2	-	-	-	-	-	-	-	-
Debt Issuance #3	-	-	-	-	-	-	-	-
Debt Issuance #4	-	-	-	-	-	-	-	-
<b>Total Principal</b>								
<b>Operation #4</b>								
Debt Issuance #1	-	-	-	-	-	-	-	-
Debt Issuance #2	-	-	-	-	-	-	-	-
Debt Issuance #3	-	-	-	-	-	-	-	-
Debt Issuance #4	-	-	-	-	-	-	-	-
<b>Total Principal</b>								
<b>Operation #5</b>								
Debt Issuance #1	-	-	-	-	-	-	-	-
Debt Issuance #2	-	-	-	-	-	-	-	-
Debt Issuance #3	-	-	-	-	-	-	-	-
Debt Issuance #4	-	-	-	-	-	-	-	-
<b>Total Principal</b>								
<b>Operation #6</b>								
Debt Issuance #1	-	-	-	-	-	-	-	-
Debt Issuance #2	-	-	-	-	-	-	-	-
Debt Issuance #3	-	-	-	-	-	-	-	-
Debt Issuance #4	-	-	-	-	-	-	-	-
<b>Total Principal</b>								
<b>TOTAL PRINCIPAL ALL OPERATIONS</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Bond Rating	
Year of Last Rating	
Moody's	
Fitch	
Standard & Poor's	
	0
	0
	0

# 5 Year Debt Service Schedule - Interest

Camden Redevelopment Agency

Fiscal Year Beginning in

	Current Year (2014)	2015	2016	2017	2018	2019	2020	Thereafter	Total Interest Payments Outstanding
<b>Operation #1</b>									
Debt Issuance #1	\$	\$	\$	\$	\$	\$	\$	\$	\$
Debt Issuance #2	-	-	-	-	-	-	-	-	-
Debt Issuance #3	-	-	-	-	-	-	-	-	-
Debt Issuance #4	-	-	-	-	-	-	-	-	-
Total Interest Payments	-	-	-	-	-	-	-	-	-
<b>Operation #2</b>									
Debt Issuance #1	-	-	-	-	-	-	-	-	-
Debt Issuance #2	-	-	-	-	-	-	-	-	-
Debt Issuance #3	-	-	-	-	-	-	-	-	-
Debt Issuance #4	-	-	-	-	-	-	-	-	-
Total Interest Payments	-	-	-	-	-	-	-	-	-
<b>Operation #3</b>									
Debt Issuance #1	-	-	-	-	-	-	-	-	-
Debt Issuance #2	-	-	-	-	-	-	-	-	-
Debt Issuance #3	-	-	-	-	-	-	-	-	-
Debt Issuance #4	-	-	-	-	-	-	-	-	-
Total Interest Payments	-	-	-	-	-	-	-	-	-
<b>Operation #4</b>									
Debt Issuance #1	-	-	-	-	-	-	-	-	-
Debt Issuance #2	-	-	-	-	-	-	-	-	-
Debt Issuance #3	-	-	-	-	-	-	-	-	-
Debt Issuance #4	-	-	-	-	-	-	-	-	-
Total Interest Payments	-	-	-	-	-	-	-	-	-
<b>Operation #5</b>									
Debt Issuance #1	-	-	-	-	-	-	-	-	-
Debt Issuance #2	-	-	-	-	-	-	-	-	-
Debt Issuance #3	-	-	-	-	-	-	-	-	-
Debt Issuance #4	-	-	-	-	-	-	-	-	-
Total Interest Payments	-	-	-	-	-	-	-	-	-
<b>Operation #6</b>									
Debt Issuance #1	-	-	-	-	-	-	-	-	-
Debt Issuance #2	-	-	-	-	-	-	-	-	-
Debt Issuance #3	-	-	-	-	-	-	-	-	-
Debt Issuance #4	-	-	-	-	-	-	-	-	-
Total Interest Payments	-	-	-	-	-	-	-	-	-
<b>TOTAL INTEREST ALL OPERATIONS</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$

# 2015 Net Position Reconciliation

Camden Redevelopment Agency  
 For the Period January 1, 2015 to December 31, 2015

## Proposed Budget

	Operation #1	Operation #2	Operation #3	Operation #4	Operation #5	Operation #6	Total All Operations
<b>TOTAL NET POSITION BEGINNING OF CURRENT YEAR (1)</b>	\$45,353,634	\$ -	\$ -	\$ -	\$ -	\$ -	#####
Less: Invested in Capital Assets, Net of Related Debt (1)	40,570,648	-	-	-	-	-	40,570,648
Less: Restricted for Debt Service Reserve (1)	3,482,534	-	-	-	-	-	3,482,534
Less: Other Restricted Net Position (1)	-	-	-	-	-	-	-
Total Unrestricted Net Position (1)	1,300,452	-	-	-	-	-	1,300,452
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>	1,300,452	-	-	-	-	-	1,300,452
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)	\$ 1,300,452	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,300,452

(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 \$ 98,130 \$ - \$ - \$ - \$ - \$ - \$ 98,130  
 (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.

2015

LOCAL GOVT SERVICES

2014 DEC 19 P 12:47

CAMDEN

RECEIVED

REDEVELOPMENT

AGENCY

AUTHORITY

CAPITAL

BUDGET/  
PROGRAM

PROGRAM

# 2015 CERTIFICATION OF AUTHORITY CAPITAL BUDGET/PROGRAM

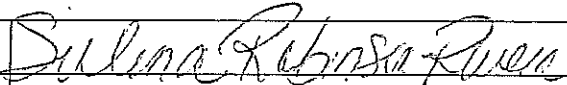
## CAMDEN REDEVELOPMENT AGENCY

FISCAL YEAR: FROM: January 1, 2015 TO: December 31, 2015

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 29th day of October, 2014.

OR

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:	Sulena Robinson-Rivera		
Title:	CRA Secretary to the Board		
Address:	520 Market Street Camden, NJ 08101		
Phone Number:	856-757-6907	Fax Number:	856-968-3541
E-mail address	surobins@ci.camden.nj.us		

# 2015 Proposed Capital Budget

Camden Redevelopment Agency  
 For the Period January 1, 2015 to December 31, 2015

	Estimated Total Cost	Funding Sources				
		Unrestricted Net Position Utilized	Renewal & Replacement Reserve	Debt Authorization	Capital Grants	Other Sources
<b>Operation #1</b>						
Project A Description	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Project B Description	-	-	-	-	-	-
Project C Description	-	-	-	-	-	-
Project D Description	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-
<b>Operation #2</b>						
Project A Description	-	-	-	-	-	-
Project B Description	-	-	-	-	-	-
Project C Description	-	-	-	-	-	-
Project D Description	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-
<b>Operation #3</b>						
Project A Description	-	-	-	-	-	-
Project B Description	-	-	-	-	-	-
Project C Description	-	-	-	-	-	-
Project D Description	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-
<b>Operation #4</b>						
Project A Description	-	-	-	-	-	-
Project B Description	-	-	-	-	-	-
Project C Description	-	-	-	-	-	-
Project D Description	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-
<b>Operation #5</b>						
Project A Description	-	-	-	-	-	-
Project B Description	-	-	-	-	-	-
Project C Description	-	-	-	-	-	-
Project D Description	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-
<b>Operation #6</b>						
Project A Description	-	-	-	-	-	-
Project B Description	-	-	-	-	-	-
Project C Description	-	-	-	-	-	-
Project D Description	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-
<b>TOTAL PROPOSED CAPITAL BUDGET</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</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, 2015 to December 31, 2015

	Estimated Total Cost	Fiscal Year Beginning in				
		Current Year Proposed Budget	2016	2017	2018	2019
<b>Operation #1</b>						
Project A Description	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Project B Description	-	-	-	-	-	-
Project C Description	-	-	-	-	-	-
Project D Description	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-
<b>Operation #2</b>						
Project A Description	-	-	-	-	-	-
Project B Description	-	-	-	-	-	-
Project C Description	-	-	-	-	-	-
Project D Description	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-
<b>Operation #3</b>						
Project A Description	-	-	-	-	-	-
Project B Description	-	-	-	-	-	-
Project C Description	-	-	-	-	-	-
Project D Description	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-
<b>Operation #4</b>						
Project A Description	-	-	-	-	-	-
Project B Description	-	-	-	-	-	-
Project C Description	-	-	-	-	-	-
Project D Description	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-
<b>Operation #5</b>						
Project A Description	-	-	-	-	-	-
Project B Description	-	-	-	-	-	-
Project C Description	-	-	-	-	-	-
Project D Description	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-
<b>Operation #6</b>						
Project A Description	-	-	-	-	-	-
Project B Description	-	-	-	-	-	-
Project C Description	-	-	-	-	-	-
Project D Description	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-
<b>TOTAL</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, 2015 to December 31, 2015

	<i>Funding Sources</i>				
	Estimated Total Cost	Unrestricted Net Position Utilized	Renewal & Replacement Reserve	Debt Authorization	Capital Grants Other Sources
<i>Operation #1</i>					
Project A Description	\$ -	\$ -	\$ -	\$ -	\$ -
Project B Description	-	-	-	-	-
Project C Description	-	-	-	-	-
Project D Description	-	-	-	-	-
Total	-	-	-	-	-
<i>Operation #2</i>					
Project A Description	-	-	-	-	-
Project B Description	-	-	-	-	-
Project C Description	-	-	-	-	-
Project D Description	-	-	-	-	-
Total	-	-	-	-	-
<i>Operation #3</i>					
Project A Description	-	-	-	-	-
Project B Description	-	-	-	-	-
Project C Description	-	-	-	-	-
Project D Description	-	-	-	-	-
Total	-	-	-	-	-
<i>Operation #4</i>					
Project A Description	-	-	-	-	-
Project B Description	-	-	-	-	-
Project C Description	-	-	-	-	-
Project D Description	-	-	-	-	-
Total	-	-	-	-	-
<i>Operation #5</i>					
Project A Description	-	-	-	-	-
Project B Description	-	-	-	-	-
Project C Description	-	-	-	-	-
Project D Description	-	-	-	-	-
Total	-	-	-	-	-
<i>Operation #6</i>					
Project A Description	-	-	-	-	-
Project B Description	-	-	-	-	-
Project C Description	-	-	-	-	-
Project D Description	-	-	-	-	-
Total	-	-	-	-	-
<b>TOTAL</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.