



CITY OF CAMDEN
OFFICE OF THE CHIEF OPERATING OFFICER
CITY HALL - 13TH FLOOR
POST OFFICE BOX 95120
CAMDEN, NEW JERSEY 08101-5120
(856) 757-7671 OFFICE (856) 968-4787 FAX
MELVIN R. PRIMAS, JR.
CHIEF OPERATING OFFICER

December 2006

Dear Governor and Legislators:

It has been a privilege and honor to serve the City of Camden in the capacity of Chief Operating Officer these past four years. I leave with few regrets and much hope for the future of this proud City. It is my fervent wish that you carry on the vision the Municipal Rehabilitation and Economic Recovery Act (MRERA) began. Camden is already a City that people are proud to call home. It is already a City that people are pleased to work in. It can become a City that people will be eager to invest in.

Enclosed please find the four-year report as required by the MRERA legislation. I trust that it will be useful as the city transitions into its next phase of revitalization. I will follow with great interest the growth and progress of my hometown.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Melvin R. Primas, Jr.', with a large, stylized flourish at the end.

Melvin R. Primas, Jr.

PROGRESS REPORT

**MUNICIPAL REHABILITATION
AND ECONOMIC RECOVERY IN CAMDEN**

Melvin R. Primas, Jr.,
Chief Operating Officer

November 2006

PROGRESS REPORT
MUNICIPAL REHABILITATION AND ECONOMIC RECOVERY IN CAMDEN

Contents

I.	Introduction	1	
II.	Background	2	
	A.	Content of the Municipal Rehabilitation and Economic Recovery Act	2
	B.	COO Perspective on Revitalization Approach	3
	C.	Rehabilitation Term Start-Up	4
	D.	Need for COO/State Coordination and Collaboration	6
	E.	Need for Extension of Rehabilitation Term	6
	F.	Need for Increased State Aid	7
	G.	Studies and Plans	7
	H.	Boards and Committees	9
III.	Progress in Increasing Local Public-Sector Development Capacity	12	
	A.	Development Agency Reorganization and Staffing	12
	B.	Redevelopment and Neighborhood Planning	12
	C.	Organization of Community Development Block Grant Five-Year Consolidated Plan	13
	D.	Computerization and Digital Mapping	14
	E.	Property Acquisition and Site Assemblage	15
	F.	Project Feasibility and Analysis	16
	G.	Relocation and Replacement Housing Development	17
	H.	Promotion of Development and Investment Opportunities in Camden	17
IV.	Progress in Promoting Civic Engagement	19	
	A.	Citizen Participation in Redevelopment Planning	19
	B.	CRA Staff Support for Public Information and Civic Engagement	20
	C.	Participation in Alliance for the Revitalization of Camden City	21
	D.	Participation in Other Civic Engagement Activity	23
V.	Progress in Promoting Regional Equity	24	
	A.	Commitment to Responsible Redevelopment Policy	24
	B.	Supportive Services Strategy	29
	C.	Camden Area Opportunity Project	30
VI.	Progress in Advancing Municipal Rehabilitation	32	
	A.	Municipal Organization and Management	32

B.	Capital Improvements, Infrastructure and Utilities	41
C.	Property Tax Collection	43
VII.	Progress in Advancing Economic Recovery	49
A.	Diversification of Land Uses and Enhancement of Linkages to Existing Community Fabric	49
B.	Promotion of a Range of Housing Choice	51
C.	Promotion of Economic Development and Opportunity	52
D.	Expansion of Educational and Institutional Facilities	53
E.	Integration of Port Redevelopment, Downtown Regeneration, and Revitalization of Residential Neighborhoods	54
F.	Maintenance and Enhancement of Transportation System and Linkage to High Density Settlement	59
G.	Preservation and Expansion of Recreational Facilities and Open Space	59
VIII.	Expenditure of Appropriated Funds	61
A.	Residential Neighborhood Improvement Fund	62
B.	Demolition and Redevelopment Financing Fund	67
C.	Downtown Revitalization and Recovery Fund	72
D.	Higher Education and Regional Health Care Development Fund	76
E.	Economic Recovery Planning Fund	78
F.	Economic Opportunity Fund	79
EXHIBITS		
A.	Summary of Need for Increase in State Aid	80
B.	Principles of Responsible Redevelopment for Camden	83
C.	Implementation of Municipal Management Study Recommendations	86
D.	The Camden Recovery Process: Community Findings and Recommendations	95

PROGRESS REPORT MUNICIPAL REHABILITATION AND ECONOMIC RECOVERY IN CAMDEN

I. Introduction

This progress report is submitted to the Governor and other officials pursuant to a provision of the Municipal Rehabilitation and Economic Recovery Act (P.L.2002, C.52:27BBB-8: Submission of report by COO), which calls for the Chief Operating Officer (COO) to submit a progress report at the end of the COO's fourth year of service. The report is to contain the following.

- An evaluation of progress made in municipal rehabilitation and the status of economic recovery efforts;
- An enumeration of any problems or hurdles encountered in municipal rehabilitation and economic recovery and, where applicable, recommendations for any amendments to state law which would promote and encourage these activities;
- If the chief operating officer anticipates that the goals of the Act cannot be achieved within the five-year "rehabilitation term" set forth in this legislation, a detailed analysis of the reasons for the municipality's inability to reestablish local control and an assessment of the amount of time which the rehabilitation term should be extended; and
- Detailed information as to how funds appropriated through the Act are being spent and how those expenditures are serving to promote Camden's economic revitalization.

This document contains an evaluation of progress achieved in five key areas of activity: increasing local public-sector development capacity, promoting civic engagement, promoting regional equity, advancing municipal rehabilitation, and advancing economic recovery (parts III through VII). Problems encountered in municipal rehabilitation and economic recovery and recommendations for addressing these problems are included throughout the report. Detailed information as to how funds appropriated through the Act are being spent is provided in part VIII. Part VII includes a description of the manner in which these expenditures are promoting Camden's economic revitalization.

This report is intended to document the progress of Camden revitalization activities as mandated by the state Act as well as to serve as a transition document to inform state planning and decision-making concerning municipal rehabilitation and economic recovery in Camden during the coming years.

II. Background

A. Content of the Municipal Rehabilitation and Economic Recovery Act

The Municipal Rehabilitation and Economic Recovery Act was signed by Governor James E. McGreevey in July 2002. The text of the Act begins with a series of legislative findings and declarations about conditions in Camden and about the need for state action to address these conditions. These findings and declarations include the fact that the city's fiscal distress has continued, despite prior interventions; the city has a persistently high level of crime, including arson; the local tax base is not sufficient to support police and fire service needs; depopulation has continued for a half-century; unemployment in the city remains high relative to the level of unemployment in other New Jersey municipalities; tax rates continue to decline, despite increasing land values elsewhere in New Jersey; the lack of internal audit controls, accountability, and oversight in municipal government has resulted in insufficient tax collections; little economic improvement has occurred in recent years, despite the relative prosperity of New Jersey as a whole; and extraordinary commitments of state support have been required in order to address recurring budget deficits.

This section of the Act concludes with a statement that a continuation of stopgap infusions of state aid is not an appropriate approach for addressing the city's structural deficit and rebuilding the local economy. Instead, sustained support is needed in order to recreate a viable urban economy with increased resident spending power sufficient to support more local businesses. The Act states that,

In light of the[se] dire needs...and the lack of progress in addressing those needs either governmentally or through private sector initiative, and given the successful interventions on the part of other states in analogous circumstances, it is incumbent upon the state to take exceptional measures, on an interim basis, to rectify certain governance issues...and to strategically invest those sums of money necessary in order to assure...long-term financial viability....

The Act calls for the appointment of a chief operating officer (COO) who would oversee the completion of a series of studies and plans, implement municipal reform, and coordinate the expenditure of \$175 million to finance a variety of economic development activities based on an allocation plan specified in the Act and on goals and priorities set forth in a citywide Strategic Revitalization Plan to be published the following year.

The Act has significant limitations as a vehicle for reform and reinvestment. The approach set forth in this legislation is not regional in scope and does not require the substantive engagement of non-local governmental entities in the proposed improvement of Camden. Although the Act calls for the organization of a Regional Impact Council, "to promote coordination among communities within the region...and to assist in the formulation of long range strategies to address regional issues," this entity is primarily a planning and review body. The issue of workforce development—the need to educate and train Camden residents for good jobs in the mainstream economy—is not substantively addressed in the Act. A substantial amount of the \$175 million in state financing is allocated to funds for downtown improvement (\$45.8 million) and academic and health care institution development and

expansion projects (\$47.7 million). Sufficient funding was not made available for acquisition and development site assemblage to support real estate development in neighborhoods. Although property acquisition and site preparation are eligible for funding through the \$43 million Demolition and Redevelopment Financing Fund, this fund is also used to provide gap financing, limiting the availability of this resource for property assembly (including residential and commercial relocation as needed), a critical early-stage activity.

Although the Act identified significant human capital needs and quality of life issues that needed to be addressed in order to revitalize Camden, the primary resources made available through the Act support place-based “bricks and mortar” activity. This emphasis reduced the status of other critical issues, including public safety, job training, and the regional mismatch between affordable housing and good jobs. The approach summarized in the Act appears to be based on the assumption that the real estate development to be financed through the allocation of the \$175 million budget would significantly increase local tax ratables and reduce the city’s economic dependency on the state. However, the extent to which this result was expected to be achieved was not documented.

B. COO Perspective on Revitalization Approach

The COO’s perspective on the revitalization approach set forth in the Act was based on certain assumptions derived from his communication with the authors and supporters of the Act prior to his appointment, from his past experience as an elected official in Camden, and from his knowledge of the city’s economic, social, and political environment. These assumptions included the following.

- That a decisive reversal of Camden’s history of economic decline would require strategic investment over a period of several decades. Few of the investment and development opportunities described in the Strategic Revitalization Plan could be achieved within a five-year rehabilitation term, and many would require sustained development activity, supported in part by public-sector investment, for more than a decade.
- That the bricks-and-mortar development activity emphasized in the Act and the Strategic Revitalization Plan would be accompanied, neighborhood by neighborhood, by investment in the city’s public schools. At the start of the rehabilitation term, \$437 million in state funding had been committed to the development and upgrading of Camden schools. Based on this commitment, the COO and the Camden Redevelopment Agency (CRA) devoted priority attention to designing neighborhood development plans that complemented anticipated investment in new and existing school facilities. This priority was sustained until 2005, when it became clear that the state funding commitment would not materialize as anticipated. The current investment in the Octavius V. Catto Community School, combined with CRA-supported development activity in East Camden, including the development of a new Boys and Girls Club facility provides an illustration of the manner in which the

complex relationship between school, neighborhood improvement, and community development activities was to be implemented in a coordinated fashion.

- That a fundamental issue, articulated by prospective private sector developers as being the foremost barrier to their investment in Camden (regarded as a “weak market city” in need of major reinvestment) was land assembly, and that eminent domain powers would need to be used strategically on an ongoing basis, particularly in order to complete site assemblage associated with large-scale development leading to the creation of mixed-income communities.
- That a substantial commitment to local development agency capacity building would be essential, because the Strategic Revitalization Plan was not designed to provide step-by-step instructions for implementing revitalization activities and because the City of Camden had no functioning redevelopment agency at the time when the Act was approved.
- That racial and ethnic divisions, concentrated poverty in Camden neighborhoods, disparity in household income between the city and region, unemployment, lack of workforce readiness, and the crime rate were major obstacles to revitalization and would add to the burden of implementing the actions set forth in the Act.
- That Camden’s status as a destination for the region’s lowest-income residents and for persons with specialized housing and supportive service needs would have to change fundamentally and be replaced by a regional approach to the development and preservation of affordable housing and the delivery of supportive services.
- That misperceptions about revitalization goals, the redevelopment process, and neighborhood change would need to be addressed through sustained outreach and ongoing communication of a unified message by the COO and city and state agencies, with the support of private and nonprofit partners.
- That the approval of the Act could support revitalization in two ways: by providing a reasonable assurance of stability in municipal government for five years and by making possible the creation of a single center of public-sector resources for planning, investment and development.

All of these assumptions remain valid at the end of the fourth year of the rehabilitation term and should be taken into account in decision-making about any amendment of the state Act and the appointment of a COO.

C. Rehabilitation Term Start-Up

The COO was appointed and began work shortly after the approval of the state Act. The Act made no provision for “an office of the COO” and provided little administrative and operating support relative to the magnitude of the COO’s responsibility.

Within the city, there was a sense of fear, resentment, and reluctance to cooperate with the COO. The awareness that the COO possessed unprecedented power and the perception that his appointment was overtly a reflection on existing inadequacies of management did not help bridge these obstacles.

Between October 2002 and July 2003, much of the COO's time was devoted to consultation with the Mayor, City Council, and city administrators regarding the establishment of constructive working relationships during the rehabilitation term. A substantial amount of time was also devoted to responding to legal actions brought against the recovery Act.

During this time, the COO organized the revival of the Camden Redevelopment Agency, which had been without leadership and staff for several years. The establishment of the CRA as a center of development resources was intended to ensure that all development efforts by the state, nonprofit and for-profit developers, and businesses are managed in coordination with one another based on a unified strategic vision and the goal of optimizing scarce resources.

This approach involved the completion of four critical tasks.

1. Creation of a common database with shared information, so that decisions were not made in a vacuum.
2. Establishing a strong relationship between realistic planning and the implementation of planned activities.
3. Completion of a prioritized strategic plan, based on the ultimate goal of increasing tax ratables and promoting economic self sufficiency
4. Implementation of an equitable development policy, through which affordable housing options would be maximized for low- and moderate-income residents while initiatives to attract middle- and upper-income residents were being pursued.

The COO also provided oversight associated with the development of the Economic Recovery Board's (ERB) Strategic Revitalization Plan and the Capital Improvement and Infrastructure Master Plan, both of which were completed in July 2003, and participated in the organization of the Priority Projects List which was adopted by the Economic Recovery Board on July 22, 2003.

The progress and current status of subsequent revitalization activities are described in parts IV through VII of this report.

D. Need for COO/State Coordination and Collaboration

Coordination and collaboration between the state administration and the COO is essential in order to achieve the goals of the Act. At present, there is a particular need for strengthening coordination and collaboration with respect to the following issues.

- During the initial phase of the rehabilitation term, the fact that the chair of the ERB was also the state Treasurer created a strong linkage between the leadership of the Governor, the authority of the ERB, and the administrative role of the COO. Because the current ERB chair is not a member of the state administration, this connection has not been maintained.
- At the start of the rehabilitation term, all state agencies were directed to regard Camden as a priority in the allocation of resources and support. Because the leadership and staffing of many departments have changed within the past year, the priority status of Camden needs to be reaffirmed.
- The Tax Lien Finance Corporation (TLFC), which was designed both to increase the city's revenue stream and to serve as a vehicle for managing the acquisition of real estate through selective use of the foreclosure process, has not held its initial meeting, delaying the acquisition of properties needed to implement redevelopment plans and ventures proposed by for-profit and nonprofit developers. With the state's support for the scheduling of this initial meeting, the TLFC can begin to generate funds for the city and provide needed assistance in site assemblage for future development.

Because the current state administration is not the same as the one that initiated the Act, there is a need for the state to determine 1) the extent to which the direction pursued by the COO to date is appropriate for the future and 2) the manner in which state officials and agencies are to work in coordination with the COO and COO appointees.

In light of widespread opposition to eminent domain that has emerged in many forms since the 2005 *Kelo v. New London* decision, it is not unrealistic to anticipate that objections may be raised to any use of eminent domain powers in Camden and that some of these objections may be conveyed in the form of legal action aimed at blocking redevelopment plans that have undergone community review and have been approved by the city's Planning Board and City Council. In view of these circumstances, it is essential that the state determine the extent, if any, to which the use of eminent domain in Camden is to be restricted or limited in the future and come to terms with how that determination would affect the path and timing of self sufficiency.

E. Need for Extension of Rehabilitation Term

The time devoted to addressing the issues summarized in previous sections, as well as the time involved in managing the sequence of activities leading to real estate investment and development, necessitate an extension of the rehabilitation term.

For more than twenty years, almost all development resources targeted to Camden have been allocated to the downtown and waterfront areas. The return on investment associated with these commitments of resources has never been satisfactorily analyzed and evaluated. What is clear is that this investment approach has not generated the increased tax revenue and job creation needed to significantly influence the city's ability to govern itself or to significantly improve residents' quality of life.

Implementation of the Act involves the mobilization of a citywide neighborhood reinvestment program in areas of the city that, for the most part, do not possess the locational advantages associated with the downtown area and the waterfront. In addition, for the goals of the Act to be achieved successfully, this approach must be people-based—with education and workforce development as priority activities—as well as place-based.

A five-year rehabilitation term does not provide a long enough period of stability to alter past reinvestment patterns and support the goals of the Act. A major intervention designed to fundamentally change Camden's economic structure and to reverse a half-century of disinvestment cannot produce successful results within five years. No comparable intervention has produced a success comparable to that anticipated for Camden in the Act within such a short period. Therefore, it is the recommendation of this report that the rehabilitation term be extended for five years, making the total rehabilitation term a period of fifteen years.

F. Need for Increased State Aid

When the COO took office in October 2002, he took over as the state official that oversaw the city budget. Since the city was already well into the Fiscal 2003 budget at that time, that year's budget was established. Therefore, the first complete state aid budget under the COO was Fiscal 2004. The deferral of several significant budgetary actions from previous years resulted in the need for the city to request an increase in state aid. A summary of these issues is provided in Exhibit A.

G. Studies and Plans

The completion of studies and plans mandated by the Act is documented below. Implementation of recommendations contained in studies and plans are described in the rest of this report.

1. Strategic Revitalization Plan

The Act calls for the completion of a Strategic Revitalization Plan to serve as a blueprint for economic, social, and cultural revitalization through the promotion of development and redevelopment in both the downtown business district and

residential neighborhoods. A team led by Hammer Siler George Associates was selected to complete the plan, which was published in July 2003.

The plan is useful in providing a citywide context for decision-making about the allocation of state funding and other resources. Portions of the city are designated as “Key Neighborhood Opportunity Areas,” “Key Employment Opportunity Areas” (residential and commercial areas that provide the best prospects for investment), and “Transition/Future Development Areas” (in which priority is to be given to projects that address health and safety issues, infrastructure improvements, and other activities that will stimulate future development).

However, the plan did not, and was not designed to, provide specific guidance on how to resolve difficult decisions regarding the allocation of the limited public funding available for investment, nor did the plan propose specific neighborhood or citywide priorities, other than those specified in or implied by the Act, that would facilitate the selection of a relatively small number of projects from a much larger group of eligible projects.

In addition, the Strategic Revitalization Plan’s authors acknowledge that “this plan is primarily a ‘bricks and mortar’ investment strategy” stating that “it is asserted that this is the best way to realize the city’s economic revitalization in the time frame mandated by the Recovery Act and with the funds that the Act authorizes.”

2. Capital Improvement and Infrastructure Master Plan

A team led by Hammer Siler George completed the Capital Improvement and Infrastructure Master Plan mandated by the state Act. The plan includes a summary of infrastructure projects that will catalyze investment proposed in the Strategic Revitalization Plan, that will promote community health and safety through infrastructure systems improvements and that will improve the urban environment by upgrading or replacing inadequate infrastructure.

Together, the Strategic Revitalization Plan and the Capital Improvement and Infrastructure Master Plan provided the basis for the identification of projects to be included on the Priority Projects List and considered for funding made available through the Act.

3. Municipal Management Study

The Act (C.52:27BBB-12) requires the preparation of municipal management study, which is to analyze the current state of all services provided by each municipal department, review the service levels provided in similarly situated municipalities, and identify the options available to achieve appropriate levels of service.

This study, *Camden First 2010*, was completed by Joshua Kim Associates and published in June 2004. The study was organized in terms of six areas of activity:

Fiscal Management, Service Excellence, Human Capital Development, Economic Vitality, Technology, and Organizational Structure.

4. Property Tax Collection Audit

The Act (C.52:27BBB-42) calls for the completion of a property tax collection audit in order to identify properties that are tax delinquent and subject to tax sale or foreclosure. Findings of this study are to be used in the preparation of a demolition funding plan.

The study is to identify the ownership of those properties, the length of time during which taxes have been in arrears, and the likelihood that the properties might be developed individually or assembled with adjacent properties for demolition or redevelopment.

The completion of tax collection audit tasks was managed by XSPAND, Inc., under contract with the city. XSPAND has compiled a data base containing all tax accounts, and this information resource will be available to guide decision-making by the Tax Lien Financing Corporation. Demolition funding and implementation are described in part VIII.B.

H. Boards and Committees

1. Community Advisory Committee

The Act (C.52:27BBB-30) provides for the organization of a Community Advisory Committee which is to serve as a vehicle for citizen input related to municipal rehabilitation and economic recovery activities. This committee was organized in 2004 and has been chaired by Mayor Gwendolyn A. Faison.

Based on experience gained since the inception of the rehabilitation term, the COO and CRA have supported other citizen participation and civic engagement activities at the neighborhood and citywide level. These activities are described in part IV.

2. Regional Impact Council

In addition, the Act (C.52:27BBB-39) requires the establishment of a Regional Impact Council to promote coordination among communities within the region and to assist in the formulation of long range strategies to address regional issues, including public safety, economic development, housing, and environmental issues with the goal of improving the quality of life within the region. The Council was organized in 2004, is chaired by Mayor James Maley of Collingswood, and has served primarily as an information-sharing and review body.

Recommendation

To make the Regional Impact Council as effective as it needs to be in promoting a regional approach to Camden's recovery, the Council should be directed to conduct dialogue on regional solutions to affordable housing problems and to produce recommendations on the manner in which an equitable affordable housing plan can be implemented.

3. COO Meetings with Officials and Administrators

In order to fulfill a requirement of the Act (C.52:27BBB-21), the COO has met with Mayor Faison, department heads, and directors of authorities on a regular basis. Following the completion of COO acting appointments in September 2003, the COO has met with the mayor and departmental directors on the first and third Tuesday of each month. The directors of CRA, the Housing Authority, the Parking Authority, and the School District participate in the third-Tuesday meetings every month.

Problems Encountered and Recommendations for Improvement

Problem: *COO/City/DCA Coordination*

The Act specifies that the Chief Operating Officer is appointed by the Governor and serves at the pleasure of the Governor, and the Act describes ways in which the COO may use this authority to implement municipal rehabilitation and economic recovery activities in Camden. At the same time, however, the City of Camden, like other comparable municipalities, is subject in certain respects to oversight by the state Department of Community Affairs.

In approving the Act, it was not possible for the Legislature to anticipate and distinguish between those actions which the COO could undertake as an appointee of the Governor without prior review and approval by DCA or any other entity and those actions which would be subject to DCA's oversight of government operations. Because the distinction between actions that could be undertaken unilaterally by the COO and actions that, in part or in whole, were subject to DCA oversight could not be made in advance, differences of opinion about the respective authority of the COO and DCA caused delays in the implementation of activities mandated by the Act.

Recommendation

Prior to the appointment of the COO, the Governor should require the drafting, review, and execution of a memorandum of understanding, which is consistent with the Act, between the COO and DCA, so that the scope of the respective authority of the COO and DCA can be clarified and memorialized.

Problem: *Requests for Rehabilitation Aid*

Requests by the COO for rehabilitation aid have not been processed in accordance with the Act. The Act provides that

If the budget proposed by the chief operating officer includes a provision for rehabilitation aid, the chief operating officer shall apply to the director for approval of the amount and shall supply the director with documentation justifying the need. The director shall then recommend an amount to the State Treasurer. The treasurer, after consideration of the recommendation, shall determine the amount of the rehabilitation aid to be requested.

(C.52:27BBB-27.e)

In practice, the role of the Treasurer has been bypassed in determining the extent of rehabilitation aid to be approved in response to COO requests. In addition, the imposition of certain controls on rehabilitation aid that has been approved is inconsistent with the powers granted to the COO through the Act.

Recommendation

Adhere to the provisions of the Act with respect to COO requests for rehabilitation aid.

III. Progress in Increasing Local Public-Sector Development Capacity

A. Development Agency Reorganization and Staffing

Through a reorganization that was implemented beginning in 2003, the Camden Redevelopment Agency (CRA), a quasi-public agency that had been dormant for several years, was reconstituted as the city's redevelopment authority. The CRA's Executive Director was also appointed as the Director of the Department of Development and Planning, the municipal agency that conducts planning activities and manages the Community Development Block Grant and other development funding from state and federal sources. In addition, a number of city staff with development-related responsibilities were reassigned to CRA, bringing previously dispersed staff into a unified management structure that includes the following units: Housing, Economic Development, Property Acquisition/Relocation, Capital Improvements, and Planning/Institutional Development. CRA also created two new units: Community Development, with responsibility for community outreach and civic engagement; and Geographic Information Systems, with responsibility for computer mapping and related data base management.

As a result of the reorganization, CRA became Camden's center for property transactions, development financing, and the promotion of development opportunities throughout the city. The Department of Development and Planning maintained its role as the city's center of planning and administrator of intergovernmental funding available for housing and neighborhood programs and services. The dual development related role CRA Executive Director and his close working relationship with the COO reduced the potential for interagency friction and for uncertainty about who was in charge of development related activity.

This leadership structure was reinforced by the COO's decision to serve as chair of the CRA Board.

B. Redevelopment & Neighborhood Planning

In 2003, in order to guide investment and development, Camden embarked on creating redevelopment and neighborhood plans for every neighborhood. This task is consistent with the objectives of the state Act and the Strategic Revitalization Plan. **Neighborhood plans**, which take approximately eighteen months to produce, are descriptive documents that outline community concerns and goals. **Redevelopment plans**, which take approximately four months to produce, are real estate-specific documents that establish the necessary groundwork for land assembly and development. Once completed by the city, redevelopment plans are implemented by the Camden Redevelopment Agency. Below is a chart of redevelopment plans completed and/or adopted during the rehabilitation term to date. It is anticipated that the neighborhoods of North Camden, Morgan Village, Dudley, Stockton, and Whitman Park will undergo redevelopment planning activity in 2007.

**Figure III-1
Status of Neighborhood Redevelopment Plans**

	Planning Board	City Council	Amended
	Approval Date	Approval Date	
Centerville	12/17/2002	2/13/2003	1/8/2004
Parkside	5/13/2003	6/26/2003	
Broadway	9/9/2003	12/4/2003	
Whitman Park I	2/24/2004	3/25/2004	
Cramer Hill*	5/18/2004	6/30/2004	
Downtown	11/29/2004	9/22/2005	
Bergen Square*	12/14/2004	2/24/2005	
Central Waterfront**	1/18/2005	3/10/2005	
Cooper Plaza	4/12/2005	6/23/2005	9/22/2005
Rosedale	12/13/2005	2/9/2006	
Gateway	1/31/2006	4/27/2006	
Liberty Park	8/22/2006	10/26/2006	
Lanning Square*	5/5/05 and 10/24/06	not heard yet	
Marlton	11/21/2006	not heard yet	

* *Redevelopment planning restarted following court action.*

** *No action taken at second ordinance reading; Plan not adopted*

The planning process provides an opportunity for the city, through Department of Development and Planning staff, to engage citizens in dialogue about the current condition of and future prospects for individual neighborhoods and to document the results of this dialogue in a published document. Together, the city's master plan *FutureCamden* and these neighborhood redevelopment plans, provide both a broad frame of reference and specific development recommendations, to guide decision-making about development opportunities.

C. Organization of Community Development Block Grant Five-Year Consolidated Plan

In 2005, the Department of Development and Planning, with assistance from the University of Pennsylvania's Fels Institute of Government, redesigned the Five Year Plan/Consolidated Plan documents that are submitted to HUD in order to obtain federal funding through the Community Development Block Grant and other programs. As a result, the city's *Final Consolidated Plan* and *Five Year Plan* for 2005-09 contains detailed information about housing and homeless needs, characteristics of the housing market, and documentation of past and proposed investments in housing and neighborhoods, making this document more usable as an information resource than versions published in previous years. The production of this documentation was completed on an accelerated schedule in order to enable the city to obtain HUD funding on a timely basis. In some prior years, late or incomplete submission had resulted in funding delays and associated delays in program implementation.

D. Computerization and Digital Mapping

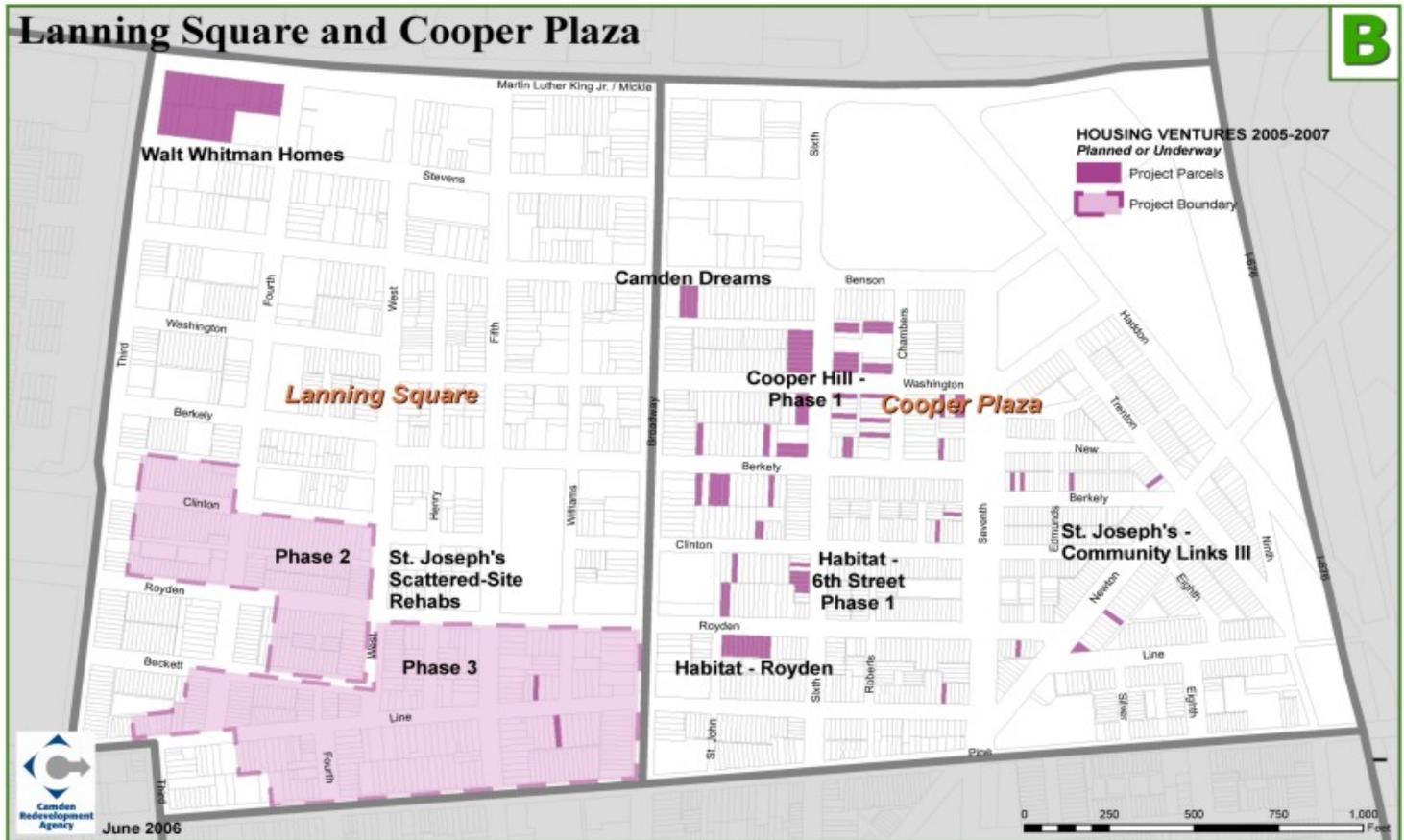
CRA has created its own web site (www.camdenredevelopment.org) and has made use of the Internet to provide access redevelopment plans, to redevelopment proposals, and to information about CRA policies for development financing and relocation.

During the rehabilitation term, paper base maps have been replaced by digitized property-parcel maps, and all key real estate data is now recorded and stored in digital form. CRA has created a new Geographic Information Systems (GIS) unit, staffed with two positions: a Planning and GIS Specialist and a Database Administrator. With this capability, computer mapping and data management tasks that had previously been completed through contracts between the city and private firms are now handled in-house, at significantly lower cost. Initial support for the creation of this unit was provided by the Ford Foundation, through technical assistance provided by their partners, The Reinvestment Fund (TRF). Among This increase in capacity has enabled the CRA and City to participate in GIS datasharing with the County and the region. It is recommended that funding sources continue to be identified to support the GIS unit.

In 2005-06, CRA housing staff collaborated with data base and GIS resources to prepare a housing performance report for 2005-07. The report, which provides summary data on sales and rental housing development ventures by neighborhood, accompanied by neighborhood maps showing the locations of these ventures, provides a baseline of information that can be updated annually. This information can be used to evaluate CRA's performance in implementing redevelopment plans and in producing income-restricted and market-rate sales and rental housing. The baseline report and subsequent reports can also be used to monitor CRA's performance in supporting a commitment by the COO that housing options would be available for any family scheduled for relocation that wished to remain within their home community.

Figure III-2, excerpted from this report, displays the locations of housing ventures in the Lanning Square/Cooper Plaza areas.

Figure III-2
Housing Production: Lanning Square and Cooper Plaza



E. Property Acquisition and Site Assemblage

CRA has not been able to move as quickly as desired in advancing the critical area of activity of the acquisition of real estate for redevelopment purposes. Given that public-sector property acquisition, particularly large-scale acquisition takes time, new means of streamlining this process are required. This process must address the following factors, which have tended to limit the CRA's ability to perform these functions in more timely fashion:

- The state Act did not include sufficient funding to enable CRA to acquire property on a large scale.
- The organization and operation of the Tax Lien Financing Corporation (TLFC), designed as a vehicle for facilitating acquisition through selective foreclosure actions, has been delayed.

- Litigation resulting from public apprehension about the use of eminent domain in redevelopment areas has delayed the adoption of critical redevelopment plans. Given the varied and scattered ownership characteristic of urban sites, without such a tool large scale acquisition is virtually impossible.

Despite these factors, the CRA has achieved success in areas where it has been able to acquire properties either voluntarily or from other public agencies.

F. Project Feasibility and Analysis

Following the passage of the state Act, the CRA, with increased capacity, focused its attention on the guiding the adoption of redevelopment and community based plans, and review, analysis, and implementation of redevelopment proposals. Through these activities CRA staff ensures that development is consistent with the goals and priorities expressed in adopted redevelopment plans.

Initially, CRA worked with the housing authority and state agencies to enhance the City's inventory of affordable housing, supporting projects undertaken by developers with demonstrated capacity, many of whom were also experienced in large scale production. More recently the success of these strategies has become evident in the CRA's ability to support increased production of housing units that are not income restricted.

An example is shown in Figure IV-3; performance data for the Lanning Square/Cooper Plaza areas shows a total of 143 units of market-rate housing proposed for construction start or completion by the end of 2007. Similar examples can be seen in other Camden neighborhoods such as, Fairview, Parkside, Centerville, and East Camden, which are set out in the *Affordable Housing Production in Camden Neighborhoods* report. This report is available on the CRA's website.

**Figure III-3
2005-07 Housing Performance: Lanning Square and Cooper Plaza**

Lanning Square and Cooper Plaza: Activity Summary

	Completed		Planned		Planned		Totals	
	2005	2006	2005	2006	2007	2007	Sale	Rental
	Sale	Rental	Sale	Rental	Sale	Rental	Sale	Rental
SJCS-Community Links III*			35				35	
Walt Whitman Homes*			10		18		28	
Habitat - 6th St Phase 1	5		2				7	
SJCS Scattered Site Rehabs II*			40				40	
SJCS Scattered Site Rehabs III*					40		40	
Habitat - Royden					12		12	
Camden Dreams						15		15
Cooper Hill - Phase 1			26		7		33	
Totals	5	0	113	0	77	15	195	15

* Not income restricted

G. Relocation and Replacement Housing Development

Revitalization activities mandated by the Act, and detailed in the Strategic Revitalization Plan, and subsequent redevelopment plans, cannot be completed without strategic resident relocation. To minimize the hardships associated with relocation and maximize housing opportunities, as well as upward economic mobility for displaced families, CRA has undertaken the following activities:

- Established a goal of ensuring an adequate supply of replacement housing for displaced residents who want to remain in their home communities. This goal is being addressed on a citywide and neighborhood basis, as illustrated in the *Affordable Housing Production in Camden Neighborhoods* report, which is available on the CRA web site.
- Published *The Citizen's Guide to Relocation*, which contains basic information about the relocation process and relocation benefits in a straightforward, non-technical form. This publication, produced in English and Spanish, was distributed throughout the Cramer Hill community and has been used as an information resource in community planning meetings within other redevelopment areas.
- Worked with charitable foundations and nonprofit organizations to design a strategy for the delivery of comprehensive supportive services, addressing health and human service needs as well as workforce development. The strategy also includes an exploration of a regional equity component that seeks to broaden housing options outside of Camden. These activities are described in more detail in Part V.

H. Promotion of Development and Investment Opportunities in Camden

A top priority for the COO has been the linkage of municipal reform activities to opportunities for economic development. These two interrelated activities were highlighted in the COO's 2004 biennial report, *Camden First*, which was published in a format designed to make this publication usable for promoting the city as well as for the performance reporting mandated by the Act.

Economic development responsibilities are staffed within CRA, which works in coordination with the city, other government agencies, economic development organizations, and private sector developers. This arrangement ensures the integration of commercial, retail, and industrial development consistent with the goals of various redevelopment plans adopted by the City of Camden.

The Greater Camden Partnership collaborated with the Delaware Valley Regional Planning Commission, New Jersey Transit, the city, and CRA to produce the *Downtown Camden Strategic Development Plan* in 2004. Subsequently, the CRA commissioned a Camden Downtown Market Study. These publications are used to guide downtown investment and development opportunities.

The CRA has made extensive use of the website to communicate the City's redevelopment goals and to streamline the submission of development proposals. The website provides an outline of the documentation to be included the in the initial discussions between the developer and CRA staff. The website also contains a detailed feasibility questionnaire that will guide the development of proposals that warrant further consideration. For existing and new businesses, the CRA website contains detailed information about Urban Enterprise Zone incentives.

A number of activities funded by the Annie E. Casey Foundation and the Ford Foundation during the rehabilitation term directly and indirectly supported increased local public-sector development capacity. These activities are described in part V.A.

IV. Progress in Promoting Civic Engagement

A. Citizen Participation in Redevelopment Planning

Staff of the city's Department of Development and Planning, which is responsible for the preparation of neighborhood and redevelopment plans, works to encourage broad citizen participation in the design and organization of these plans prior to their submission for approval by the city's Planning Board and City Council. The Department of Development and Planning already has substantial experience in managing a community planning process, as demonstrated through the department's success in producing *FutureCamden*, the city's award-winning master plan. CRA staff plays a supporting role in the civic engagement activities related to redevelopment planning.

Citizen participation in redevelopment planning is based on a sequence of community-oriented meetings that occur before a plan is presented to Planning Board and City Council:

Meeting 1: Introduction to the redevelopment planning process.

Identification of redevelopment vision and goals.

Presentation of map of existing neighborhood and discussion of existing conditions.

Solicitation of development proposals.

Meeting 2: Discussion of proposed projects.

Community feedback.

Meeting 3: Presentation of completed study.

Presentation of draft study and redevelopment plan.

Community feedback.

Meeting 4: Preview of study and redevelopment plan presentation to Planning Board.

To the extent that more than one meeting is required in order to resolve issues under discussion, multiple meetings may be scheduled until all issues are addressed.

This community meeting schedule was introduced by the Department of Development and Planning after the overwhelming amount of community stakeholder interest in the creation of the original Cramer Hill Redevelopment Study and Plan in 2004. This meeting schedule was used for all subsequent redevelopment plans and is being employed currently in connection with both the updating of the Bergen Square and Cramer Hill Redevelopment Studies and Plans.

In Cramer Hill, Development and Planning and CRA staff have also worked in coordination with the Cramer Hill Community Development Corporation (CHCDC) to support a related civic engagement initiative. This initiative is being undertaken by the CHCDC in

coordination with other organizations and designed to maximize community participation in redevelopment planning.

B. CRA Support for Public Information and Civic Engagement

In light of the importance of civic engagement in the revitalization of Camden, the COO has used available staff resources to support public information, community outreach, and citizen participation associated with the redevelopment process.

Public Information

The lack of a public information staff in Camden's municipal government is a serious impediment to civic engagement. To address this problem, CRA obtained funding for the temporary employment of a public information officer, who assisted in communications with the news media, in the development of informational materials, and in the design and production of promotional documents. The CRA currently has on staff a community affairs liaison to support the dissemination of public information.

Civic Engagement

To address civic engagement issues on an ongoing basis, CRA has also created a Community Development unit, which has been staffed by two full-time persons with extensive past experience in community organizing and/or neighborhood organization management or capacity-building.

Recent efforts to assist residents in accessing and engaging in the redevelopment process include:

- Bi-lingual planning telephone message line
- Weekly planning e-mail alert that outlines upcoming city and CRA planning and community information meetings
- Bi-lingual *Citizen's Guide to Relocation* publication
- Bi-lingual informational segments on Camden's public access cable channel that highlight and explain proposed projects and plans
- *CamdenWorks* quarterly bi-lingual newsletter that educates about planning and redevelopment and celebrates the possibilities and the people of Camden
- Free copies of redevelopment studies and plans for affected residents, free bi-lingual copies of executive summaries of redevelopment plans and acquisition lists, and the availability of redevelopment plans for downloading on the city and CRA's websites.
- *Opportunity Cramer Hill*, a bi-lingual educational newsletter, directly mailed to Cramer Hill community members, providing information about the community's redevelopment plan, current projects, and a schedule of upcoming meetings.
- Presenting implementation strategies and explanations of relocation policies procedures and benefits at community Redevelopment Planning meetings.
- Crafting a CRA Declaration of Principles and Resident's Bill of Rights to provide written verification of values, vision and relocation rights and benefits for city residents affected by redevelopment plans and displacement. These documents are

read into the record at Planning Board hearings and become part of a neighborhood's redevelopment plan.

Other CRA staff has significant experience and qualifications associated with civic engagement in revitalization activities and strong working relationships with neighborhood, civic, and faith-based organizations.

C. Participation in Alliance for the Revitalization of Camden City (ARCC)

To support neighborhood and citywide civic engagement in Camden revitalization activities, the COO and CRA participated in activities organized by the Alliance for the Revitalization of Camden City (ARCC), an organization that was active between 2003 and 2005 but is no longer functioning. ARCC had been designed to serve as a citizen-led organization committed to ensuring both the success and sustainability of Camden revitalization initiatives. Guided by a 31-member Board of Trustees comprised of local and regional stakeholders, the Alliance planned to shape and strengthen community agendas by promoting broad-based civic involvement, collaborative problem solving, balanced information sharing, constructive advocacy and leadership development. ARCC was also organized to serve as a convener and capacity-building resource for residents, leaders, and service providers.

In September 2004, ARCC members formed standing Working Groups to focus the organization's efforts around five priority issues: education, housing, job training and employment, municipal governance, and public safety. At that time, primary ARCC objectives included:

- Serving as a convener to help build local capacity for information sharing, mutual learning and constructive action.
- Helping public, private and grassroots stakeholders access useful information and available resources to better inform options for action.
- Supporting the inclusion of community members as partners in shaping decisions that impact their lives.
- Strengthening civic leadership capacity across government, community, business and nonprofit sectors.

Organizers of ARCC were concerned that Camden renewal opportunities require thoughtful consideration of how best to balance the needs of existing community residents and businesses with development interests. Of great concern was the potential displacement of poor and minority residents, the loss of stable homeowners who may be bought out by new investors, and the need for investments in human and civic capital to complement investment in real estate.

As a civic convener with broad reach, ARCC was intended to help spur and sustain honest, open exchange between citizens, community organizations, and those charged with implementing recovery initiatives. Through this approach, it was anticipated that greater mutual understanding regarding local strategies, potential impacts, options for action and available resources could create a foundation for strengthened partnerships and improved decision-making.

Between 2003 and 2005, ARCC made significant strides in building its membership, soliciting community input about local challenges, engaging city officials as partners, and establishing active Working Groups to promote balanced exchange and thoughtful action.

On May 11, 2005, an ARCC-sponsored Leadership Workshop on relocation attracted more than one hundred community leaders, city officials, service providers, funders and developers. A Baltimore resident whose family had been relocated as part of an East Baltimore redevelopment plan and who had been active in mobilizing community participation in redevelopment planning and implementation provided insights and advice. The COO delivered remarks to the group, and CRA staff were present. Participants had an opportunity to pose questions, correct misinformation, and learn about ways to ensure that relocation is carried out in a manner that benefits both residents and neighborhoods.

On June 21, 2005, ARCC hosted a Town Hall Forum on Responsible Relocation, an event designed to build on the positive momentum generated by the Leadership Workshop. The Town Hall Forum provided Camden citizens with an opportunity to take part in an open exchange about local relocation plans. The forum was structured as an interactive, informational dialogue featuring presentations and moderated panel discussions. Speakers included the COO and a panel of Camden residents, and representatives from East Baltimore's Neighborhood Relocation Committee. Discussion topics included:

- The goals and status of Camden's relocation plans;
- Resident concerns and resource needs;
- Lessons learned from the May 11 Leadership Workshop; and
- Recommended strategies for balancing relocation efforts with community well being.

Despite this promising start, ARCC was not able to resolve internal differences associated with the organization's leadership and agenda, and ARCC has not been active in 2006. The ARCC experience illustrates the difficulty of organizing a broad, inclusive civic engagement approach in a city that lacks a strong and cohesive citywide civic tradition and infrastructure. This situation increases the responsibility of the COO, the CRA, and community-based organizations in seeking ways to work constructively with residents and local government. The challenge of designing and implementing community organizing and consensus-building approaches is all the greater without the benefit of a citywide intermediary such as ARCC was designed to be. In an environment of scarce resources, this increased responsibility for civic engagement makes redevelopment planning and related activities significantly more difficult.

D. Participation in Other Civic Engagement Activity

To address the need for a strategy that encompasses critical issues broader than bricks and mortar real estate development, the COO is supporting a proposal by Urban Strategies, Inc., a national nonprofit organization based in St. Louis, to conduct a citywide human capital planning process in Camden.

As designed by Urban Strategies, the human capital planning process consists of four related activities.

- *Information Gathering* on community strengths, resources, and challenges, through the use of surveys, focus groups, and individual interviews as needed to complement existing information resources. Information obtained through this process is used to determine the status of families and individuals with respect to health, employment, education, and safety. Based on this information, strategies are developed for improving existing strengths and reducing or eliminating challenges. Following information-gathering, public meetings are scheduled to discuss the manner in which available resources should be allocated to address highest community priorities.
- *Drafting a Human Capital Strategy/Plan* that documents recommendations obtained through the information gathering process. The strategy/plan is designed to build on existing community strengths, avoid duplication of quality services, prioritize community needs, and base recommendations on best practices, availability of resources, and opportunities for partnership. The document includes information about potential costs, numbers of persons who might be assisted, and a description of why the recommended activities would make a difference.
- *Funding Strategy* includes documentation of potential approaches to supporting the cost of recommended activities (other than housing activities). The funding strategy proposes innovative ways of overcoming resource shortages, identifies key partnerships to leverage resources, and is linked to foundation and philanthropic activities in the community and surrounding area.
- *Connecting Human Capital Planning to Physical Design Planning* in order to ensure that real estate development needed to strengthen the community is included in a joint physical development and human capital plan.

The benefits of human capital planning through the approach employed by Urban Strategies is that it produces an accurate assessment of community strengths and needs; provides for resident input; creates a strategic plan for achieving success; strengthens links to and increased use of community resources; and makes planners and developers more aware of community needs.

Urban Strategies has completed some preliminary activity in Camden and is prepared to begin implementation of this model in 2007.

V. Progress in Promoting Regional Equity

Regional equity has been defined as “giving children and families of all races and classes the best possible environment in which to live. Advancing regional equity thus involves reducing social and economic disparities among individuals, social groups, neighborhoods, and local jurisdictions within a metropolitan area” (“Promoting Regional Equity: A Framing Paper,” PolicyLink, November 2002).

The COO has worked to promote principles of regional equity in implementing Camden revitalization activities and has supported the activities of nongovernmental entities that are engaged in designing and executing regional equity initiatives.

A. Commitment to Responsible Redevelopment Policy

The COO has supported a policy of “Responsible Redevelopment” for Camden. A summary of the basic principles underlying such a policy is provided as Exhibit B. As stated in the summary, key elements of such a policy should include the following.

Financial benefits and/or replacement housing resources necessary to allow displaced families to secure quality housing in stable, economically-diverse neighborhoods as well as pre- and post purchase homeownership counseling and access to the comprehensive services and supports families need to take advantage of the opportunity to improve their lives;

Opportunities for the active and informed involvement of residents in the development of the relocation plan and the processes used to implement it;

[Supportive services] for families that can improve the self-sufficiency of affected families, such as job creation and workforce development and training programs, financial literacy, asset building, pre- and post-purchase homeownership counseling, substance abuse treatment, access to health care, etc; and

Real opportunities for families to choose where they are relocated.

The COO and the CRA have expressed support for the principles of Responsible Redevelopment to guide the implementation of redevelopment activities in the city’s neighborhoods during the coming years. Through the completion of activities funded through the ERB and other sources, the COO supports the creation and preservation of socially and economically diverse communities throughout the city.

The implementation of a policy of Responsible Redevelopment has been the focus of a dialogue involving the COO, the CRA Executive Director, and representatives of the Annie E. Casey Foundation and Ford Foundation during most of the past four years. This relationship has resulted in a substantial leveraging of philanthropic funds to support Camden revitalization.

The Annie E. Casey Foundation has had a long-standing relationship with Camden nonprofit organizations, and the Casey Foundation’s commitment to Camden has grown following the approval of the Act in 2002. Casey Foundation administrators and program staff view Camden as a place where principles of responsible redevelopment, responsible relocation,

and expanding access to regional opportunities can be used as the basis for implementing a successful people- and place-based revitalization program.

The Casey Foundation's work in Camden is managed by its Neighborhood Development Team, which aims to 1) support efforts to realize the revitalization of Camden City and its greater integration with the surrounding region; 2) ensure that low-income children and families living in neighborhoods targeted for revitalization are better off as a result of responsible approaches to relocation and redevelopment; 3) improve the access of low-income children and families living in distressed neighborhoods to higher-quality opportunities available throughout the metropolitan region; and 4) build partnerships with other private funders and public agencies in support of these efforts.

The Neighborhood Development team is also investing in building the capacity of residents and community-based organizations to play increasingly informed, meaningful roles in the revitalization process. The Foundation's involvement takes many forms: in one recent example, Casey's formal proffer of support for the Salvation Army's location of a Kroc Community Center in Cramer Hill helped influence a \$60 million award to build and operate the facility.

Areas of Casey Foundation activity include the following (activities undertaken jointly with the Ford Foundation are indicated with an asterisk).

- Building of organizational/leadership capacity of residents and community-based organization/promoting community engagement through grants to the Alliance for the Revitalization of Camden City, Camden Churches Organized for People, and the Cramer Hill Community Development Corporation.*
- Building capacity of city/state agencies and officials by providing technical assistance to Camden City officials and supporting training programs for CRA staff.* The Foundation previously provided support for a study by McKinsey & Co., *Camden: A Path Forward*, which documented the issues subsequently addressed in the state Act.
- Promoting implementation of responsible relocation and redevelopment by working closely with city and state officials to interweave responsible redevelopment and relocation principles into ongoing efforts to revitalize the city. Casey and Ford have hired consultants from the Fels Institute of the University of Pennsylvania* to make recommendations regarding Camden's housing production and supportive services strategies (job creation, child and family services, education), and management/implementation of redevelopment and relocation process.
- Supporting comprehensive workforce development, through a three-year commitment, with the Ford Foundation, Weinberg Foundation, and the Camden United Way, to support the Project STRIVE workforce development program.*

- Supporting access to regional opportunity by supporting the first phase of Camden Area Opportunity Project* and co-sponsoring the Camden Regional Opportunities conference,* to be held in October 2007.
- Broadening the Casey Foundation/Ford Foundation partnership in support of Camden by hiring a consultant to serve as an intermediary to engage and connect the various institutions, individuals and interests working to advance the responsible relocation, responsible redevelopment and regional responsibility programs currently underway in Camden and its wider region.
- Broadening dialogue with other funders through ongoing conversations with philanthropies and financial institutions interested in funding work associated with Camden's recovery and redevelopment.
- Advancing an investment partnership with the Governor's Office through ongoing conversations with the Governor's Office regarding the identification of state funds to match supplemental funds raised through the Camden funders' collaborative described above.

The Ford Foundation launched its Camden Regional Equity Demonstration (RED) in Fiscal 2002. The goal of the RED is to reform those regional and state policies that create and sustain social, racial and economic inequalities, and to bridge the gap between the region's marginalized people and places and its structures of social and economic opportunity. Traditional philanthropic and governmental urban revitalization programs have focused almost exclusively on results for these target constituencies within poverty-impacted, inner-city neighborhoods located within declining central cities.

The Camden Regional Equity Demonstration seeks to expand the impacts of revitalization activities going on within the City of Camden by opening up life-transforming opportunities for residents within a program area that includes the City of Camden and municipalities throughout the surrounding Camden and Burlington, and Gloucester counties.

Statewide Strategy

To accomplish this goal, Camden RED grantees have developed a statewide strategy, forming the New Jersey Regional Coalition (NJRC), with congregation-based organizing affiliates in Northern, Central, and Southern New Jersey. Each affiliate is composed of thirty to fifty member congregations, with capacity to educate and mobilize large public rallies, and to form strategic alliances with affordable housing and environmental advocacy groups, labor unions, the National Association for the Advancement of Colored People (NAACP), the Association of Community Organizations for Reform Now (ACORN), religious judicatories, and caucuses of mayors and supervisors of at-risk municipalities. NJRC is a member of the Gamaliel Foundation, a faith-based national organizing network which early on recognized the regional equity framework as an innovative approach to addressing concentrated urban poverty and racial segregation. Ford is the largest funder of the NJRC's work -- both through direct grants to the Coalition and through support for the national policy and research individuals (Myron Orfield, David Rusk, John Powell) and

organizations that inform this work. NJRC's work in Camden and surrounding regions is a key component of the Foundation's regional equity initiative.

Tri-County Region

For the City of Camden and its tri-county region, the South Jersey Regional Equity Organizing Project, an affiliate of NJRC, has developed three equity-producing, place-oriented strategies:

1. Integrate racially and economically the fast-growing, opportunity-rich outer suburbs (e.g. Mt. Laurel, Moorestown, etc.);
2. Stabilize the older, inner ring suburbs that are racially and economically diverse but in danger of continuing social and financial decline (e.g. Pennsauken, Collingswood, and Cherry Hill); and
3. Revitalize the depressed core community (Camden), traditionally the focus of urban revitalization policies and programs.

A leadership member of the NJRC, Fair Share Housing (FSH) is at the center of New Jersey's struggle to achieve regional equity. The Foundation has provided support for an inventory and analysis of best practices in regional housing development. This project importantly links the work and the institutional resources in the Baltimore region on regional affordable housing issues through Ford grants to the Innovative Housing Institute and the work of a sister Gamaliel organizing project, BRIDGE (Baltimore Regional Initiative Developing Genuine Equality).

City of Camden

Within Camden, RED investments are targeted toward four interrelated strategies: real estate redevelopment (place-based investments), work force development (people-based investments), building the capacity of the public sector, and enhancing civic engagement. Camden grantees include the following entities.

The Reinvestment Fund (TRF): TRF, having invested in Camden development projects over the past two decades, used Ford support for a variety of activities related to the current revitalization efforts; provided data analysis and assessment of key market-based approaches to selecting Camden neighborhoods for redevelopment; capacity-building support for CRA staff related to the use of GIS technology; technical assistance on specific neighborhood redevelopment projects; and collaboration with the network of other Ford grantees engaged in revitalization investments, research/evaluation, and organizing. CRA and city government have gained considerable knowledge and capacity through TRF's technical assistance. TRF has also made several grants directly to community based organizations in Camden.

Cramer Hill CDC: Ford and Casey jointly have provided support to Cramer Hill Community Development Corporation for engaging community residents in an organizing and communications process related to redevelopment in general, and potential relocation

specifically. The work of various Ford grantees on community benefits agreements over the years also serves as an important resource for the discussions in Cramer Hill. Because Cramer Hill is the Camden community targeted for the most substantial redevelopment and resident relocation, a responsible redevelopment and relocation approach in this neighborhood has the potential for setting the standards for the rest of the city's neighborhood revitalization.

Rutgers University- Howard Gillette and Camilo Jose Vergara: Howard Gillette's work has been beneficial, both in terms of his substantial knowledge of Camden's history and current redevelopment efforts and his collaboration with Camilo Jose Vergara on the development of an interactive, photo-based web site to document changes in Camden's physical and social infrastructure. Gillette also initiated an annual conference on regional equity that will be presented in Camden each fall.

Trustees of the University of Pennsylvania: In collaboration with the Casey Foundation, Ford has supported John Kromer of the University of Pennsylvania's Fels Institute to complete an assessment of the resources available to support high quality relocation for Camden residents and to estimate the cost of such services. This work will inform on-going conversations with the State of New Jersey regarding matching resources for this work.

STRIVE. The Ford Foundation has made a three year grant commitment to STRIVE to replicate its innovative pre-employment training, job placement, and intensive follow-up program at a start up venture in Camden. The program aims to graduate 330 individuals and make 230 job placements during the grant period.

Concordia. Ford has supported Concordia, Inc. to work with Superintendent of Schools in planning for the Big Picture Company School in Camden.

National Resources

Investments have been made at the national level to build the intellectual framework for regional equity practice and to connect the diverse leadership working to advance regional equity goals in places across the country. Two Ford grantees have conducted activities that are particularly relevant to this work.

Innovative Housing Institute/David Rusk. Ford has been the most significant national funder of thought leaders, researchers and community advisors who have most informed and advanced the national conversation on regional equity. David Rusk, former mayor of Albuquerque, has helped to build the intellectual foundation of this work and effectively advises community-based efforts around the country. Through consultancies funded through the Innovative Housing Institute, Rusk has been a highly valued strategic advisor in New Jersey.

Manuel Pastor and CORE. With Ford support, Pastor has facilitated the largest, ongoing discussion among regional equity leadership in the country over the last two years. The report that has been produced, and a convening in Camden, has extended this community-based dialogue related to the emerging field of regional equity work.

Through integrating the opportunity-rich, outer suburbs, stabilizing the already diverse but fragile inner suburbs, and redeveloping an inclusionary Camden, the RED seeks to promote diversity, stability, and access to opportunity everywhere for everyone.

If the RED is successful, the following outcomes will be realized:

- Camden is recognized as a viable asset to the region, and the opportunities and resources of the region will be available to help mitigate the economic and racial disparities that have persisted in the city;
- Mixed income housing developments within Camden improve revenues, expand choices and the quality of life for residents and support school improvement efforts while expanded fair housing opportunities throughout the metropolitan area provide viable alternatives for urban residents;
- A coherent work force system linked to opportunities within the regional economy provides access to quality employment for Camden residents;
- Strengthened public capacity supports and sustains continuing reinvestment in Camden with benefits accruing to the most vulnerable citizens; and
- An effective civic voice able to influence state and local policies has the capacity to influence the future of the City of Camden and the entire southern region of New Jersey.

B. Supportive Services Strategy

Although the development of appropriately located replacement housing and the administration of relocation benefits are critically important to the execution of redevelopment plans, a commitment to Responsible Redevelopment also requires the delivery of supportive services for households scheduled for relocation. Although redevelopment agencies are required to make certain compensatory payments to eligible owners and renters and to assist in identifying replacement housing options, government agencies are not, for the most part, required to provide direct assistance in addressing health and human services needs or other issues that could have a significant effect on economic success and social well-being for the households being relocated. In broad terms, a supportive services strategy for individuals and families should address the most pressing health and human services needs of this population and provide education and training that can lead to good jobs in the mainstream regional economy.

To provide some basic information to guide the drafting of a supportive services strategy, the Casey Foundation and the Ford Foundation awarded grant funding to the University of Pennsylvania's Fels Institute of Government to conduct basic research and fact-finding and

to produce a briefing paper, *Scope, Time, and Cost Factors Associated with a Supportive Services Strategy for Camden*, completed in June 2006.

Based on information about the characteristics of past and current relocation cases, the Fels Institute publication confirmed that households to be relocated during the coming years are likely to be low-income, minority (with a substantial number of Hispanic persons), with a high proportion of elderly persons, persons with special health care and human service needs, and persons dependent on public assistance. Many of these residents are likely to require education, health care, and human services support in order to qualify for good jobs. In light of the significant number of families with children, child care resources and services for school-age children are essential.

The briefing paper contained information about four elements of a supportive services strategy: Housing; Education; Health Care/Family Services; and Workforce Development. In each of these categories, local or regional providers are delivering services that could be made part of a broader strategy to benefit households to be relocated. In each category, a local or regional provider is available to implement an integrated approach through which multiple services within a category are combined or are linked with services in another category.

C. Camden Area Opportunity Project

As indicated above, the Casey Foundation and Ford Foundation have supported the first phase of the Camden Area Opportunity Project (CAOP), an initiative being undertaken by the Innovative Housing Institute and the New Jersey Regional Coalition, in partnership with Fair Share Housing Center, Fair Share Housing Development, Isles, and OPEN. CAOP is a proposal for a comprehensive approach to creating housing choice and regional community development, focused on low-income families who are currently Camden residents, but targeted on creating “opportunity-based housing choices” for them in 52 higher-opportunity towns in the three-county Camden region. The COO has supported this initiative because of its relationship to the principles of Responsible Redevelopment and because past experience has shown that a significant number of Camden residents are interested in considering available affordable housing opportunities in the region outside the City of Camden.

CAOP proposes to implement this approach by:

- Identifying and opening up affordable rental housing that already exists in high-opportunity towns;
- Creating and promoting additional affordable housing developments through Fair Share Housing Development and private developers in higher opportunity towns; and
- Securing statutory and regulatory reforms that would require and assist higher opportunity towns in implementing genuine “growth share” policies.

CAOP partners project that a substantial number of low-income Camden families who choose to move could be enabled to move to higher opportunity towns over a ten-year period.

Start-up activities proposed by the CAOP sponsors include the following.

- Creation of an administrative and policy structure to support implementation activities;
- Creation of a Regional Housing Opportunity Center that would conduct an aggressive program of identifying both affordable market-rate and price-controlled housing opportunities in high opportunity towns and recruit, counsel, and place Camden families; and
- Accelerate judicial and regulatory interventions to make opportunity-based housing affordable for a broader range of families than is possible under current regulations and programs.

COO, CRA, and state support during the coming years will be critical to the success of this important initiative.

VI. Progress in Advancing Municipal Rehabilitation

A. Municipal Organization and Management

1. Municipal Management Study

The Act (C.52:27BBB-12) calls for the preparation of a municipal management study “which analyzes the current state of all services provided by each municipal department and the service levels provided in similarly situated municipalities and shall call upon experts or state government officials, as necessary, in order to identify the options available to achieve appropriate levels of service.” The findings of this study and the actions taken to implement study recommendations are described in Exhibit “C.”

The Act also calls for the Eagleton Institute and the Rand Institute to provide comprehensive training for members of City Council and professional staff in order to better enable them to discharge their representative functions in the public interest.

In undertaking this task, the Rand Institute observed that previous studies had been completed

that identified potential government capacity development areas (Casey, 2001; Garnett, 2000; Harris & Santiago, 2000; Walter Rand Institute, Rutgers University, 2000). There were several consistent themes that emerged from these studies regarding Camden’s municipal government, such as ambiguous business practices, low employee skills, non-existent employee accountability, inconsistent human resource management, inexperienced/poorly matched managers and information technology staff and poor inter- and intra-system communication.

The Rand Institute facilitated two leadership development training sessions attended by the COO, the mayor, interim department directors and City Council members. The first session identified key areas for improvement in capacity and organized internal working groups to address each area. City vision and mission statements also were drafted at the first session, as follows.

Vision: To transform Camden into a city that is linked to its people by responsible service systems, state of the art technology and accountable decision making processes.

Mission: To serve and build Camden’s diverse community by effectively, efficiently and equitably enhancing residents quality of life; attracting private investment, stimulating growth city wide and delivering services with a commitment to excellence.

The second session reviewed the analyses and recommendations of the six working groups and agreed on action plans to achieve their goals and objectives. Rutgers provided training to midlevel management, and the New Jersey Department of

Personnel (NJDOP) conducted training to improve employee accountability and customer service. The COO works with Rutgers and NJDOP to further increase capacity.

Much of the capacity building called for in the Act is addressed to City Council, which, the Rand Institute observed, is not functioning at an effective level. Specifically, the Rand Institute found that Council did not have sufficient expertise, time, or adequately skilled administrative support to sufficiently analyze the city budget and address constituent needs. To address these issues, the COO has worked with the Rand Institute to design positions for “non-partisan professional staff” to assist the City Council, as provided for in the Act (52:27BBB-24).

The Act also called for Rutgers to provide comprehensive training for members of City Council and the non-partisan professional staff in order to “better enable them to discharge their representative functions in the public interest.” (52:27BBB-25). The Rand Institute worked with the COO’s office to design two training modules for City Council and staff, one of which was delivered in collaboration with DCA’s Division of Local Government Services and staff from Office of Legislative Services. The state provided \$421,335 in rehabilitation aid to the city, which was paid to Rutgers for capacity building services for City Council and Administrative Departments.

A summary of services provided is shown below.

**Figure VI-I
Services Provided by Rutgers University**

Phase	Dates of Service	Activities	Products/Deliverables
I	July-Sept, 2003	Conducted approx 50 stakeholder interviews with City Gov't reps (admin, exec, and legislative)	Stakeholder analysis, SWOT analysis
	July – Sept, 2003	Information Technology (IT) assessment and analysis	Assessment of Camden current IT state
	Sept 2003 – Dec 2005	IT Organizational Design	<ul style="list-style-type: none"> ▪ IT Structure Designed and Detailed ▪ IT Org Start-up Assessment and CIO selection support defined ▪ Research and Dev of IT survey and IT needs (metrics development)
	November 2003	Camden City Gov't Retreat I – two day event (COO, Mayor, Dept Dirs, and City Council; facilitated by and WRI/MPA/VP staff)	<ul style="list-style-type: none"> ▪ Written review of SWOT analysis ▪ Creation of City Gov't Mission and Vision ▪ Est. Senior Mgmt Team ▪ Est. Task Force to resolve City Council/Admin problems (“walk-ons”)
	Dec, 2003 – Feb 2004	WRI Facilitated Task Force (Reps. from City Council-COO-Mayor)	Refined City Council/Admin interface processes (i.e., “walk-ons”, communications, etc.)
	Dec, 2003 - Dec, 2005	WRI Facilitation to Senior Mgmt Team (Council president, Mayor, COO)	On-going Executive coaching and meeting facilitation (bi-weekly meetings)
	March 2004	Camden City Gov't Retreat II – one day event (COO, Mayor, Dept Dirs, City Council, and selected invitees; facilitated by WRI/MPA/VP staff)	<ul style="list-style-type: none"> ▪ Presentation of comprehensive IT design ▪ Developed system wide Mission/Vision communication strategies ▪ Task Force Presentation of refined City Council /Admin interface processing ▪ Task force Identification of Six (6) Key Org Strategic Issues with two subordinate tasks per strategic issue ▪ Est. Cross Dept Teams to further define strategic goals/objectives
	April – July 2004	<ul style="list-style-type: none"> ▪ Ongoing meeting with City Council and clerk to define non-partisan staff role (LROs), ▪ function, and responsibilities. 	<ul style="list-style-type: none"> ▪ Est. agreed upon role, function and responsibilities for non-partisan LROs ▪ Coordinated hiring of 2 non-partisan LROs

Phase	Dates of Service	Activities	Products/Deliverables
II	Jun – October 2004	Development of Org./Govt metrics for training purposes	<ul style="list-style-type: none"> Developed and Tested Employee Survey Instrument (Survey approved in Nov 2004)
	March 2004	Review JKA Management Study in light of WRI Capacity Building work	<ul style="list-style-type: none"> Comparative Analysis of the JKA and WRI results and proposals.
	Jun 2004 – Jul 2006	On –going Capacity Building Facilitation	Ongoing bi-weekly meetings with COO representative re: organizational capacity building
	Oct 2004	Site Visit to Baltimore re: City Stat Program (COO, WRI/MPA, Mayor’s off., and VP)	
	Oct 2004 – July 2005	Research and Development of Leadership Development Training Program	Created draft program, which was vetted with client representative
	Mar – Dec 2005	Survey Distribution, Collection and Analysis of three tiers of City Gov’t	<ul style="list-style-type: none"> April 2005 Tier 1 Prelim Analysis Sept 2005: Tier 2 Prelim Analysis
	July 2005	Three (3)day Camden City Directors’ Executive Leadership Training Program	An interdisciplinary approach to: Performance mgmt, performance evaluation, ethics, communications, budgets/fiscal mgmt, organizational change.
	Sept 2005 -	One (1) Day City Council Training (WRI, DCA/Local Govt. Services, OLS)	<ul style="list-style-type: none"> Review of State Constitutional & Statutory bases of Governing Body’s functions Basics of Municipal Finance Ethics
	Jan 06 – Aug 06	Analysis of Camden City Employee Survey Data	Draft Report Created and delivered, Aug 2006
	April 2006	Two (2) Day, two-cohort Manager Leadership Training for 48 middle level Camden City Gov’t employees (across all depts.)	An interdisciplinary approach to: Performance mgmt, performance evaluation, ethics, communications, budgets/fiscal mgmt, organizational change.
	April – May 2006	City Council prelim analysis of LRO functions	Data collected, but not distributed
	Sept –Dec 06	Finalization of Employee Survey Report	<ul style="list-style-type: none"> Additional research requested by client, Refinement/reformatting of data presentation

A significant outcome related to the newly established vision is *Contact Camden*, a million dollar plus, state-of-the-art computer software system designed specifically for the City of Camden to input residential calls and track the progress of service for each of those calls. The COO’s Manager of Municipal Rehabilitation collaborated with the NJIT department, Infusion and Microsoft, all of whom donated their time, expertise and products, to roll out this accountability product on November 1, 2006. Each service call that comes into City Hall is recorded into the *Contact Camden* computer system and tracked to conclusion. The Mayor and COO can retrieve bi-weekly updates on how each department is doing with the timely resolutions of those calls, meeting each requirement of the vision statement.

2. Municipal Audits

The city's improved management capacity is reflected in the results of audits conducted during the rehabilitation term.

- In 1997, the city received a disclaimer of opinion from the auditor stating that the city did not maintain adequate financial records.
- Between 1998 and 2001, the city received qualified opinions stating that city records were inadequate and incomplete for all funds and that improvements were needed in order to enable the auditor to render an opinion.
- In 2002, the city received a qualified opinion, with a statement that water and sewer records were inadequate and incomplete.
- In 2003 and 2004, the city received unqualified opinions.
- In 2005, the city received a qualified opinion, in light of issues associated with the maintenance of municipal court records that had previously been maintained by a third-party vendor.

The number of audit findings has decreased as well, as shown in Figure VI-2.

Figure VI-2
Analysis of Audit Findings by Year

Year	Total Findings	Financial Statement	Federal Grants	State Grants
2002	30	23	4	3
2003	18	14	2	2
2004	11	10	0	1
2005	13	12	0	1

Problems Encountered and Recommendations for Improvement

Problem: *COO Mandate*

The mandate and task for the COO is broad, complex and requires multiple levels of coordination and monitoring. The effective management of this task by a single individual is unrealistic.

Recommendation

The state should support the creation of the office of the COO, with resources for technical assistance, professional services, and additional qualified staff.

Problem: *COO Role in Management of Municipal Budget Process*

The COO does not have sufficient authority to participate in the management of the municipal budget process in a manner that is consistent with the goals of the Act.

Although the municipal budget is prepared by the city administration, control over the budget process passes to City Council once the budget bill has been introduced. This process prevents timely intervention by the COO to manage the budget process and prevent conflicts and delays.

This situation is especially serious because the budget process has devolved into a series of month-to-month actions to maintain a fragile status quo. This approach needs to be replaced by a systematic process involving sensible planning and resource allocation.

Recommendation

Amend the Act to support the following process:

- The COO prepares the budget in consultation with the Mayor;
- The budget is submitted to the Municipal Clerk for advertisement within three business days;
- City Council conducts all committee hearings and public hearing required by law not less than 14 days or more than 21 days following advertisement. Proposed amendments are submitted to the COO within 21 days following advertisement;
- The COO may accept or reject any amendment. The COO then submits the budget to DCA as required by law and regulations;
- City Council adopts the budget within 3 days of receipt of notice of DCA approval;
- An impasse proceeding between the COO and the governing body concerning the budget shall be limited to the issue of compliance with these procedures.

Problem: *City Council Inaction or Opposition*

Important initiatives and measures initiated by the COO have been delayed by governing body inaction or opposition (examples: implementation of the municipal management study mandated by the Act and selection of an organization to complete the study). Although the Act sets forth a procedure for resolving an impasse between the COO and City Council, lack of clarity and consistency as to the reasons for rejection of a COO-supported measure make this procedure unnecessarily time-consuming and unproductive.

Recommendation

Amend the Act to provide that, whenever City Council rejects or fails to act upon an ordinance or resolution (including an ordinance authorizing a redevelopment plan) City Council shall approve a resolution setting forth its reasons for the rejection together with any alternatives, if any, which it proposes, in lieu of the rejected measure. The latter resolution would be approved no later than City Council's next regularly scheduled meeting. Failure to act within the time permitted would be noted as constituting approval of the previously rejected submission being approved by the Municipal Clerk in the minutes of that meeting.

Problem: *Unsubstantiated Veto Override Actions*

Under existing provisions of the Act, City Council may override a veto without articulating the reasons for the override. The latter makes it unnecessarily difficult to examine the validity of an override action through the impasse procedure established through the Act.

Recommendation

Amend the Act to require City Council to set forth the reasons for the override of any veto as part of any resolution involving an override action. That resolution and the COO's veto message shall constitute the entire record for the purposes of arbitration unless the parties agree to expand the record or are directed to do so by the special arbitrator.

Problem: *Commitment of City-Related Boards and Agencies to COO Agenda*

As a result of competing agendas and limited resources, some city related boards and agencies have not supported COO-proposed actions. This discord jeopardizes critical revitalization efforts.

Recommendation

During the rehabilitation term, all boards and authorities should be combined under one Executive Director who reports to COO, and each board/authority should maintain a Director who reports to this Executive Director. These groups should be co-located and have one board, which the COO should chair. This approach would produce much more effective coordination than the veto power.

Amend the Act to give the COO the authority to make all appointments to the boards and agencies except for those appointments specifically designated by law as mayoral appointments and to give the COO would have a one-time right to dissolve and reconstitute the board or governing body of any board or agency.

Problem: *Personnel*

The State Department of Personnel has determined that CRA employees are subject to civil service classifications and regulations. This determination, to which CRA had not been subject during its years of operation prior to the approval of the state Act, limits the COO's ability to appoint qualified persons to positions associated with municipal rehabilitation and economic recovery.

Additionally, the power given to the COO to eliminate positions is not sufficient to support the administrative changes needed to achieve municipal rehabilitation. If a particular job title is eliminated, then all employees, both those who are performing at or above standard, will be affected as well as underperforming employees.

Recommendations

- Amend the Act to permit the COO to establish new positions within city government and within the organization of city-related boards, agencies and commissions.
- This discretion would be limited to the establishment of positions associated with the implementation of municipal rehabilitation and economic recovery activities specified in the Act.
- These positions would be subject to civil service regulations but would be designated as unclassified. Incumbents in these positions would serve at the pleasure of the COO or the Mayor, as appropriate. Any such positions would terminate upon the expiration of the rehabilitation term and economic development term unless the COO or the Mayor elects to terminate at an earlier time.

- Appointment to and budgeting for these positions would remain subject to the procedures appropriate to the unit of government to which the person is appointed.
- Supplement the implementation of the Municipal Management Plan through additional training and consistent evaluations and performance measurement, in order to establish a basis for employee advancement. The need for a multi-year investment in this process is another reason why an extension of the rehabilitation term is needed.

Problem: *Public Safety*

Perception and reality concerning crime in Camden has a tremendous impact on both the city's financial stability and development potential. The need to address public safety issues is greatly disproportionate to available municipal resources. One illustration of this disproportion: the nearby Township of Cherry Hill, with a population comparable to Camden's, has seven times Camden's total assessed valuation to support a police force that is one-third the size of Camden's.

Police and Fire salaries represent at least 75 percent of the total salaries paid by the city. These salaries, plus the cost of managing the quality-of-life issues of trash removal and street lighting, represent approximately 80 percent of the budget.

Public safety, poverty, and blight are interrelated. Blighted neighborhoods create an environment for criminal activity. However, in order for the redevelopment of blighted communities to be successful and to stimulate housing production, business development, and job growth, the community environment must be perceived as safe. Unless the city is able to substantially reduce crime and the perception of Camden as one of the nation's most dangerous cities, initiatives to market the city as a place to live and do business will fall far short of expectations.

The current staffing and organization of the Police Department is the result of an initiative by the Office of the State Attorney General and the recommendations of a blue ribbon panel appointed by the Attorney General. The department continues to be directed by a supersession executive who is an appointee of the Camden County Prosecutor. Salary levels are, to a large extent, the product of state-directed arbitration proceedings.

Recommendations

Implement recommendations published in the final report of the Commission on Camden Public Safety.

B. Capital Improvements, Infrastructure and Utilities

With the reorganization of city government mandated by the Act, the Department of Utilities was abolished and its responsibilities were split between the Department of Development and Planning and the Department of Public Works. The planning and implementation of capital and infrastructure improvements were made the responsibility of the Department of Development and Planning. The Department of Public Works was charged with managing the contract for the system operator, United Water Camden. United Water Camden is a successor corporation to Camden Water LLC, which had entered into a contract to operate and maintain the City of Camden water and sewer collection system in 1999. The contract calls for the payment of a management fee, the funding of major repairs, and pass-through funding for certain cost increases and increased payments associated with the operation of new capital equipment.

- The Department of Public Works developed and implemented a system of public notifications that included a recorded, bilingual hot line to provide customer information, press releases, and a program of "e-mail alerts" to advise Camden's principal water consumers of issues that could affect their water quality
- The Department of Public Works has worked with the Merchantville Pennsauken Water Commission and the State Department of Environmental Protection (NJDEP) to sell a portion of its unused Puchack Run allocation to the Merchantville Pennsauken Water Commission (MPWC). This action will enable disposition of a portion of the site and the payment will enable Camden to repay a portion of the New Jersey Environmental Infrastructure Trust (NJEIT) funds that have been used to upgrade its water treatment facilities.
- Camden has entered into an agreement with the Camden County Municipal Utilities Authority (CCMUA) and the City of Gloucester to implement the "floatables and settleables control". The facilities have been designed and approved by NJDEP. Camden is in the process of acquiring construction easements for the facilities. CCMUA will construct the facilities during fiscal year 2008 as Camden County's contribution as identified in the state Act.
- Camden is working with CCMUA and its own consultant to comply with the NJDEP planning requirements. The studies are underway and are to be delivered to NJDEP in January 2007.
- The Department of Public Works has developed GIS capacity to utilize the initial electronic utilities maps and has participated with the COO's efforts to implement a citywide GIS system. The Department salvaged abandoned equipment, obtained a donated license for the GIS software (through the Trust for Public Land), and utilized it to provide mapping for utility repair efforts. This capacity enabled the Department to provide mapping for snow removal planning and development

of inspection areas. These mapping services were provided to the Camden Board of Education (Safe Corridors Project), Camden Police Crime Mapping Program, and City Clerk's office (to support electronic mapping of election districts), among others. The Department of Public Works has been able to demonstrate to other Departments the viability of using GIS technologies to improve the delivery of municipal services.

- The Department of Public Works researched and assumed responsibility for the enforcement of the City Administrative Code concerning water and sewer use and repairs. The inspectors have been provided with information so that they can issue citations and begin the procedural due process that will lead to the problems being abated.

Following is a summary of capital improvement and infrastructure projects undertaken by the Department of Development and Planning between 2003 and 2006, valued at approximately \$100 million:

- Street projects including almost 14 miles of street resurfacing, streetscapes, pedestrian lights, new sidewalks and traffic signal upgrades were completed at a cost of \$24 million.
- Park projects, including the upgrading of athletic fields and playgrounds were completed at a cost of almost \$10 million.
- Water projects consisting of the replacement of 3,000 lead service lines, the drilling of ten new replacement wells in the Morris-Delair Well Field, a new water storage facility, the replacement and installation of direct read water meters in residential and commercial properties were completed at a cost of \$42 million. These improvements also include water main installations and upgrades to two water treatment plants.
- Sewer projects consisting of the reconstruction or rehabilitation of approximately 54 sewer mains, sealing of water wells and inlet reconstruction along with resurfacing of associated streets were completed at a cost of \$21 million.

Problem: *Deteriorating Infrastructure*

The deterioration of Camden's infrastructure is well known and is a barrier to many redevelopment initiatives and effective service delivery to its residents. At the start of the recovery period, there was a lack of accurate data to develop a realistic long term infrastructure plan and limited ability to be strategic with available resources for infrastructure development. The Capital Improvement and Infrastructure Master Plan undertaken by the Economic Recovery Board provided a foundation for a long term strategy.

Recommendation

The City has made substantial progress with data collection and coordination. Using the Capital Improvement and Infrastructure Master Plan as a starting point, the state needs to support and fund a realistic long term infrastructure planning and implementation strategy. This updated strategy will direct investment in coordinated infrastructure improvements and stop the cycle of ‘band aid’ responses to emergency situations. This strategy is essential for the city to competitively attract market driven private investment that will have an appreciable impact on the tax base.

C. Property Tax Collection

1. Actions Completed with Support from XSPAND

In March 2002, City Council authorized a professional services contract with XSPAND for the disposition and servicing of municipally-held tax liens and property. The services that have been and are being provided under this agreement and related agreements include the following.

- Reconciliation and verification of accurate tax delinquency data (for city and Camden County Municipal Utilities Authority liens).
- Access to XSPAND database of Camden real property tax data and training of city staff in the use of the database.
- Recommendations on individual property disposition including foreclosure and redevelopment recommendations.
- Collection of delinquent taxes through actions such as letter and phone communications, mortgage referral initiatives, and the execution of installment payment agreements.
- Collection of delinquent taxes through installment plans

The tax collector’s office, in conjunction with XSPAND, completed an audit of approximately 7,500 municipally held liens and a thorough audit of the original tax sale certificates was completed by staff. More than 600 original certificates that had been missing at one time were recovered. Approximately 300 certificates were duplicated by Resolution. A final audit was then conducted by staff, followed by recordation of all certificates.

- As a result of services provided by XSPAND, collections on delinquent properties have totaled approximately \$18.5 million. The collection rate on delinquent municipal liens during the three-year cycle from July 1, 2002 through July 1, 2005 has increased 56 percent over the preceding three-year cycle. A total of 707 property owners have entered into installment payment

agreements, and the default rate on these agreements has declined from 96 percent (before XSPAND was retained) to 22 percent, from January 2003 to the present.

2. Tax Lien Financing Corporation

The Tax Lien Financing Corporation (TLFC) was enacted into law by the New Jersey State Legislature in July 2003 for the purpose of acquiring tax liens to expedite the receipt of anticipated revenues. The TLFC is also empowered to acquire, maintain, improve and dispose of real property encumbered with TLFC liens and is thereby vested with *in rem* foreclosure powers. The TLFC Board consists of five members: the State Treasurer, who acts as President and Chairperson of the board; the Commissioner of Community Affairs; the COO; and two public members appointed by the Governor, one of whom must be selected from a list of three persons nominated by Camden's mayor.

To support the TLFC transaction, the New Jersey Economic Development Authority issued a \$2 million note to the City of Camden in consideration for the city's agreement to assign nearly all of its municipal liens to the TLFC. The TLFC transaction closed in January 2006, at which time the City of Camden assigned an estimated 5,350 liens to the TLFC and received a \$2 million loan from the state Economic Recovery Board. Of these liens, an estimated 3,700 are available for exposure to investors in the competitive marketplace, an additional 163 liens have been earmarked for seven Camden-based non-profit groups, and approximately 1,450 liens are reserved for CRA once foreclosed on by the TLFC.

Based solely upon revenue collected from property owners whose liens were assigned to the TLFC, the \$2 million note referenced above was paid in full fifteen months in advance of the two-year term of the note.

Through the legislation and subsequent actions, TLFC has the power to:

- authorize the Servicer of the TLFC liens to market the 3700 "non-prioritized" TLFC liens to investors through the issuance of a Request For Proposal;
- assign TLFC liens to third-party investors at full and discounted values;
- commence a foreclosure action against a property owner whose lien has been assigned to the TLFC;
- reduce the amount of a lien to the fair market value of the property to which the lien is attached; and

- accept deeds-in-lieu of foreclosure on TLFC liens.

The city expects that approximately twelve million dollars will be realized through TLFC transactions and that properties foreclosed by TLFC will be returned to the tax rolls, increasing current collections.

As indicated above, scheduling of the initial meeting of the TLFC Board is required before implementation can begin.

3. Improvements in Property Tax Collection

In Fiscal 2006, the City of Camden achieved the highest rate of taxes collected in nearly thirty years. Improvements in the Tax Collector's Office have resulted in an increase of eight percent in the collection rate from Fiscal 2004 to Fiscal 2006. This effort alone has yielded increased revenue in Fiscal 2005 of over \$1million and translated into an additional \$1.6 million savings in appropriations in the Reserve for Uncollected Taxes line item in the Fiscal 2006 budget. The Fiscal 2007 Reserve for Uncollected Taxes line is expected to be reduced by an additional \$1.8 million. This \$3.4 million dollar reduction of appropriation translates into a direct dollar-for-dollar reduction in the amount of state aid provided to the City of Camden.

The collection rate improvement has been achieved by utilizing the enforcement tools in NJSA 54:5. The office has been aggressive in the mailing of delinquent notices, and implementation of sending out a pre-tax sale notice giving additional notification of the tax sale. The office has also taken a firm stance with outside lien holders and encouraged payment of subsequent taxes. In the past two years, three parties with substantial investments in the city have paid subsequent charges attached to their liens. Payments of such charges had not occurred in prior years.

Collection rates between Fiscal 2003 and 2006 are shown in Table VI-3 below.

**Table VI-3
Collection Rate History: Fiscal 2003 through 2006**

Fiscal Year	Collection Rate
2003	67.20%*
2004	77.20%
2005	80.84%
2006	86.37%

**anomaly due to late approval from state to mail tax bills resulting in a due date after year end*

4. Improvements in Tax Sale Process

The city has worked to increase efficiency and lower data errors related to the annual tax sale. Posting of the tax sale list on the city web site, along with emailing and mailing of notices to lien holders allows the city and the lien holders to be more organized and better prepared during the days on which tax sales are scheduled. The city also invested in a tax system upgrade to change from manual data transfers to electronic transfers. This change has paid for itself in the overtime that had previously been required to proof and correct the lien data related to certifications to tax sale.

The city's Finance Department and United Water Camden are currently reprogramming their systems to allow the same data transfers. The reprogramming is expected to be completed by the time of the Fiscal 2007 tax sale. The city now supplies Camden Water with current property owner information, mailing addresses and updated bankruptcy information so that property owners can be aggressively and correctly notified of delinquencies, which often are the responsibility of the tenant. Newly instituted procedures and policies have created new awareness on the part of both property owners and investors. Positive results associated with these efforts are summarized below.

January 12, 2004 Tax Sale: 5,160 properties advertised, 2,323 properties sold. Third-party investors purchased 1,393 liens. 930 properties were "struck-off to the City of Camden.

January 31, 2005 Tax Sale (continuing through the afternoon of February 1, 2005): 4,232 properties advertised, 2,196 properties sold. Third-party investors purchased 2,102 liens. 94 properties were "struck-off" to the City of Camden.

October 17, 2005 Tax Sale (continuing through the afternoon of October 18, 2005): 4,587 properties advertised, 2,670 properties sold. Third-party investors purchased 2,539 liens. 131 properties were "struck-off" to the City of Camden. (all but 60 have subsequently been assigned).

July 10, 2006 Tax Sale (continuing through the afternoon of July 11, 2006): 7,095 properties advertised, 2,809 properties sold. Third-party investors purchased 2,797 liens. 12 properties were "struck-off" to the City of Camden.

Third-party investors have become increasingly aggressive in the bidding of interest rates for the liens acquired. Many liens are purchased for interest rates as low as zero percent, as opposed to the 18 percent statutorily enforced for municipally held liens. The increase of premiums bid on liens has grown considerably from less than \$1,000 to \$404,000, collected at the July 2006 Tax Sale.

5. | Improvements in Processing of Tax Bills

The Finance Department has decreased the turn-around time for printing and mailing tax bills. Tax bills are now printed in the office on a high volume laser printer rather

than being sent to an outside vendor for printing. This change decreases cost and the waiting time associated with coordination with an outside vendor, enabling the city to print and mail tax bills within four to five days instead of up to two weeks. The savings have already paid for the new printer. Delinquent notices and tax sale notices are now printed in-house as well.

6. Payments in Lieu of Taxes

The activity described above has been complemented by revenue gained through payments in lieu of taxes. A summary of payment in lieu of taxes revenue follows.

**Figure VI-4
Payments in Lieu of Taxes: Summary as of November 1, 2006**

Development Venture	10 Yr. Projected Annual Amount	ERB ()	Active ()
1. Antioch Manor Project	\$32,595.00		
2. Camden County Energy Recovery Corp.(CCERC) 600 Morgan Blvd.	\$1,774,555.20		
3. Camcare Health Corp.	\$20,000.00		
4. Camden Baseball (According to Sales)	\$63,000.00		
5. Camden County Community College	\$70,000.00		
6. Camden Townhouses	\$17,264.00		
7. Camden Waterfront Technology Center	\$20,000.00		
8. Campbell Soup	\$453,100.00		
9. Chelton Terrace	\$77,715.00		
10. COGEN	\$341,450.00		
11. Comcast	\$120,858.00		
12. Community Impact (DRPA PATCO)	\$75,000.00		
13. Cooper's Ferry Development Association (CFDA)	\$261,500.00		
14. Cooper's Plaza Historic Homes	\$15,600.00		
15. Cooper Riverview Homes	\$11,000.00		
16. Cooper's Square Urban Renewal Venture	\$261,596.00		
17. Crestbury Apartments	\$92,000.00		
18. Dooley House Inc.	\$2,160.00		
19. Fairview Village Urban Renewal Assoc.(Yorkship Sq.)	\$100,440.00		
20. Faison Mews Project (Pearlye Assoc. Urban Renewal Limited Partnership for Faison Mews Sr. Housing)	\$45,000.00		
21. Ferry Manor, LLC			
22. Gateway Urban Renewal	\$17,800.00		
23. G. E. Aerospace	\$886,619.00		
24. NJ Transit	\$53,000.00		
25. NJ Port Authority – South Jersey Port Corp. (SJPC)	\$2,000,000.00		
26. NEDMAC	\$65,000.00		
27. Northgate II	\$145,000.00		
28. Our Lady of Lourdes	\$90,000.00		
29. Riverview Towers	\$145,500.00		
30. Roosevelt Manor	\$61,000.00		
31. Rutgers the State University of NJ	\$55,000.00		

32. Sheridan Apartments	\$105,000.00		
33. STATE BUILDINGS	\$316,200.00		
34. Tamarack (Ferry Station LLC)	\$200,000.00		
35. VESTA (Everett Gardens)	\$99,550.00		
36. Victor Building	\$200,000.00		
37. Westfield Acres (Baldwin's Run)	\$70,000.00		
38. 32 nd Street Urban Renewal (Carpenter Hill)	\$45,000.00		
Total Projected Annual Amounts	\$4,554,669.00		

Problems Encountered and Recommendations for Improvement

Problem: *South Jersey Port Corporation Revenue to City*

The South Jersey Port Corporation occupies a substantial portion of Camden's waterfront and is a valuable contributor to the regional and state economy. However, the city derives little direct economic benefit from the port's location in Camden. The port currently pays the City of Camden about \$2 million annually. By comparison, the City of Newark receives a disproportionately higher amount annually from the Newark Airport.

Recommendation

The state should authorize the completion of a study of the port and related facilities elsewhere. The study should conclude with recommendations for increasing the amount of revenue gained by the City of Camden based on the port's location within Camden.

VII. Progress in Advancing Economic Recovery

The Act calls for the Strategic Revitalization Plan to address a broad range of activities to support economic recovery goals. Actions by the COO and CRA associated with each activity are summarized below, along with summaries of problems encountered and recommended responses to these problems.

A. Linkages to Existing Community Fabric

Prior to the Act, the State of New Jersey, through the creation of the Schools Construction Corporation, made a significant commitment to rebuilding neighborhood schools. As originally envisioned these schools were to function not only as educational facilities, but also as community centers. With this in mind, the CRA anticipated that plans for redevelopment and other neighborhood reinvestment activities would complement the schools. This coordinated approach was intended to stimulate neighborhood real estate markets and ancillary economic activities.

Key to the revitalization of the City of Camden will be the reclamation, remediation, and reuse of underutilized, contaminated, or obsolete properties. The best way to promote such major changes of land uses while strengthening existing neighborhood fabric is through an inclusive redevelopment planning process. The city and CRA have envisioned this as a process which would involve public agencies, civic organizations, and citizens.

An example of this dynamic interaction is the decision not to pursue plans for big box retail in the Cramer Hill neighborhood. Working in concert with the community, the city determined that indeed this type of retail development did not fit with the scale of the existing neighborhood. Subsequently, the big box retail was proposed for an alternative site along Admiral Wilson Boulevard.

The importance of reinforcing existing community fabric has been illustrated by the CRA's approach to demolition, in which priority attention is devoted to demolishing dangerous buildings or clearing nonresidential sites that are not feasible for rehabilitation.

At present, Camden's Zoning Code has been revised from its last update in 1979, which will enable new land uses, and minimum incompatible uses.

Problem: *Inadequate Educational System*

Successful redevelopment in Camden depends on investment in the improvement of the city's public school system. Present uncertainty about the future of Abbott funding is affecting investor confidence in residential construction and detracting from efforts to promote the city in a manner consistent with provisions of the Act.

In addition to the capital needs of the school system, wholesale organizational and programmatic reforms need to be implemented. Simply constructing and upgrading school

facilities will not produce an educational system equal or better than others in the region.

Recommendations

- The state should reinstate school construction funding in order to fulfill the Abbott obligation for the City of Camden.
- The state should work with the COO and Board of Education to consider programming options such as the clustering of smaller learning communities.

Problem: *Impediments to Site Assemblage*

Although Camden has a substantial amount of land mass that is undeveloped or underdeveloped, much of this area consists of non-contiguous small and medium-sized parcels. One approach to addressing this issue is landbanking—acquiring parcels as they become available, then holding and maintaining these parcels to assemble sites. However, the Act does not provide funding to support a landbanking strategy, which would require a substantial commitment to property maintenance and management. In addition, such a strategy would require far more time than is available. The alternatives to landbanking are the strategic use of acquisition by foreclosure and, when necessary, through eminent domain.

The Delaware River waterfront is the area of the city that has the greatest potential for development and the generation of substantial new tax ratables for the city. However, much of this area is covered by surface parking and undesirable uses. For example, development potential is severely limited by the location of the Riverfront State Prison in the waterfront area north of the Ben Franklin Bridge. The existence of this unproductive use impedes sensible development of the North Camden waterfront in a manner that could provide major economic benefit to the city, region and state.

Recommendations

- The state should continue with its commitment to build structured parking at the waterfront to make prime land available for redevelopment.
- The state should relocate occupants of the Riverfront State Prison to other existing or new facilities, so that this property can be marketed for economically beneficial re-use.
- The state should allocate sufficient funding to support the relocation of other less desirable waterfront uses and the preparation of these sites for marketing and development.
- The state should support the use of foreclosure and, when needed, eminent domain to assemble sites for development.

B. Promotion of a Range of Housing Choice

The COO, through the CRA, has supported an approach for promoting the following categories of housing choice.

- Preservation of existing occupied housing through new and existing public programs, linked with resources to support human capital planning.
- Production of additional subsidized housing to replace demolished subsidized units and expand replacement housing options for residents displaced by redevelopment activities.
- Increase production of market-rate housing for diverse income households through the rehabilitation of vacant structures and new construction on cleared land.
- Rehabilitation of historic and vacant structures for residential occupancy, which will revitalize and preserve existing architecturally significant buildings, maintain neighborhood streetscapes and housing scale.

Problem: *Overconcentration of Subsidized Housing and Lack of Market Rate Product*

Most of the region's non-senior citizen affordable housing units, public housing units, and Section 8 units are located in the city of Camden, while funding support for market-rate housing production within the city is relatively scarce.

Continued over-concentration of subsidized housing in Camden reinforces the status of the city as a center of low-income residency, limits opportunities for mixed-income development, and restricts affordable housing options for residents of the city. In addition, it promotes municipal decisions within the region not to respond to a regional need for the increased production of affordable housing options outside of Camden.

Until Camden's economy improves, "market-rate" housing will continue to require public subsidies. The cost of producing a new unit of housing is approximately \$250,000, and the price at which a new housing product could be sold in some areas of the city is \$150,000 to \$220,000. Recently, the State's housing production programs were revised to allow on a pilot basis increased subsidies to stimulate market rate housing development in Smart Growth and urban communities. So, while the market is getting stronger at least in the short-term market rate housing will continue to require public subsidies.

Recommendations

Affordable housing opportunities should be provided throughout the Camden region to complement neighborhood revitalization activities within the city. Any successful strategy for Camden's revival should include the creation of a regional strategy for provision of low

and moderate income housing. Such a strategy should aim to distribute this housing through all municipalities in the region.

While the broader issues of how the state and the Camden region can further promote affordable housing in high opportunity areas throughout the region are critically important and should be addressed, there are a number of specific measures for Camden residents that can be taken to further such a strategy, including:

- ensuring that effective affirmative marketing plans are communicated to Camden residents through outreach to community groups in Camden, provision of information to the Camden city government, and listing of available units on the New Jersey Housing Resource Center website;
- housing counseling for Camden residents who are interested in moving to higher opportunity communities;
- continuation of Camden's ban on regional contribution agreements (RCAs);
- having the Housing Authority and other relevant public agencies allow for exception rents for Housing Choice Vouchers who wish to move to housing in the surrounding region that costs slightly more than the fair market rates would allow; and
- identifying additional funding to support market-rate housing production.

C. Promotion of Economic Development and Opportunity

Expenditures of ERB funding in support of economic development activities are described in part VIII. The CRA's relationship with the Greater Camden Partnership and the Latin American Economic Development Authority in promoting downtown development and small business development/expansion are referenced in the subsection that follows. Success in economic development also depends on the coordination of public-sector reinvestment through a well-managed redevelopment agency and on the effective functioning of municipal government. The manner in which these issues are being addressed is described in parts III and VI.

Problem: *Insufficient Funding for Community Initiatives and Supportive Services*

As noted in the Strategic Revitalization Plan and elsewhere, the revitalization of Camden involves more than bricks-and-mortar activity. Human capital development, enabling residents to improve their quality of life and economic standing, is essential. The Act does not allocate funding to support development and service initiatives by Camden-based nonprofit agencies that are positioned to play key roles in the city's revitalization.

Although some public funding is available to compensate households scheduled for relocation as mandated by law, there is no substantial funding source available for the provision of supportive services (including housing counseling, workforce development, child care and family services, literacy, education, and work readiness services) that could enable relocated households to improve their economic standing and participate successfully

in the local and regional economy.

Recommendation

- The state should designate funds to be used to provide essential supportive services for households affected by relocation as a part of officially sanctioned redevelopment under the recovery program.
- The state should commit to match funding provided for Camden by a charitable funders' collaborative under discussion by the Annie E. Casey Foundation, the Ford Foundation, and other state and regional philanthropies.
- The state should assist the funders' collaborative as needed in obtaining access to state agency information (not including case files and other confidential information) that can be useful in determining the scope and cost of the activities proposed.

D. Expansion of Educational and Institutional Facilities

A number of important projects and programs by Camden-based academic and healthcare institutions have been started or completed between 2002 and the present and they represent a substantial contribution to Camden's economic development. State funding in the amount of \$47 million has stimulated \$369 million in capital facility expansion among Camden's medical and educational institutions and is at the core of Camden's revitalization in the downtown University District and play a critical role in renewing the City of Camden.

Together these institutions contribute over \$600 million in spending, generating nearly \$1.4 billion in total spending throughout the state and employing more than 7,000 workers—55% of which are Camden County residents and 91% New Jersey residents. The combined capital investments of these institutions are expected to total almost \$400 million between 2003 and 2007. Following is a summary of recovery driven institutional developments.

CAMcare Gateway Health Center

In 2004, CAMcare Health Center opened the doors to its new \$10.5 million state-of-the-art glass and steel facility—The Gateway Center—bringing world-class primary health care to downtown Camden with a projected half million visits over the next 10 years.

Camden County College – Camden Technology Center

Camden County College's Camden Technology Center was one of the first new construction projects to be completed under Camden's MRERA. This 278,000 square foot, \$19.6 million facility includes a 13,500 square foot bookstore which opened in the Fall of 2003—the first new commercial venture completed under MRERA.

Cooper University Hospital Expansion

This \$200 million facility expansion, presently under construction, will provide world-class care to more people in the region through an expansion of operating room services,

emergency rooms, trauma intensive care, critical care services, and doubling of private patient room facilities. This expansion is expected to be central to the revitalization of the Cooper Plaza and Lanning Square neighborhoods.

Lourdes Health System Facility Expansion

In March 2005, Our Lady of Lourdes Medical Center officially opened its \$54 million, 121,000 square foot expansion project, enabling Lourdes to expand its capabilities in emergency, cardiac and other critical care services for the City of Camden and the region.

Rowan University at Camden

After more than 35 years, Rowan University is expanding its presence in the city with a new 5-story, 50,000 square foot facility. The new academic building will double Rowan's student capacity to 1,000 and include an expanded pre-school. The CRA has started property acquisitions for the project.

Rutgers University School of Law Expansion

In 2006, Rutgers-Camden Law School started construction on a \$37 million, 50,000 square foot expansion and renovation of their facilities

The University of Medicine and Dentistry of New Jersey: Robert Wood Johnson Medical School

The Robert Wood Johnson Medical School in Camden provides clinical education for third and fourth year medical students of Robert Wood Johnson Medical School and is nationally recognized for its clinical education by the American Association of Medical Colleges. UMDNJ is committed to a 160,000 square foot, \$136 million facility that will accommodate the expansion of the Robert Wood Johnson Medical School in Camden as well as the School of Public Health and other UMDNJ allied schools. The CRA is in the process of acquiring properties for this in the Lanning Square neighborhood.

E. Integration of Port Redevelopment, Downtown Regeneration, and Revitalization of Residential Neighborhoods.

The COO has supported the revitalization of residential neighborhoods through redevelopment planning, followed by strategic investment activities. The results of this approach to date, in terms of the expenditure of funds appropriated through the Act, are shown in part VIII.

Downtown regeneration has been supported through the CRA's participation, with the Delaware Valley Regional Planning Commission, Greater Camden Partnership and New Jersey Transit, in the drafting of the *Downtown Camden Strategic Development Plan*, published in 2004. This was followed by the publication of the Camden Downtown Market Study in 2005. CRA has enlisted the Partnership's support in completing planning for downtown improvement and in promoting investment in the downtown area. Partnerships with Cooper's Ferry Development Association have resulted in successful infrastructure projects in the downtown.

Implementation of city’s proposed redevelopment approach for the Central Waterfront neighborhood would have resulted in the production of new housing within this community and a reinforcement of the boundary between residential development and port uses. This approach has been strongly opposed by port-related businesses in the area, some of which would be required to relocate, and consensus on the appropriate approach for this area has not yet been achieved.

Problem: *Working Capital for Acquisition and Site Preparation*

Site assemblage and site preparation activities have a critically important relationship to the success of Camden revitalization plans. However, the Act does not provide for the appropriation of sufficient funding to support these activities.

Key acquisition and site preparation activities that require funding support during the next eighteen months are shown in Table VII-1.

**Figure VII-1
Acquisition and Site Preparation Priorities for 2007**

Activity	Neighborhood	Funding Required
Block 190 - UMDNJ	Downtown	Acquisition/Remediation
Central Waterfront Parking	Central Waterfront	Acquisition/Remediation
Admiral Wilson Boulevard	Marlton	Acquisition/Remediation
Supermarket/7th & Linden	North Camden	Acquisition/Remediation
Rowan	Downtown	Acquisition/Remediation
Dr. Denim - 79 Newton	Gateway	Acquisition
918 Broadway	Bergen Square	Acquisition
Regional Arts Center/relocation of clinic at 5th & Market	Downtown	Acquisition/Remediation
Block N/Commerce Building	Downtown	Acquisition/Remediation
Mixed Income Infill Housing	North Camden	Acquisition/Remediation
Affordable rental housing – Phase 2	Cramer Hill	Acquisition/Remediation
Scattered Site Infill Homeownership	Cramer Hill	Acquisition
Lanning Square/Cooper Plaza Mixed-Income Housing	Lanning Square/Cooper Plaza	Acquisition/Remediation
Management of CRA/City Property Inventory	Citywide	Site security
Management of Tax Lien Finance Corporation Property Transfers	Citywide	Acquisition

Recommendation

With the support of state and/or county development agencies (such as the New Jersey Housing and Mortgage Finance Agency, New Jersey Economic Development Authority, the Camden County Improvement Authority, and/or the Economic Recovery Board), a working capital fund should be created, through which money is loaned to CRA for property acquisition, then repaid as assembled sites are purchased by developers. From time to time, staff of state and/or county development agencies may be assigned to work through interlocal services agreement with the city or CRA for property acquisition and site preparation activities.

Problem: *Limited Civic Engagement*

Because the primary focus of the Act is real estate development, the COO, CRA, and City of Camden's Department of Development and Planning have devoted highest-priority attention to civic engagement associated with redevelopment planning and implementation. This focused civic engagement does not address many of the broader issues that are of major concern to Camden community members, including significant quality of life issues that cannot be addressed solely through the implementation of redevelopment plans. Examples of these issues include taxes, crime, youth services, and public safety.

Recommendation

State agencies should make a commitment to participate in the human capital planning process being coordinated through the nonprofit Urban Strategies, Inc., a national organization that has worked closely with community constituencies to develop human capital plans that have been implemented successfully in mixed-income developments in other cities. Urban Strategies staff has begun human capital planning in Lanning Square, in coordination with community members, and has proposed to complete a citywide human capital strategy to complement revitalization plans now being designed and implemented.

State agencies should support this process by assigning staff to be prepared to participate in the human capital process and to make available information about state resources, programs, and services that could support this process.

Problem: *Coordination with Nonprofit Groups Citywide*

During the years in which Camden's municipal government lacked capacity to manage development activities responsibly and reliably, nonprofit organizations had maintained unilateral relationships with state agencies in order to obtain state financing for waterfront development ventures. As a result, during the initial phase of the rehabilitation term, CRA staff was not aware of some nonprofit organization proposals for development financing that had been submitted to the state without an opportunity for local review.

More importantly, nonprofit initiatives were undertaken independently of any comprehensive strategic vision for the city. The result was an uncoordinated revitalization effort. During the early stages of the rehabilitation term, the COO's efforts to conduct all development activities based on a unified strategic vision were incorrectly perceived as representing a desire for unilateral city control rather than as a desire to improve coordination in order to increase efficiency. The scarcity of resources for development agency organizational support added to initial discord with nonprofit organizations.

If the city, through the leadership of the COO and policymaking and program development by the CRA, is given the opportunity to develop a unified strategy for Camden that integrates the interests of all constituencies, more than enough work will be available for all nonprofit groups that are interested in playing implementation roles.

Coordination and communication between CRA and some non-profit developers has improved substantially. The COO and CRA staff recognizes that these organizations can be invaluable partners in the revitalization of Camden and that their work can complement city and CRA activities to produce significant added value for Camden neighborhoods. In the same light, some of these organizations have acknowledged the need to work on implementing a single vision that benefits the entire city and maximizes available resources and they have acknowledged the need for this agenda to be coordinated by the city.

Recommendation

In order to strengthen the relationship between non-profits, the COO, and CRA, these three parties should draft and execute a memorandum of understanding, to be updated annually, that documents planned activities associated with the implementation of the Act and indicates the manner in which all nonprofit entities and CRA are to work together to implement these activities.

The CRA's relationship with the Latin American Economic Development Authority (LAEDA) in connection with support for small business expansion and development provides a model that can be used to establish improved relationships with housing nonprofits. After reaching agreement on an overall approach, CRA and LAEDA work together in providing resources to small businesses, with LAEDA playing an active role in promoting available public-sector resources.

The city and CRA should be given the opportunity to develop a comparable model to support housing production and preservation, and state agencies should not intervene in this process unless requested by the COO.

Problem: *Litigation*

Two major redevelopment plans approved by the city have been stalled by litigation, and additional litigation may be brought by parties that oppose other redevelopment activities. The areas in which the potential for investment, represented by developers that are ready to

commit private-sector resources, are the areas in which the most litigation is taking place.

Recommendations:

- In connection with the two stalled redevelopment plans, the state should support CRA's plan to reinstitute the redevelopment process, following the procedure set out by the Judge in his decision, then resubmit the redevelopment plans to Planning Board and City Council.
- The state should continue to provide support for legal counsel in connection with any current and subsequent litigation brought in opposition to economic recovery activities.

Problem: *Community Opposition*

The COO, city, and CRA are challenged with the responsibility of managing a public sector approach to revitalization that will engage citizens who have a history of disenfranchisement and who are discouraged and disenchanted with past failures, unrealized promises, and setbacks. In addition, many citizens do not have an in-depth understanding of the redevelopment process and the time and resources required in order to achieve improvement. Site assemblage and infrastructure installation/improvement, while not highly visible activities, are critical to development, and both take time. Without a more complete understanding of the redevelopment process, community members may feel as though nothing is happening and that nothing is being done to improve conditions in Camden's neighborhoods.

Furthermore, for civic groups to publicly show support for the city and CRA's work, often results in these groups being viewed as co-opted by the city and CRA and thus, has led to the reluctance of many groups and individuals to show support publicly.

The Act does not provide funding to support civic engagement.

Recommendation

The city and CRA's commitment to civic engagement is described in part IV. The state should support this approach, should make a commitment to the related human capital planning process, and should provide funding for city and CRA staff assigned with civic engagement responsibilities associated with municipal rehabilitation and economic recovery. Additionally, there should be resources allocated for community organization, and consensus building to non municipal organizations, in order to engage a broad cross-section of community members. Without such support, come planning activities will be dominated by a relatively small number of people whose views may not be consistent with those of the community at large.

F. Maintenance and Enhancement of Transportation System and Linkage to High Density Settlement

The COO and CRA have worked in coordination with New Jersey Transit and the Delaware River Port Authority to ensure that ERB investment and other commitments to revitalization are linked to city and regional transit systems. Development plans for downtown, Cooper Grant, Lanning Square, and Cramer Hill all involve housing, retail, and institutional investment in proximity to the River Line, PATCO, and NJT routes. Neighborhood redevelopment plans emphasize development adjacent to or near public transit routes. Bergen Square's redevelopment plan calls for the potential extension of both the River Line and PATCO into the neighborhood as a means of reconnecting this neighborhood to the region. With the Greater Camden Partnership, the COO has supported improvements in the operation and maintenance of the Rand Transportation Center, in order to make this hub of transit activity more presentable to residents and visitors.

G. Preservation and Expansion of Recreational Facilities and Open Space

While continuing to budget a portion of available Community Development Block Grant funding for the improvement of existing community facilities and open space, ERB funding has been secured to support the development of new facilities, such as the Boys & Girls Club of Camden facility being developed in conjunction with the Octavius V. Catto Demonstration School. The COO and CRA have also supported streetscape and greening plans for downtown and neighborhood areas.

The city and CRA played an important role in ensuring that the Salvation Army was successful in obtaining the support needed to complete environmental remediation at the State and Harrison site in Cramer Hill where a new Ray and Joan Kroc Center is proposed for development. The Kroc Center in Cramer Hill, like others at sites around the country that were selected through a nationwide competition, will be a state-of-the-art facility that focuses on the arts, athletics, indoor and outdoor recreation as well as on learning and family education.

In coordination with the city and with the financial support of the Ford Foundation, the nonprofit Trust for Public Land (TPL) completed a report assessing the state of and need for parks in Camden City. To assess the needs and opportunities in Camden, TPL met with a diverse set of stakeholders in Camden over a six-month period in 2003, analyzing the current state of parks and greenspace in the city and the role it does and can play in the city's economic development. The report states that Camden has the basics of a good park system with 80 percent of the population living within ¼ mile of a park. Camden provides its residents approximately 6.3 acres of parkland for every 1,000 residents—slightly below the 7.5-acre average of high-density large cities surveyed by TPL.

With the help and support of agency and nonprofit partners, TPL proposes to implement recommendations made in the report. Key recommendations include:

- Leverage new park projects with school siting and construction, as well as housing development, as magnets for new private investment. Use the city's river and stream corridors as assets to create waterfront access for recreation and water quality.
- Create a greenspace strategy for the city's proposed stormwater management plan that can leverage clean water goals with creation of waterfront public greenways.
- Create a public engagement and park support constituency that can build needed partnerships for city-county financing and parks management goals.

Subsequent to the issuance of their report, TPL has been working with the CRA on several greenspace development ventures within the City including Roosevelt Plaza, a project involving the demolition a deteriorating parking garage and office building, for the creation of a lively civic space in the city's center.

VIII. Expenditure of Appropriated Funds

PROJECT NAME	FINANCING AMOUNT	TOTAL COSTS	STATUS	APPROVAL DATE	CLOSED DATE	BANK / PARTNERS
Residential Neighborhood Improvement Fund						
Parkside Business and Community in Partnership	\$395,825	\$2,705,325	Closed	12/23/2003	6/30/2004	
<p>The Park Boulevard Phase II project is a home ownership project that consists of a 11 low- and moderate-income units and 11 market rate units, ranging from 1,200 to 1,700 square feet. The project involves the acquisition of vacant residential properties and performing "gut" rehabilitation to these units. Many of the units are two-unit attached single-family homes or "twin houses." The project includes substantial rehabilitation of units on Park Boulevard, Kenwood, Langham, and Bradley Avenues. The sales prices for Phase II homes will be \$55,000 for the low-income units, \$60,000 for the moderate-income units, and \$65,000 for the market rate units, for which the ERB funds are earmarked. The project is expected to create one new job. Construction has commenced and approximately \$72,000 of ERB funds have been disbursed.</p>						
CRA/CFDA - Yorkship Square	\$1,600,000	\$1,600,000	Closed	5/21/2004	7/12/2004	Cooper's Ferry Development Association
<p>This infrastructure grant is for the first phase of the Yorkship Square Neighborhood Rehabilitation project. The CFDA, in conjunction with the Fairview Main Street, has developed concept designs for improvements in this historic area. The first phase of these improvements will include sidewalk enhancements around the park with new pavers, street trees, historic lighting with fixtures for banners, waste receptacles, and benches. The main entrances to the Square will be lighted with new historic fixtures and signage to make navigating the neighborhood less confusing. This project will supplement \$9.0 million in public/private resources used to rehabilitate 72 rental and home ownership units located within 4 buildings directly adjacent to Yorkship Square along with 2 buildings located on Merrimac Road and New Hampshire Avenue in the Fairview neighborhood. The project will result in the creation of 38 construction jobs. The project is complete and the final disbursement is in process.</p>						
Camden Redevelopment Agency (Hope VI - Centerville)	\$5,000,000	\$142,119,953	Closed	8/9/2004	9/9/2004	HACC, Pennrose Properties, Ingermann Group, Michaels Development Corp, Antioch Baptist Church
<p>This grant will assist the Camden Redevelopment Agency and the Camden Housing Authority in making infrastructure improvements in the Centerville section of Camden. The funding for this project will come from the Residential Neighborhood Improvement Fund established through the "Municipal Rehabilitation and Economic Recovery Act." The Camden Redevelopment Agency owns most of the land located at the project site. The Camden Housing Authority (CHA) will serve as the developer for this HOPE VI project. Antioch Baptist Church is a partner in the project as it owns a parcel of the land and has an option agreement with the CHA to purchase the property. In addition, Antioch will spearhead the senior housing component of the project. The project is expected to create 31 full-time jobs, 20 part-time jobs, and 2,245 construction jobs. Work has started on the project and approximately 5% of the grant proceeds have been disbursed.</p>						

PROJECT NAME	FINANCING AMOUNT	TOTAL COSTS	STATUS	APPROVAL DATE	CLOSED DATE	BANK / PARTNERS
Residential Neighborhood Improvement Fund						
Cooper Grant Developers, LLC	\$1,200,000	\$6,842,650	Approved	10/3/2006		Pennrose Properties, Inc., Cooper Grant Neighborhood Association (CGNA)
<p>The project is a joint venture between Pennrose Properties, Inc (Pennrose) and the Cooper Grant Neighborhood Association (CGNA). Pennrose is the principal of Cooper Grant Developers. CGNA has been organized and active in the Cooper Grant neighborhood for 20 years. On October 3, 2006, the ERB approved a change in the project scope from the construction of 28 market rate units to 18 new market rate units and reduced the ERB soft loan from \$1,550,000 to \$1,200,000.</p>						
RPM Management LLC (Fairview Parking Courts)	\$791,694	\$791,694	Closed	8/9/2004	9/9/2004	RPM Contracting, LLC
<p>This grant will assist Fairview Village Urban Renewal Associates, L.P. and RPM Development, LLC in making improvements to parking courts and other infrastructure in the Fairview section of Camden with funds from the Residential Neighborhood Improvement Fund established through the "Municipal Rehabilitation and Economic Recovery Act" ("Act"). The project is expected to create 35 construction jobs. The license agreement between the City of Camden and RPM is finalized and improvements have commenced. ERB Funds will be disbursed when project is complete.</p>						
Camden City Garden Club	\$36,600	\$73,200	Closed	12/21/2004	1/28/2005	William Penn
<p>This public purpose grant will be used to a neighborhood beautification project in the Parkside Neighborhood. The Garden Club is working with PBCIP to coordinate the landscaping and tree planting activities.</p>						
Parkside Business and Community in Partnership	\$1,160,000	\$6,475,817	Approved	6/14/2005		PBCIP
<p>The Park Boulevard project entails renovating approximately 200 properties along and near Park Boulevard in Parkside. PBCIP has completed Phase I, the renovation of 11 units. Phase II, the renovation of 22 units, is still under construction and is expected to be completed the first quarter of 2007. ERB funds in the amount of \$395,825 were committed in January 2004 to Phase II for the renovation of 11 market-rate houses. The applicant received the first disbursement in April 2005. Phase III of this project involves the acquisition and renovation by PBCIP of 30 rental units and 40 homeownership units. Work on this phase has not commenced and the ERB loan agreement is pending.</p>						

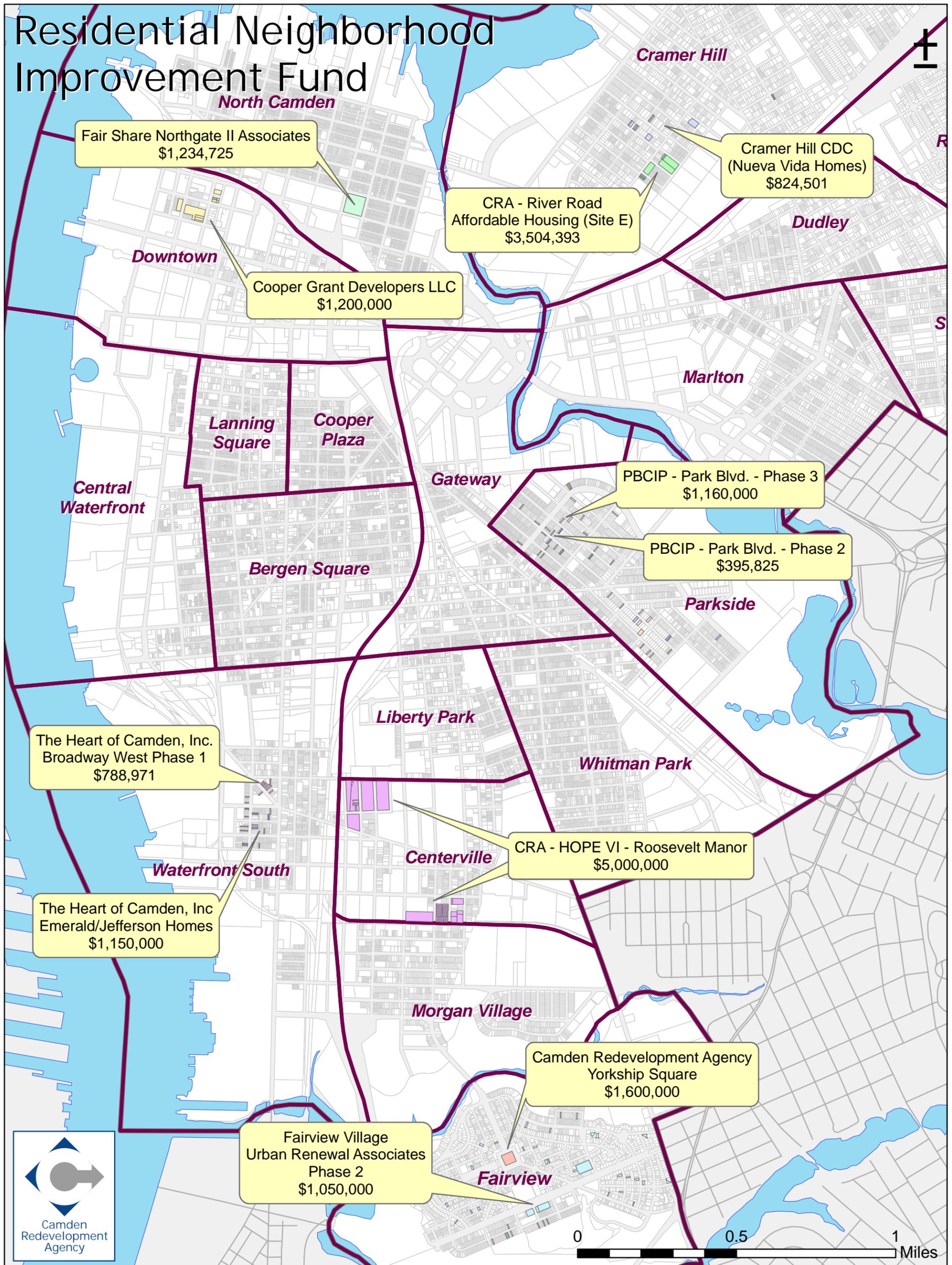
PROJECT NAME	FINANCING AMOUNT	TOTAL COSTS	STATUS	APPROVAL DATE	CLOSED DATE	BANK / PARTNERS
Residential Neighborhood Improvement Fund						
Fairview Village Urban Renewal Associates, L.P. ("Fairview") Fairview Village Phase II	\$1,050,000	\$11,182,960	Approved	7/28/2005		RPM Contracting, LLC
<p>The project entails the redevelopment of Collings Avenue and Fairview Court with new multifamily housing. ERB funds will be committed for the infrastructure improvements to the project. These improvements will include installation of utilities, demolition of building foundations, clearing of trees and fences as well as debris removal. Paving, parking and site improvements will also be included, along with fencing and landscaping. The first phase of rehabilitation has been completed which includes the renovation of 53 rental units with 20 units of new construction to be completed this summer. In addition, 35 single family homes were renovated and sold in 2004 and a second phase of single family development commenced in January 2005, which consists of an additional 35 homes. ERB funds had been committed in August 2004 in the amount of \$791,694 to assist in making improvements to 5 parking courts and other infrastructure in the Fairview section. The ERB Grant Agreement is pending.</p>						
Camden Redevelopment Agency (Cramer Hill Streetscape Project)	\$659,145	\$1,181,745	Approved	8/23/2005		EDA NJDOT/ Fleet Boston Financial Foundation
<p>The Cramer Hill Project is an infrastructure project focused on improving the condition and appearance of Cramer Hill's core retail area. The goal of this project is to develop a pedestrian-friendly street scape in the heart of the largest commercial node in Cramer Hill. This is a highly visible area where physical enhancements have the potential to stimulate additional private investment. This project is not dependant upon the Cramer Hill Redevelopment Plan, but is complementary to the goals of the Plan. This grant request for \$659,145 in ERB assistance will help to fund the proposed improvements to Cramer Hill's Core Retail Area, which includes streetscape enhancements (pavers, street trees, historic lighting), lateral utility replacement and also road repaving along River Avenue from Cambridge Street to 24th Street. The ERB Grant Agreement is pending.</p>						
Cramer Hill CDC (Nueva Vida Homes)	\$824,501	\$3,080,155	Approved	8/23/2005		EDA/HMFA
<p>The project entails CHCDC building 14 replacement homeownership units between 18th and 21st Streets along River Avenue. CHCDC proposes to develop this housing project that will directly benefit families who will be displaced by redevelopment activities in the Cramer Hill section of Camden. The Camden Redevelopment Agency's ("CRA") redevelopment plan for Cramer Hill calls for the remediation of the Harrison Avenue Landfill along the neighborhood's river front and the development of new housing and commercial structures in this area. To implement this plan, housing needs to be developed to provide the residents with new housing opportunities.</p>						

PROJECT NAME	FINANCING AMOUNT	TOTAL COSTS	STATUS	APPROVAL DATE	CLOSED DATE	BANK / PARTNERS
Residential Neighborhood Improvement Fund						
Camden Redevelopment Agency - River Road Affordable Housing Project Sites E and F	\$3,504,393	\$34,908,832	Approved	11/22/2005		
<p>Camden Redevelopment Agency ("CRA") designated Cherokee Camden LLC ("Cherokee") as the redeveloper for the Cramer Hill Redevelopment Project. Cherokee has chosen to work with Michaels Development Co. ("Michaels") on this project. Michaels is developing for the City of Camden ("City") and the CRA affordable replacement housing to further revitalization activities in Cramer Hill. The project entails the construction of 162 rental units between River and Hayes Avenue in the Cramer Hill section of Camden. The infrastructure funding requested by the CRA will be utilized to engage in the acquisition activities including, relocation, demolition and environmental remediation.</p>						
NJHMFA - Camden Home Improvement Program	\$5,000,000	\$9,320,000	Approved	11/22/2005		City of Camden, EDA, HMFA
<p>The ERB loan to the HMFA will be used to establish the CHIP program. HMFA together with the CCOP and CCDA will issue a request for proposal to identify a qualified program administrator. Qualified not for profit organizations may undertake part of the marketing, applicant intake, and eligibility and processing components. Applicants will be required to provide proof of occupancy of the premises as a principal residence for the last three years, certify that all taxes and utilities are current, meet the income eligibility test of 80% of area household median income, and agree to continue to occupy the property for at least five years after rehabilitation. HMFA in collaboration with the CCOP has issued an RFP for a project management firm. Proposals are being reviewed.</p>						
Heart of Camden	\$1,150,000	\$1,350,000	Closed	2/28/2006	5/16/2006	EDA, HMFA
<p>The Project implemented a comprehensive Environmental Mitigation and Landscape Master Plan ("EMLMP") helping to revitalize the South Camden community. EMLMP is a comprehensive plan consisting of linear buffers between the neighborhood and industry, streetscaping along key routes throughout the community, and landscaping of open space within the core residential neighborhood. The project area is bounded by Atlantic Street to the north, I-676 to the east, Ferry and Jefferson Streets to the south and west to the Delaware River. Improvement will be phased from April of 2007 through December 2007.</p>						

PROJECT NAME	FINANCING AMOUNT	TOTAL COSTS	STATUS	APPROVAL DATE	CLOSED DATE	BANK / PARTNERS
Residential Neighborhood Improvement Fund						
Fair Share Northgate II Associates	\$1,234,725	\$1,234,725	Approved	6/14/2006		EDA, HMFA, MMA Financial, LLC.
<p>Fair Share Northgate II Associates, L.P. is the current owner of the Northgate II affordable housing development on North 7th and Elm Streets, Camden, which includes a 308 unit high-rise apartment building and 94 apartments in a total of fourteen two-story buildings. All units in Northgate II receive U.S. Department of Housing and Urban Development Section 8 Project Based Assistance rent subsidies. HMFA has approved \$2,440,000 in tax exempt construction financing for the project. MMA Financial, LLC, an investor, has agreed to purchase 4% Low Income Housing Tax Credits for the renovation of the low rise units in the amount of approximately \$1,102,000, which require completion of the project by December 31, 2006. The 631,725 ERB Grant will be used to fund a portion of the infrastructure improvements and the \$603,000 ERB loan will be used as permanent financing on the renovations to the 94 rental units.</p>						
Heart of Camden	\$788,971	\$2,874,885	Approved	9/7/2006		EDA, HMFA
<p>The Heart of Camden ("HOC") is a nonprofit 501(c)(3) community-based organization that was established in 1984 in response to the desperate need for decent affordable housing in the South Camden neighborhood. The Broadway West - Phase I project is a home ownership project that consists of the gut rehabilitation of 16 units of which 14 will be market-rate units and 2 will be affordable units. The requested ERB funds will be used for the 14 market-rate units. The units will be 2-3 bedrooms, 1 ½ baths, and an average of 1,200 sf per unit. To encourage market rate housing development, the ERB may provide gap financing in the form of a soft loan of up to 40% of the total development cost.</p>						
GRAND TOTALS:	\$24,395,854	\$222,867,056				

Source: *The Economic Recovery Board for Camden, Annual Program Report 2006*

Residential Neighborhood Improvement Fund



PROJECT NAME	FINANCING AMOUNT	TOTAL COSTS	STATUS	APPROVAL DATE	CLOSED DATE	BANK / PARTNERS
Demolition & Redevelopment Financing Fund						
CRA - City Wide Demolition	\$5,000,000	\$17,022,000	Closed	9/30/2003	10/14/2004	
<p>Supports the demolition of approximately 548 unsafe, vacant, and abandoned structures throughout the city. The structures are located throughout the city in mostly Transitional and Neighborhood Opportunity Areas. The purpose of demolishing the buildings is to assist with the Prosecutor Office's enforcement operations in the neighborhood and to make the sites available for redevelopment projects. The project will result in the creation of 511 construction jobs. Demolition has commenced and approximately 42% of ERB Funds have been disbursed.</p>						
EDM Holdings, LLC	\$392,500	\$2,650,000	Closed	2/27/2004	12/1/2005	Sovereign Bank
<p>EDM Holding LLC was formed by Von Morris Corporation (VMC), a distributor of high-end architectural hardware, to acquire the property located at Poets Row Industrial Park along the Camden Waterfront at Eric and Second Street in North Camden. VMC will relocate its distribution operations from Pennsylvania to Camden. EDM will purchase and renovate a one-story 40,000 square foot industrial building and a one-story 39,000 square foot industrial building on approximately 21 acres of land. The occupants of the 40,000 sq ft building will be VMC, the operating affiliate who will relocate its distribution operations. The project is expected to result in the creation of 30 full-time jobs and 18 construction jobs. This loan is closed and fully funded.</p>						
CRA - Terraces	\$2,039,500	\$4,048,500	Closed	3/23/2004	5/11/2004	ABC Corporation; Hi-Tech Training School
<p>This ERB grant supports the acquisition, relocation, and demolition of residential and commercial structures in the Terraces neighborhood located in the Waterfront South section of Camden. The project site consists of 12.36 acres of land, containing 56 residential structures, 110 vacant and abandoned lots, and four (4) commercial structures. This ERB grant is fully funded. The acquisitions and relocations are complete and the ERB grant is fully funded.</p>						
Respond, Inc.	\$1,000,000	\$2,550,000	Approved	6/22/2004		United Way and William Penn
<p>Respond will receive a \$1 million ERB public purpose grant to rehabilitate two commercial properties totaling nearly 23,000 sq.ft. in order to house a variety of social service programs for the residents of Camden as well as Camden County, including automotive training, culinary arts, banking, child care, and nursing. The total project costs are \$2.5 million. This project is expected to create 20 permanent full time jobs and 48 construction jobs. Respond received its other funding commitments and is in the process of selecting a construction management firm. ERB funds will be used as a source of the permanent financing on the project.</p>						

PROJECT NAME	FINANCING AMOUNT	TOTAL COSTS	STATUS	APPROVAL DATE	CLOSED DATE	BANK / PARTNERS
Demolition & Redevelopment Financing Fund						
Camden Redevelopment Agency (Central Waterfront & Temporary Parking)	\$5,000,000	\$5,000,000	Closed	10/3/2006	11/4/2004	
<p>The original \$3,910,500 recoverable grant was approved on September 20, 2004, to assist the CRA fund the acquisition, demolition, relocation and construction of temporary parking lots in the Central Waterfront neighborhood of Camden. This grant will be repaid from proceeds of the expected future sale of the properties to a private developer for the construction of housing. Temporary parking improvements were completed in 2005 with approximately \$1.4 million. An additional \$1,089,500 was approved on 10/3/06 for a increase of total project costs from \$3, 910,500 to \$5,000,000. Approximately \$2.7 million of ERB funds have been disbursed.</p>						
Cathedral Soup Kitchen	\$100,000	\$102,375	Closed	9/20/2004	11/3/2004	CRA
<p>The \$100,000 pre-development recoverable grant from the Camden Economic Recovery Board to Cathedral Soup Kitchen will be used to cover the expenses of developing a construction budget, fees associated with architectural and civil engineering services, as well as costs associated with building permits and the zoning and planning board approval process in order to build a new facility on a new site located at 1514 Federal Street, Camden. This project is fully funded.</p>						
Boys & Girls Club of Camden County	\$1,000,000	\$4,632,000	Approved	12/31/2004		Louis Katz, William Penn
<p>This public purpose grant will be used to fund a portion of the permanent financing on the construction of a 24,000 s.f. club house that will feature a swimming pool, computer lab, resource learning center, teen lounge, arts room and game room. The facility will be part of the Catto Elementary Demonstration School located in the Dudley Grange Park. The organization anticipates at least 3,000 children will join as members. Construction has commenced. ERB funding will be used as a source of the permanent financing on the center.</p>						
Camden Redevelopment Agency - Cathedral Soup Kitchen	\$305,800	\$455,800	Closed	12/31/2004	1/28/2005	DOT
<p>This recoverable grant will assist the CRA fund the demolition and remediation cost for property located at 1514 Federal Street for conveyance to the Cathedral Soup Kitchen in exchange for property located on Newton Avenue. Cathedral Soup Kitchen will relocate it current operations located on Market Street to the new location. Demolition and remediation has commenced. Approximately 45% of ERB funds have been disbursed.</p>						

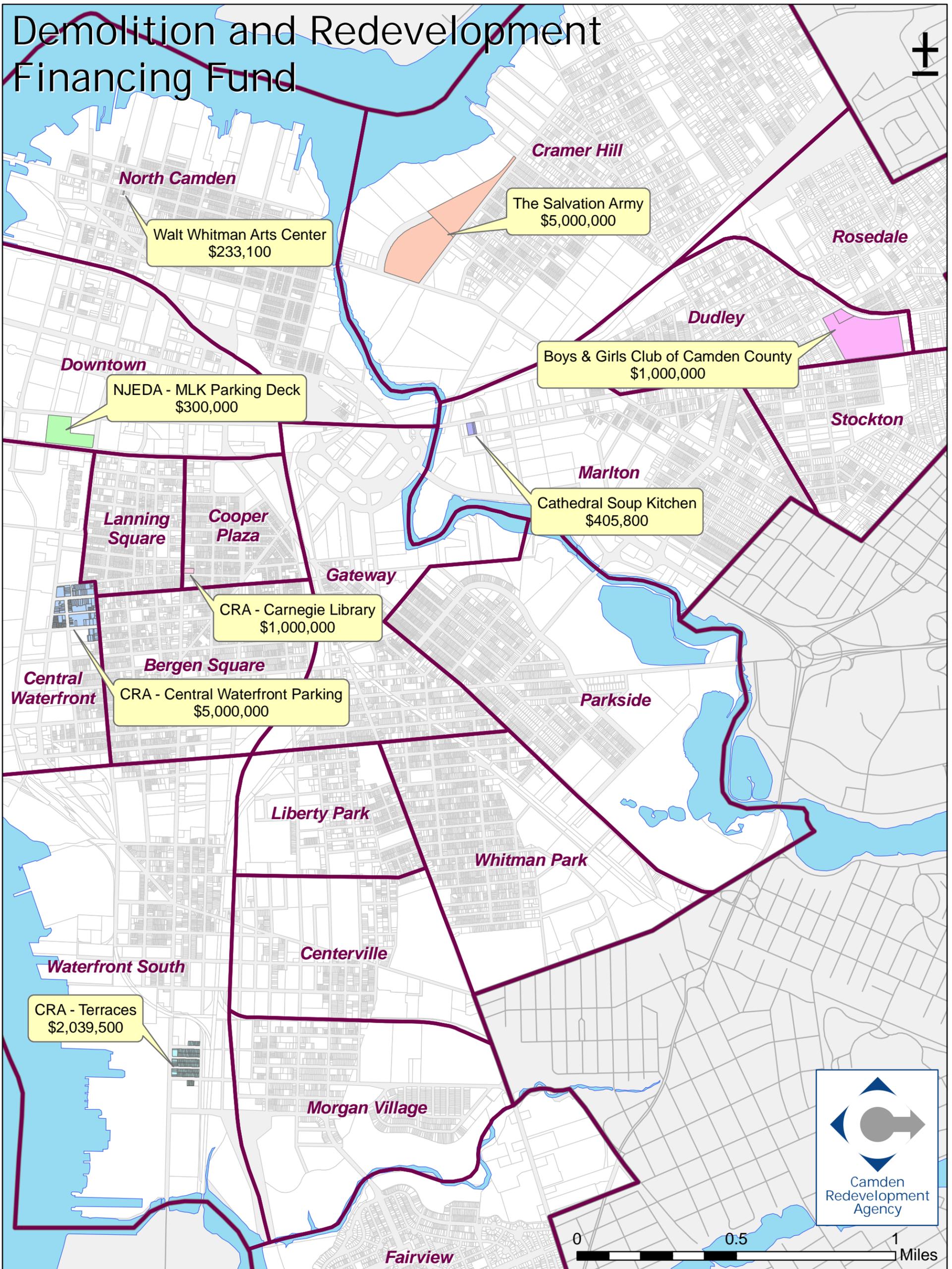
PROJECT NAME	FINANCING AMOUNT	TOTAL COSTS	STATUS	APPROVAL DATE	CLOSED DATE	BANK / PARTNERS
Demolition & Redevelopment Financing Fund						
Walt Whitman Arts Center	\$233,100	\$534,100	Approved	1/25/2005		EZ, PSE&G, CDBG
This public purpose grant will be used to provide a portion of the permanent financing on the construction of a 3,500 s.f. building in North Camden that will be used to house the first of hopefully five Storefronts Arts Projects throughout the City of Camden. This project will provide numerous programs including storytelling, poetry, music, acting etc. to children and adults in the city.						
Cooper's Ferry Development Association/SJPC Infrastructure Improvements	\$1,288,729	\$1,888,729	Closed	4/6/2005	8/9/2005	DRPA
This project will fund the infrastructure and upgrade improvements on several parcels of land owned by the South Jersey Port Corporation. These improvements will provide both short and long term solutions for the growing port operations currently impacting the northern section of the Central Waterfront Neighborhood as well as provide temporary parking for the Tweeter Center's 2005 event schedule. This project is completed and fully funded.						
New Jersey Tax Lien Financing Corp.	\$2,000,000	\$2,000,000	Closed	6/9/2005	1/17/2006	
This \$2 million loan will enable the New Jersey Tax Lien Financing Corp. purchase 100% of a finite pool of the City of Camden's municipal tax liens amounting to approximately \$120 million. Net proceeds will be used for foreclosure and acquisition related to redevelopment plans, housing and infrastructure projects. This loan has been repaid in full.						
NJEDA - MLK Parking Deck	\$300,000	\$300,000	Closed	12/20/2005	3/31/2006	
The EDA proposes to finance and develop a 1,500-car deck on the corner of Dr. Martin Luther King Boulevard and 3rd Street (next to the YMCA). This project is an outgrowth of the work of the Camden Parking Taskforce whose mission is to plan and implement a comprehensive parking solution for downtown Camden and the city's waterfront. The Authority has prepared a preliminary budget which estimates the project cost at approximately \$22,000,000 (Standard industry calculation of approximately \$15,000/space). Assuming \$2,000,000 in gross revenue and operating costs of \$500,000, net revenue could service \$17,500,000 in tax-exempt debt. The proposed \$5,000,000 ERB recoverable grant is required to close this financing gap and fund feasibility study costs.						

PROJECT NAME	FINANCING AMOUNT	TOTAL COSTS	STATUS	APPROVAL DATE	CLOSED DATE	BANK / PARTNERS
Demolition & Redevelopment Financing Fund						
M & A Holdings Co, LLC.	\$900,000		Approved	2/28/2006		
<p>M & A Holdings Co., LLC d/b/a Camden Yards Steel is a steel processing and distribution center. The Applicant is owned equally by Michael Amato and Alan Kanoff who started the Company in February 2001. Camden Yards Steel operates from a 60,000 square foot facility located at the Broadway Terminal in Camden, NJ. Camden Yards Steel is an existing customer of the Authority having received a \$600,000 LDF loan (\$349,205 currently outstanding) and a 25% guaranty of a \$1,100,000 bank loan from Sun Bank (\$764,389 currently outstanding) for the equipment needed for the start up of the business. The Company has flourished, created twenty one new jobs in the city, and has handled our loans as agreed. The Applicant is seeking assistance to purchase a new 96"-wide steel processing line that will allow the Company to add product lines for existing customers and open up new markets that are currently unavailable with the Company's existing 72"-wide processing machinery. The applicant closed on its EDA bond financing in April and expects to close on the ERB loan by the end of 2006.</p>						
American Community Partnership	\$100,000	\$201,000	Closed	3/28/2006	5/26/2006	
<p>American Community Partnership ("ACP") is currently in the process of remediating the project site at 1535 Broadway in order to turn the existing buildings (4,500 sf and 23,000 sf) into a full-service service training academy for the benefit of low-income Camden residents. In the coming months, ACP will remediate the property and renovate the small, 4,500 sf building to house ACP's Camden office and provide a temporary training space for the construction pre-apprenticeship program. Following the completion of this interim space, ACP plans to renovate the larger, 23,000 sf warehouse. The renovation will fit out the building with individual bays for specific construction trades and provide ACP with the space in which to resume training as part of its culinary and certified nursing assistance programs. Over the long term, ACP hopes to expand the buildings functionality to accommodate the surrounding communities through the creation of a community center and recreational area for Camden residents by increasing the campus to a six building, 100,000 sf social services complex.</p>						
CRA - Carnegie Library	\$1,000,000	\$2,088,000	Approved	3/28/2006		
<p>The Carnegie Library is located at 616 Broadway and is owned by the City of Camden. Phase I included the Library being evaluated of its existing structural components as well as its surviving architectural fabric and recommendations were made on its retention and re-use. During this phase, it was learned that structural integrity of two of the building's walls were in question. The City of Camden declared the project an emergency and a temporary stabilization was completed. The cost of this phase was \$236,660 which was paid by the CRA. This application involves Phase II currently in process and includes the preparation of drawings and specifications for the cleaning and removing of the debris of the interior of the building, a combination of stabilizing and reconstructing the exterior walls, and providing a new roof structure supported by a new steel structure inside the building. In order to reduce further deterioration of the structure, window and door openings will be boarded up, a new roof will be constructed, the worst of the masonry problems will be repaired and the building will be properly enclosed.</p>						

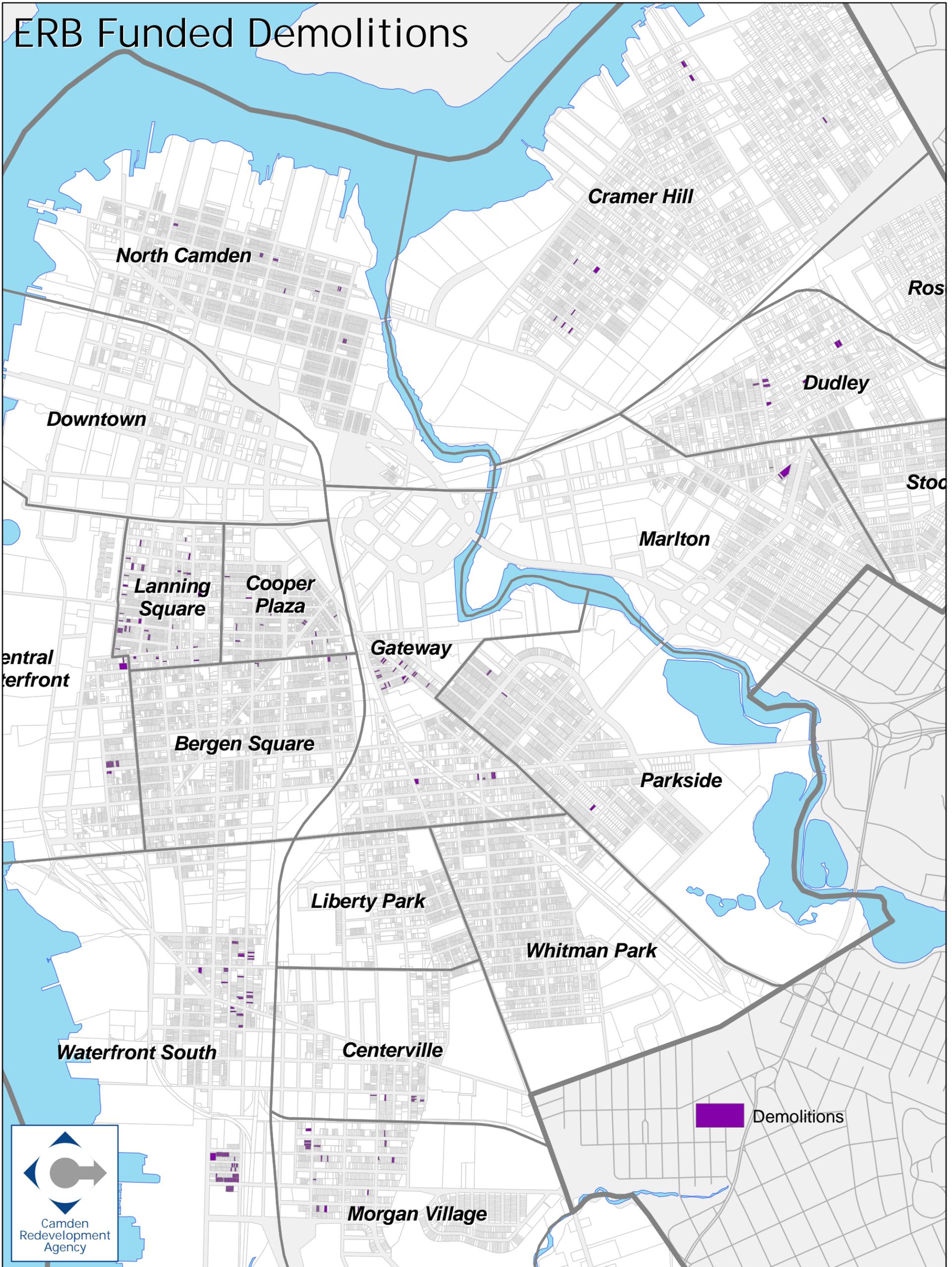
PROJECT NAME	FINANCING AMOUNT	TOTAL COSTS	STATUS	APPROVAL DATE	CLOSED DATE	BANK / PARTNERS
Demolition & Redevelopment Financing Fund						
The Salvation Army - Kroc Center	\$5,000,000	\$33,590,463	Approved	9/7/2006		
<p>The Salvation Army is a nonprofit 501(c)(3) organization founded in 1878 and has had a presence in Camden since 1880. More than 30 million people per year are aided in some form by services provided by the Salvation Army. The site of the envisioned Kroc Center consists of 13.8 acres at the northeast corner of State Street and Harrison Avenue. The plan for the Kroc Center consists of a 100,000 s.f. facility that will include an Arts Center, a Town Plaza, an Athletic Center, and a Family Education Center. The ERB public purpose grant will be used for a portion of the permanent financing on the project and the ERB infrastructure grant will be used for sports fields and courts, retaining walls, parking lot, curbing, fencing, utilities, grass pavers, trees, installation of a methane system, and piles.</p>						
GRAND TOTALS:	\$25,659,629	\$77,062,967				

Source: *The Economic Recovery Board for Camden, Annual Program Report 2006*

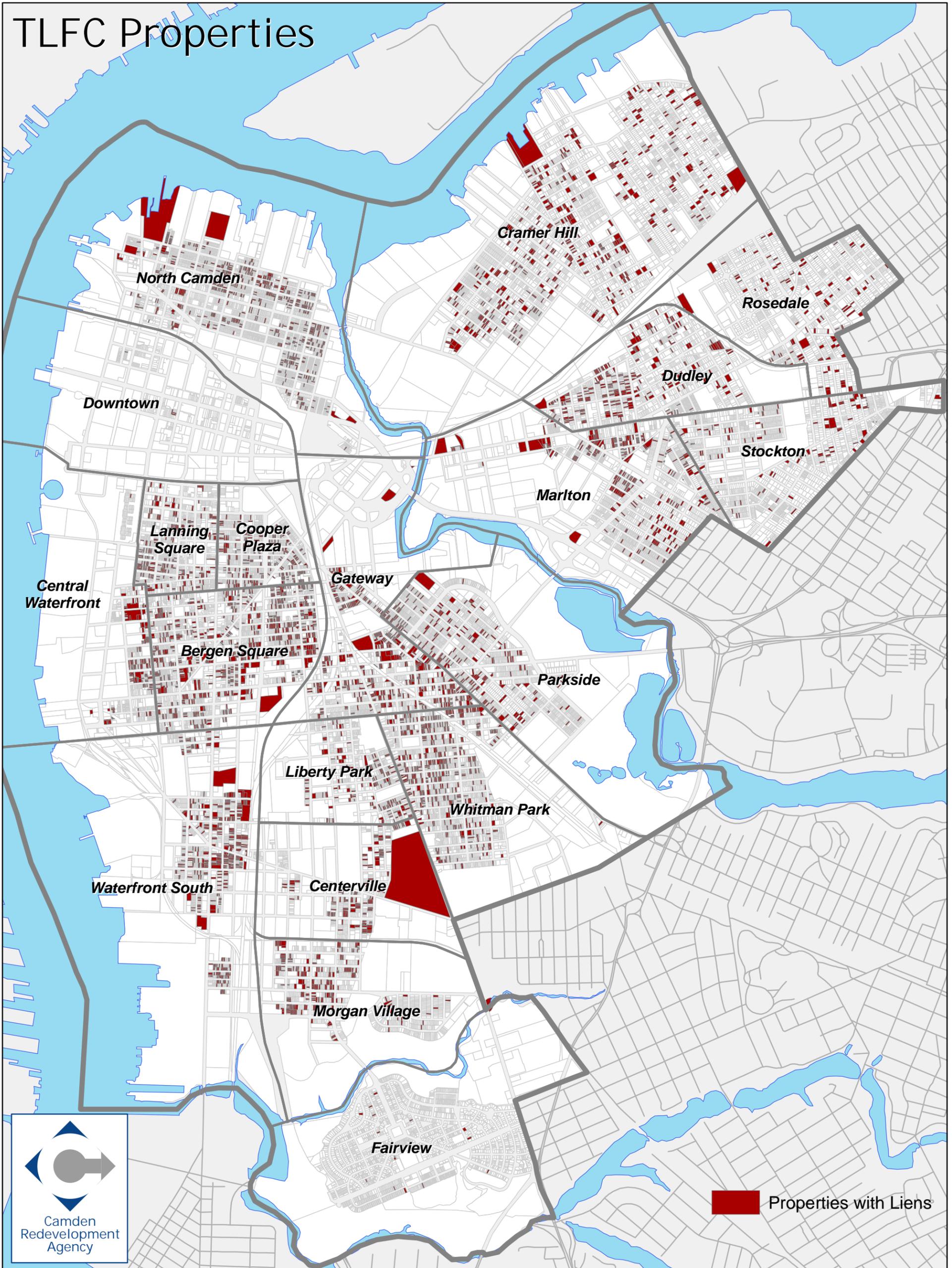
Demolition and Redevelopment Financing Fund



ERB Funded Demolitions



TLFC Properties



PROJECT NAME	FINANCING AMOUNT	TOTAL COSTS	STATUS	APPROVAL DATE	CLOSED DATE	BANK / PARTNERS
Downtown Revitalization & Recovery Fund						
New Jersey Aquarium	\$25,000,000	\$57,000,000	Closed	7/22/2003	11/26/2003	
<p>The aquarium expansion and renovation project is the first part of a multi-phase plan to bring mixed-use development to the Camden Waterfront. New Jersey Aquarium LLC (NJAL) plans to renovate and expand the State Aquarium with over 70,000 square feet of new space and more than 50 new exhibits. The aquarium expansion and renovation project consists of five distinct components with an estimated total cost of \$57 million that will require \$43 million in public funding, \$25 million of ERB funds, and \$18.0 million from the Delaware River Port Authority (DRPA). The project entails the renovation of the existing aquarium, expansion of the aquarium, financial independence for the New Jersey Academy for Aquatic Sciences, expanded parking, and management oversight. The project is expected to create 14 new full-time jobs and 1,425 construction jobs. This project is completed and fully funded.</p>						
El Centro Comunal Borincano Day Care Center	\$800,000	\$3,131,559	Approved	12/23/2003		PNC Bank; Fund for Economic Community Development; NJRA
<p>This loan will help provide permanent financing for the construction of a new 16,000 s.f. child care center located at Fifth Street and Mart Luther King Boulevard in Camden. This \$3.1 million project will involve a relocation of ECCB's 4th Street Center that serves 72 preschoolers and will accommodate an additional 112 infants, toddlers and pre-school students. This project is expected to result in the creation of 71 construction jobs. Construction is approximately 95 complete. Upon receipt of a permanent certificate of occupancy, the ERB and EDA financing can proceed toward closing.</p>						
NJEDA - Waterfront Technology Center at Camden	\$1,000,000	\$16,500,000	Closed	2/27/2004	3/22/2006	EDA
<p>This \$1,000,000 equity investment is for the first phase of development of the Waterfront Technology Center at Camden by the New Jersey Economic Development Authority, a \$16.5 million redevelopment project that will help transform vacant property on the south side of Federal Street between Delaware and Third Streets into a center for technology and research and development operations. The project involves the construction of a 100,000 square foot, five story multi-tenanted building that will provide 80,000 sf of office space and 20,000 s.f. of laboratory space. The CTC will support two important local development goals: bringing "flexible high technology facilities" to Camden and establishing a "Center City, High Tech District" in this area. The project is expected to result in the creation of 100 full-time jobs and 390 construction jobs. This is the first phase of a \$43,000,000 total project. This project is completed and fully funded.</p>						

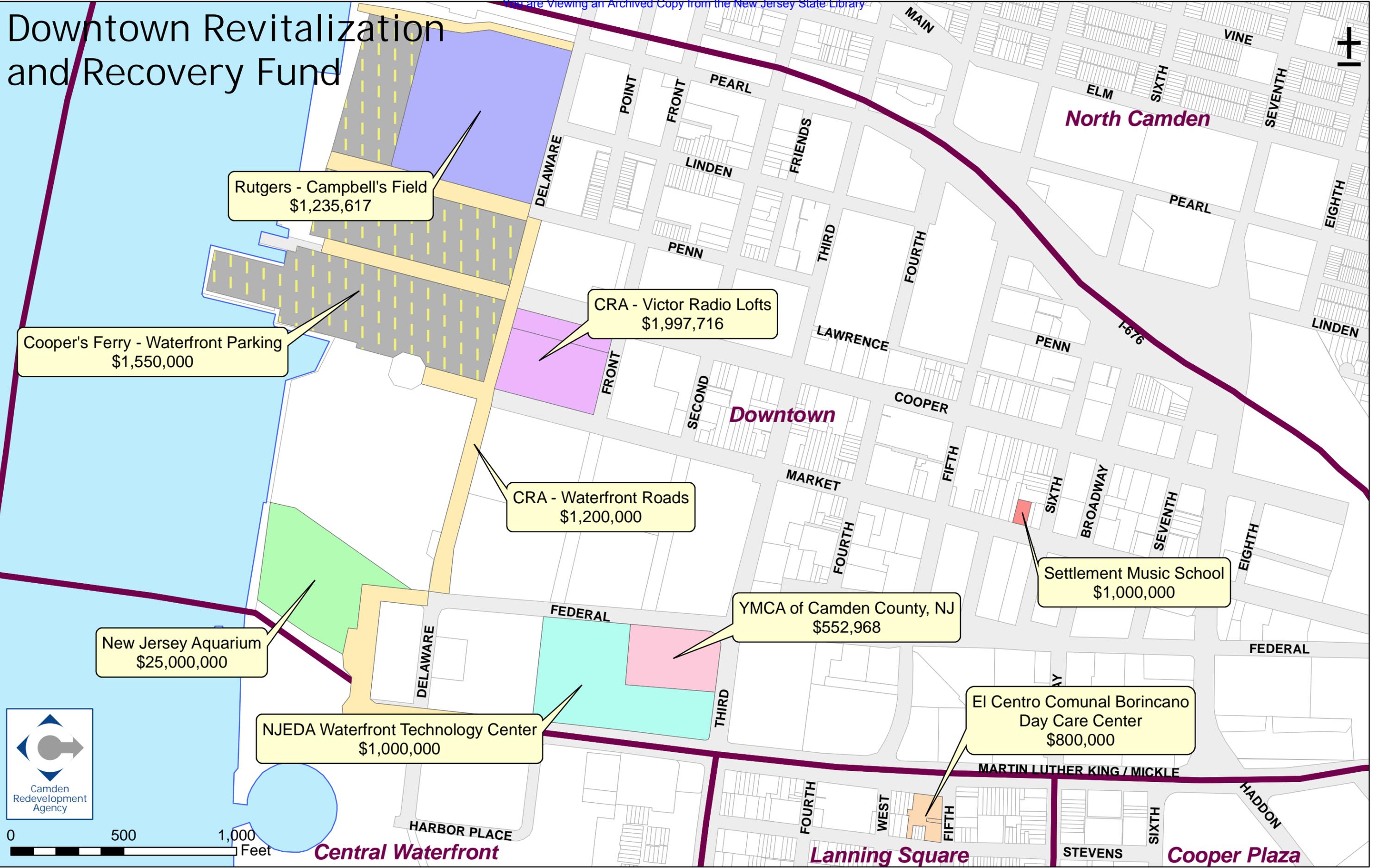
PROJECT NAME	FINANCING AMOUNT	TOTAL COSTS	STATUS	APPROVAL DATE	CLOSED DATE	BANK / PARTNERS
Downtown Revitalization & Recovery Fund						
CRA/CFDA - Waterfront Roads -	\$1,200,000	\$4,400,000	Closed	2/27/2004	6/7/2004	
<p>This infrastructure grant will fund the extension of Riverside Drive, Market and Cooper Streets, and related infrastructure improvements on the Camden Waterfront. This project will allow the city to re-establish public access to the Delaware River and extend infrastructure to attract new development. It will also reconnect Camden's Central Business District to the waterfront. It will directly support the Aquarium's expanded operations and the proposed \$100 million mixed-use project investment of the Steiner group, and will facilitate public access to -- and parking for -- these uses. This project also will establish development parcels for all these activities in addition to setting a framework for access and services to future development parcels along the waterfront. The project will create 88 construction jobs. This project is completed and fully funded.</p>						
Settlement Music School	\$1,000,000	\$4,000,000	Closed	3/23/2004	9/28/2006	CRDA, DRPA
<p>This public purpose grant will assist building renovations in order to create a branch of the Settlement Music School on Market Street in downtown Camden. The SMS project will bring musical education to the children of Camden. SMS estimates that this facility will be able to serve up to 700 students in the core program of instruction and activity in the arts and perhaps as many as 1,000 students throughout the year. SMS will provide program participants with opportunities for self-discovery and self-enrichment through arts study and activity. Participants will develop skills and will have the kind of introductory arts experience most likely to engender life-long participation in attendance at arts events. The project is expected to result in the creation of 11 new full-time jobs and 62 construction jobs. Construction is complete and the certificate of occupancy has been issued. The organization has submitted all required documentation to close and fund the ERB grant.</p>						
CRA/CFDA - Waterfront Parking	\$1,550,000	\$1,550,000	Repaid	4/27/2004	5/26/2004	
<p>This grant funds temporary parking inventory needed to support the expansion of venues along the Camden waterfront and provide permanent parking for NJDOC employees. The project, which will result in the creation of 41 construction jobs, will add approximately 1000 new surface parking spaces to the waterfront inventory by developing three new parking lots immediately north of the Benjamin Franklin Bridge. The project scope consisted of the paving, line striping, lighting, and fencing of 268 parking spaces for use by the NJDOC. The project included site clearing, excavation, gravel stone base, drainage, sidewalks, landscaping, etc. for two other city owned parcels on the west side of Delaware Avenue that will be used for temporary parking needs. These improved parcels will provide approximately 732 additional parking spaces. This grant was repaid on 12/16/04.</p>						

PROJECT NAME	FINANCING AMOUNT	TOTAL COSTS	STATUS	APPROVAL DATE	CLOSED DATE	BANK / PARTNERS
Downtown Revitalization & Recovery Fund						
CRA/CFDA - Interior Gateway Phase II	\$3,232,000	\$3,232,000	Closed	5/11/2004	6/7/2004	
<p>This infrastructure grant supports the completion of critical engineering and design work for the Interior Gateway area as well as fund long overdue infrastructure improvements including the replacement of lateral sewer and water lines, rebuilding sidewalks, resurfacing key streets, and restoring Johnson Park. The project area is bounded by Mickle Boulevard, the Ben Franklin Bridge, I-676, and Delaware Avenue. The CFDA, along with the CRA, is researching funding options for future phases of the IGP. The project will create 38 new construction jobs. The project has been completed and the final disbursement of ERB funds is in process.</p>						
Rutgers, The State University of NJ - Campbell Field	\$1,235,617	\$1,235,617	Closed	6/14/2005	10/25/2005	
<p>\$1,235,617 loan to Rutgers, The State University of New Jersey ("Rutgers") was approved to finance improvements to Campbell Field. These improvements include upgrading the plumbing, drainage, electrical, security and HVAC systems at the ballpark as well as adding revenue producing improvements including ticket systems, video board and outside picnic and playground areas equipped with related amenities. The requested loan will supplement over \$25 million in other public and private investment and is a key component to restructuring the project's entire financial package and protecting and maintaining a state owned asset. Funds will be provided from the Downtown Revitalization and Recovery Fund established through the Municipal Rehabilitation and Economic Recovery Act ("Act"). This project is completed and fully funded.</p>						
Greater Camden Partnership, Inc.	\$200,000	\$775,000	Closed	7/6/2005	9/12/2005	
<p>This \$200,000 public purpose grant will assist the GCP in implementing the Camden Special Services District ("CSSD"). The ERB grant will be used to purchase machinery and equipment needed to clean, maintain and patrol the district area with funds from the Downtown Revitalization and Recovery Fund established through the "Municipal Rehabilitation and Economic Recovery Act" ("Act"). Approximately 95% of the funding for the equipment has been disbursed.</p>						

PROJECT NAME	FINANCING AMOUNT	TOTAL COSTS	STATUS	APPROVAL DATE	CLOSED DATE	BANK / PARTNERS
Downtown Revitalization & Recovery Fund						
YMCA of Camden County, NJ	\$552,968	\$2,018,235	Closed	2/28/2006	4/28/2006	
<p>The Camden YMCA, located on 3rd & Federal Street, is a 38,000 sf facility on 2 acres of land. The project includes 1) constructing 4,000 sf of space to be leased by Acelero Learning-Camden Early Head Start ("Acelero"), who provides childcare to low income families with children ages 3 and 4; 2) constructing 1,217 sf of space to house a Visitor Center ("Center") to facilitate and promote the development of the city. In addition, the Center will house a Customer Relations/Hospitality Training Program ("Training Program") which will provide the basics in customer service skills that are needed for unskilled Camden residents; 3) repaving the parking lot; 4) renovating and equipping an up to date health, wellness and recreation center; and 5) installing air conditioning for the basketball gym and other areas of the branch. The organization closed it its EDA bond financing and the ERB Grant in April and renovations at the Camden facility to be funded by ERB have been completed. The ERB grant is fully disbursed.</p>						
CRA - Radio Lofts - Bldg 8	\$1,997,716	\$3,997,716	Approved	10/3/2006		
<p>The project entails the gut-rehabilitation of a ten-story 153,373 sf vacant building on Front and Cooper Streets. The building will be redeveloped into 86 condominium units with ground floor retail, lobby and onsite parking spaces. In addition, a fitness center, residents lounge, catering kitchen and possible roof deck will be included. The funding requested by CRA will be used to support the complete environmental remediation of the project site, which includes asbestos abatement, lead-based pain abatement, PCB remediation, soft demolition, hazmat removal, basement remediation, and fire standpipe installation.</p>						
GRAND TOTALS:	\$37,768,301	\$97,840,127				

Source: *The Economic Recovery Board for Camden, Annual Program Report 2006*

Downtown Revitalization and Recovery Fund

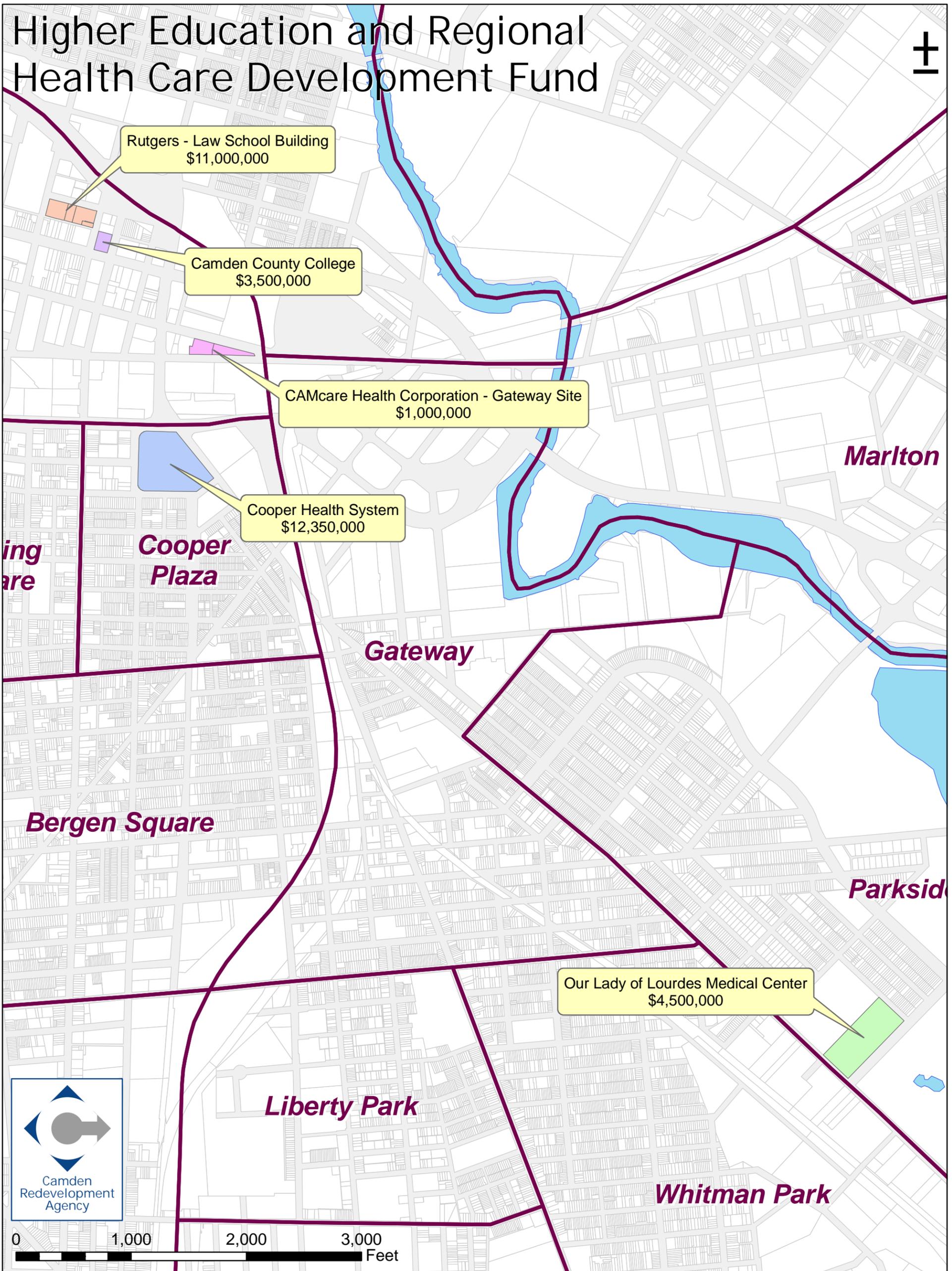


PROJECT NAME	FINANCING AMOUNT	TOTAL COSTS	STATUS	APPROVAL DATE	CLOSED DATE	BANK / PARTNERS
Higher Education & Regional Health Care Fund						
Our Lady of Lourdes Medical Center	\$4,500,000	\$53,000,000	Closed	9/30/2003	4/8/2005	
<p>ERB funding assistance will be used to help OLOL construct the replacement School of Nursing (14,579 g.s.f.) and the expanded Emergency Department (15,133 s.f.). This work will be part of OLOL's new Critical Care Building (117,459 g.s.f.) and related renovations (9,972 g.s.f.) Besides \$4.5 million of ERB funding, the OLOL will provide the required matching funds of \$1.5 million as well as \$2.0 million more of its institutional funds towards this project's construction. The project is expected to create 34 new full-time jobs and 1,590 construction jobs. This project is completed and fully funded.</p>						
CamCare Health Corporation	\$1,000,000	\$10,011,180	Closed	2/27/2004	4/29/2004	PNC Bank, DRPA
<p>This grant will help CAMcare with construction of a 38,000 sq. ft. state-of-the-art three-story building (the Gateway site) that will accommodate growth and consolidate administrative operations. The Gateway site is located at 817 Federal Street, 1½ blocks from their existing site, which will be relocated to the new facility. The administrative offices building currently located at Riverview Towers, 130 Martin Luther King (Mickle) Boulevard will be relocated as well. This relocation and expansion will enable CAMcare to increase access to dental services in Camden; services not currently offered at the Central site. The Gateway site will also expand access to specialty and referral services and increase educational classes, including diabetes and nutrition education. The \$10 million project will create 34 full-time jobs for nurses, physicians, medical assistants, case managers, and billing support staff. This project is completed and fully funded.</p>						
Camden County College	\$3,500,000	\$21,631,078	Closed	5/21/2004	6/25/2004	
<p>This grant will fund a portion of the permanent financing on the construction of a 278,000 s.f. facility located on the corner of Broadway and Cooper Street in Camden's Central Business District. This project supplements CCC's existing 50,000 s.f. building on Broadway and Cooper Street and expands the campus to include parking facilities, a university book store, and classrooms and computer laboratories to support all academic disciplines. This facility will enable the college to provide non-credit technology training and career ladder programs to city residents that will allow them to become technologically empowered and more employable. The project will result in the creation of 3 new full-time positions and 17 part-time positions. This project is completed and fully funded.</p>						

PROJECT NAME	FINANCING AMOUNT	TOTAL COSTS	STATUS	APPROVAL DATE	CLOSED DATE	BANK / PARTNERS
Higher Education & Regional Health Care Fund						
Cooper Health System	\$12,350,000	\$23,017,750	Closed	10/20/2004	11/22/2004	CCIA
<p>ERB funding assistance will be used to assist Cooper in the expansion of their surgical surfaces as part of a larger expansion. Cooper's facility plan will enhance their campus environment, the hospital façade, and vehicular and pedestrian access. The hospital's new configuration will also permit the redesign an expansion of Cooper's cardiovascular and surgical facilities, as well as the expansion of critical care an emergency service areas. It will redefine how Cooper is presented within the revitalized City of Camden. Construction has commenced. Approximately \$1 million of ERB funds have been disbursed to date. Disbursement of ERB funds are expected to span from the Fall of 2006 through the Fall of 2007.</p>						
Rutgers, The State University of NJ	\$11,000,000	\$32,000,000	Closed	2/22/2005	4/26/2005	
<p>ERB funding assistance will be used to assist Rutgers in the expansion of its School of Law. Rutgers-Camden Campus Master Plan is to create a "college town" with a large population of students, faculty, staff and visitors and to increase the number of people living in the University District. This projects supplements Rutgers existing 1 million s.f. main campus and will expand campus offices, classrooms and allot a Moot Courtroom, seminar room and a student lounge to support all academic disciplines. This facility will enable the college to serve as the region's free legal clinic. Construction has commenced. ERB Funds will be used as a source of permanent financing.</p>						
GRAND TOTALS:	\$32,350,000	\$139,660,008				

Source: *The Economic Recovery Board for Camden, Annual Program Report 2006*

Higher Education and Regional Health Care Development Fund

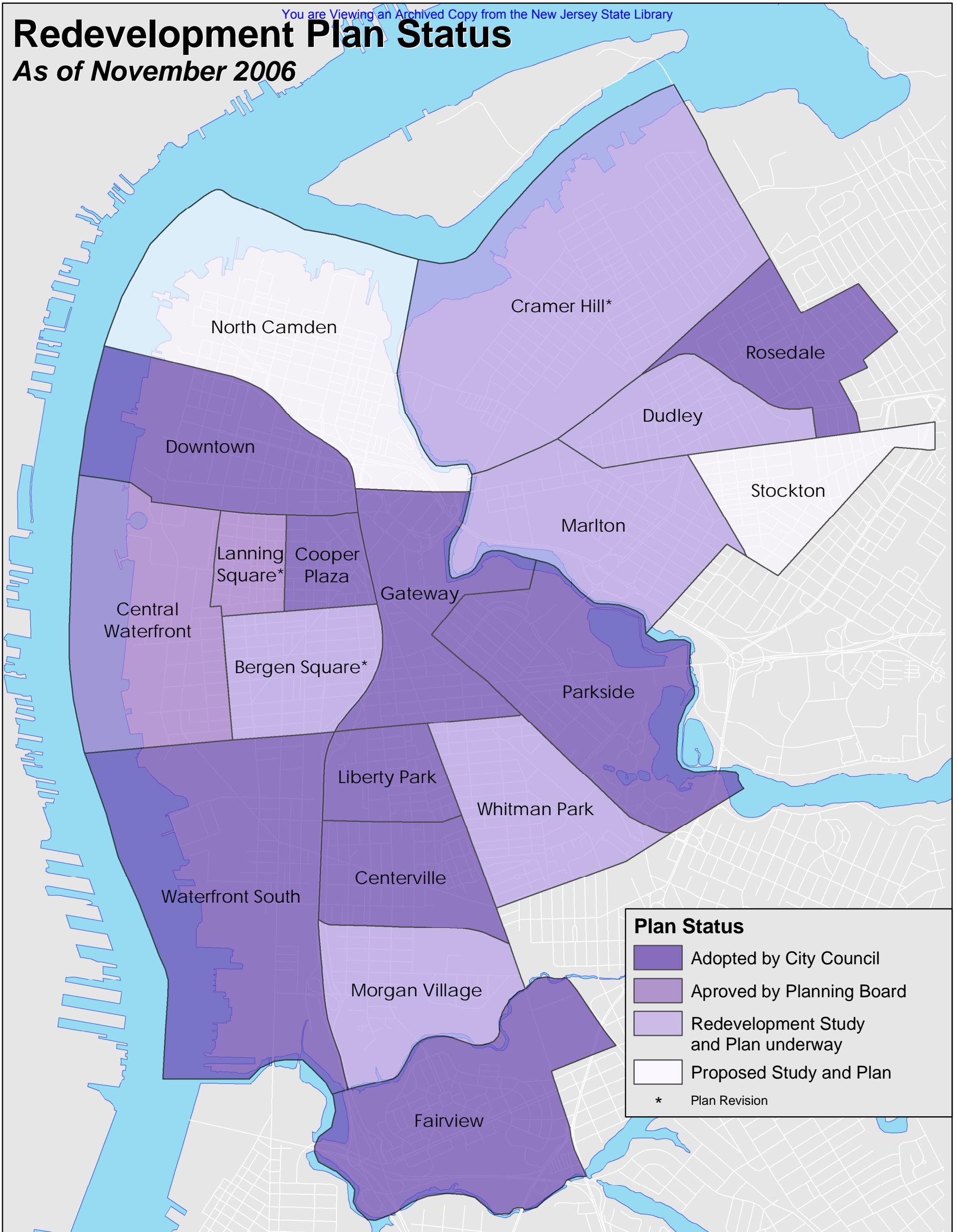


PROJECT NAME	FINANCING AMOUNT	TOTAL COSTS	STATUS	APPROVAL DATE	CLOSED DATE	BANK / PARTNERS
Economic Recovery Planning Fund						
CRA - Neighborhood Plans	\$641,250	\$1,588,165	Closed	3/23/2004	5/19/2004	
<p>This grant will help the Camden Redevelopment Agency fund plans for redevelopment projects in the City of Camden. The CRA will oversee the preparation of 14 redevelopment plans that will include a redevelopment study with research information and graphics on the real estate properties in the area, planning concepts, strategy, graphics, and reports. The redevelopment plans will help guide redevelopment area designation and real estate acquisition activities for future development. The CRA will also manage the preparation of seven neighborhood plans, which involves a collaborative process interfacing with the community members and city agencies to identify neighborhood needs, development and improvement opportunities, and a description of how available resources will be organized to address the needs and opportunities. This project is expected to create 3 new full-time jobs. To date, 4 neighborhood plans have been completed and 6 redevelopment plans have been completed.</p>						
Camden Redevelopment Agency - Planning Grant Phase 2	\$444,050	\$630,800	Closed	11/22/2005	1/11/2006	City of Camden, EDA, HMFA
<p>In May 2004, the CRA received a grant from the ERB in the amount \$641,250 under P15686 to prepare 14 redevelopment plans for the following areas: Marlton I and Marlton II, Bergen Square, Downtown Camden, Central Waterfront, Cooper Plaza, Gateway I and Gateway II, Lanning Square, Liberty Park, North Camden and North Camden Industrial Park, Rosedale, Stockton II, Waterfront South, Whitman Park, and Morgan Village. The grant also included the preparation of 7 neighborhood plans for the Morgan Village, North Camden, Liberty Park, Whitman Park, Centerville, Fairview, and Parkside areas. \$8,961.25 of ERB funds has been disbursed to date. The CRA is seeking to prepare 5 additional neighborhood plans for Gateway, Bergen Square, Central Waterfront, Cooper Plaza, and Marlton, as well as a City-wide Replacement Housing Strategy, a City-wide Industrial Site Plan and a Project Decision Model for various areas throughout the City of Camden.</p>						
GRAND TOTALS:	\$1,085,300	\$2,218,965				

Source: *The Economic Recovery Board for Camden, Annual Program Report 2006*

Redevelopment Plan Status

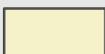
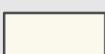
As of November 2006



Neighborhood Plan Status

As of November 2006



Plan Status	
	Adopted by City Council
	Approved by Planning Board
	Plan Underway
	Proposed Plan
*	Plan Revision

Economic Opportunity Fund

The \$1.5 million appropriated for this fund was allocated as follows:

- \$143,000 to Rutgers University School of Business, for the Camden Business Builders Program. This program, designed in partnership with the Camden One Stop Career Center and Business Resource Center, combines outreach, seminars, and training.
- \$500,000 to Cooperative Business Assistance Corporation, to provide loans to small businesses in conjunction with local banks. Funds provided under the grant leveraged federal funds to create a \$1 million loan pool for local businesses. Borrowers are linked to the One Stop Center so that jobs created with the loan funds are filled by local residents.
- \$382,000 to Cooper/Lourdes Hospitals, for the Upward Mobility Program. This program provides training to two major health care employers in the city to address the entry level employment needs of the facilities and assist with the retraining of existing workers that are residents of the city.
- \$70,000 to Rutgers University School of Business, for the Youth Banking Business Technology Training Program, which provides training opportunities for Camden youth in the computer skills needed for success at entry level jobs and in finding jobs within the field of banking. A consortium of local banks participates in the program.
- \$88,125 to Rutgers University School of Business, to support the On-Line Entrepreneurial Training Program, which provides advanced entrepreneurial and business training to graduates of the Latin American Economic Development Association's entrepreneurial development training program and other small business owners in Camden.
- \$200,000 to the New Jersey Economic Development Authority to support the Camden Technology Seed Capital Fund, as part of a \$1 million budget to support small businesses located in the Camden Center for Entrepreneurship in Technology, housed in the Authority's Camden Aerospace Center and in other facilities within the Camden Empowerment Zone.

EXHIBIT A

Summary of the Need for Increased State Aid

When the COO took office in October 2002, he took over as the state official that oversaw the city budget. Since the city was already well into the Fiscal 2003 budget at that time, that year's budget was established. Therefore, the first complete state aid budget under the COO was Fiscal 2004. The deferrals of the items listed below are the main factors contributing to the request of increased state aid.

Problem

FY2004 included one time revenue item of \$13,900,000 from the Tax Lien Finance Corporation (TLFC) to balance the budget. This revenue never came in. Additionally, the ultimate action of a bulk lien assignment has still not occurred as of October 2006 due to the TLFC board not meeting.

Recommendation

Only realized revenues from the TLFC and/or other non-reoccurring sources should be included in the annual budget.

Problem

After three years, Federal hiring grants expired in FY2004 and \$3,500,000 in salaries and benefits were absorbed by the operating budget of the City instead of reducing the police force.

Recommendation

The City has absorbed all officers from the prior hiring grants. The budget was supplemented by the grants for several years reducing the overall budget cost and state aid during those years. All current police officers are supported by the city's operating budget.

Problem

From January 2000 to December of 2004 the City of Camden had no union contracts in effect. At the end of FY2003 an arbitrator awarded 17% incrementally indexed over the prior five years to increase salaries and wages by \$11,000,000.

Recommendation

It is strongly recommended that collective bargaining agreements be negotiated timely. Awarding retroactive contracts artificially reduces budgets during the period of impasse and causes a spike in the succeeding budget when the wages of employees are indexed by 5 years of retroactive increases in one year.

Problem

From January 2000 to December of 2004 the City of Camden had no union contracts in effect. At the end of FY2003 an arbitrator retroactively awarded \$9,700,000 to cover the past five years. Salary increases were paid to the awarded level at the time of award. Retroactive

settlement was paid out in FY2004 and capitalized with a seven-year pay down as authorized by the Local Finance Board.

Recommendation

It is strongly recommended that collective bargaining agreements be negotiated timely. Additionally, the annual budgets of any year containing unresolved contractual obligations must have funds reserved for the pending obligation to prevent the burden being placed on one budget cycle.

Problem

As a result of capitalizing the above mentioned retroactive salary awards, there is an annual increase in debt service of \$1,800,000 until FY2011.

Recommendation

It is recommended that obligations be paid in the year they become due. While providing a benefit to the operating budget at the time, capitalizing the retroactive salary award over seven years comes with a significant annual interest expense that could have been utilized on essential equipment.

Problem

Due to rising costs of health care, self-insurance costs have increased by \$4,200,000 since FY2004. This represents a 25% increase in contractual insurances from FY2004 to FY2006.

Recommendation

The rising cost of insurance coverage is a major challenge facing all municipalities. The City needs to work with the collective bargaining units to ensure that programs not only meet the needs of the employees, but also are structured in the most cost effective manner.

Problem

Due to the success of the pension fund in the bond market, the city did not have to pay into the municipal pension fund in FY2003. The success of the pension fund was short lived and beginning in FY2004, municipalities were required to pay into the fund again. The FY2006 budget amount was 4.7 Million Dollars. (The FY2007 amount is 7.4 Million.)

Recommendation

The Pension liability is a legislated cost beyond the scope of this and other municipalities. It needs to be recognized that there will be annual increases in the pension appropriations until both the Police & Fire and Public Employees pensions are phased in to 100%.

Problem

Legislated Consolidated Municipal Property Tax Relief Aid, which accounts for approximately 50% of the State Aid granted to the City of Camden, has not been indexed for inflation since 2003 (an additional \$3.6 million).

Recommendation

Indexing of legislated CMPTRA to inflation would decrease the amount of additional aid needed to cover cost increases.

EXHIBIT B

Principles of Responsible Redevelopment for Camden

I. Relocation

The goal of **Responsible Relocation** is to ensure that families impacted by redevelopment are left better off as a result of being relocated and that the negative effects of their relocation are mitigated. While providing all elements of Responsible Relocation may not be practical or financially feasible in every instance, our position is that those managing relocation need to be aware of the issues that should be considered if they are to relocate low income and vulnerable families in a responsible manner that positively impacts their circumstances.

A. Responsible Relocation should provide:

The financial benefits and/or replacement housing resources necessary to allow displaced families to secure quality housing in stable, economically-diverse neighborhoods as well as pre- and post purchase homeownership counseling and access to the comprehensive services and supports families need to take advantage of the opportunity to improve their lives.

Opportunities for the active and informed involvement of residents in the development of the relocation plan and the processes used to implement it. Technical assistance and other support should be provided to build the capacity of residents to participate actively in the development and implementation of the relocation plan.

Opportunities for families that can be sustained after financial benefits and counseling have ended. This goal places a heavy burden on the capacity of the providers to deliver effective services and supports that can improve the self-sufficiency of affected families, such as job creation and workforce development and training programs, financial literacy, asset building, pre- and post-purchase homeownership counseling, substance abuse treatment, access to health care, etc.

Real opportunities for families to choose where they are relocated to. Displaced residents should be able to return to the new development in their old neighborhood, if they chose to.

At the same time, they also should be provided with viable means to relocate to higher opportunity communities located elsewhere in the metropolitan region, if that is what they wish. This will require an end to regional contribution agreements, so that jurisdictions throughout New Jersey will be required to meet their fair share of affordable housing, increasing choice for Camden residents to live elsewhere in the state where job opportunities are strong.

B. Responsible Relocation requires:

Sound, current, detailed data on families and their needs before, during, and after their relocation. This requires a comprehensive process to monitor, analyze, and evaluate the effectiveness of the relocation process not only over the long-term, but in real-time, so as to provide feedback to enable the process to be adjusted to address emerging issues and problems as they arise.

Close, coordinated interaction between residents of affected communities, service providers, developers, local and national funders, area businesses, and elected officials at the local, regional, state, and federal levels.

All stakeholders to act in responsible fashion. This means that:

- Elected officials, civic leaders, and the public sector workforce need to accept an active and informed role for affected communities in designing and implementing a workable relocation plan and implementation process;
- Public, private, and non-profit agencies, especially service providers, need to improve their capacity and effectiveness and be held accountable for their performance; and,
- Residents need to make good faith efforts to take full advantage of the opportunities that are provided.

II. Principles of Responsible Redevelopment

The goal of Responsible Redevelopment is to create diverse communities of choice and opportunity for all residents.

All redeveloped communities should be mixed-income, with a range of differing housing types (rental, homeownership) for a range of different income levels (very-low income households--0-30% AMI should not be left out of the mix). This will require methods other than the traditional "real estate test" to determine eligibility. Not all communities need to have the same mix.

The affordable housing in these communities needs to be sustainable over time (i.e. not disappear after 3, 5, 10 years).

These mixed-income communities need to provide services and supports to help very-low and low-income families improve their circumstances (counseling, workforce development/job training, adult education, financial literacy training, childcare).

Affordable housing and services and supports need to have sustainable sources of funding, such as provided by developer fees and cross-subsidies from market rate housing.

Residents need to have a role/voice in planning new communities (especially original residents who want to relocate in them) and in setting community standards.

EXHIBIT C

Implementation of Municipal Management Study Recommendations

As of November 1, 2006

Recommendation

- Establish an Office of the Business Administrator.
- Create staff positions to head up small offices designed to respond to cross cutting issues and challenges appropriate to which the Business Administrator should respond.
- Establish Office of Public Information, Intergovernmental Relations, Neighborhood Services and Technical Assistance.

Response

Lack of resources prevented funding additional positions, and civil service created additional roadblocks. However, the city did upgrade constituent services; the Mayor, who is specifically charged with constituent relations under MRERA (52:27BBB-5b), opened an Office of Constituent Relations to better outreach to the community and to provide better access to the municipal government. The Mayor's Office of Constituent Services helps fulfill the city's Vision adopted in 2004: To transform Camden into a city that is linked to its people by responsive service systems, state of the art technology and accountable decision making processes. The Office uses information technology products to centralize the intake of complaints and streamline the process of accessing municipal services to address the problem. "Most importantly, the Mayor's Office of Constituent services will reach out and communicate with residents about the status of their complaints," said Mayor Faison. Initially, with the support of the Business Administrator and Assistant Director of Public Works the Mayor's Office of Constituent Relations operated with an electronic centralized complaint management designed in-house, "Uni-Track." "Uni-Track" will be rolled over into "Contact Camden" in early November 2006. (Discussed below.)

Recommendation

Establish Law and Public Safety Director position to provide oversight and coordination of public safety functions.

Response

Since March 2003, the Camden Police Department has been under supersession ordered by Attorney General Peter Harvey. The Camden County Prosecutor was ordered to run the department's day- to-day operations. As of August 2006, the state hired a contracted Police Management Executive to run the department. A Blue Ribbon Panel was commissioned and its recommendations are being implemented including a reorganization of the department and implementation of crime mapping.

The COO is waiting for the Attorney General's Office to provide a draft ordinance that will likely survive challenge from the New Jersey Police Chiefs Association.

Recommendation

Create Homeland Security position for oversight and coordination over homeland security and multi-jurisdictional activities.

Response

Lack of resources prevented doing this directly but the finding was addressed. In February 2006, to provide professional emergency management, the Mayor appointed the Fire Marshall to as the City's Emergency Management Coordinator. In March 2006, the update of the city's Emergency Operations plan was completed and filed with the state. Previously, at no cost to the city, the University of Medicine and Dentistry (UMDJ) provided incident command system training to city management personnel and on 11/16/04 the city conducted its own tabletop exercise. UMDNJ more recently provided free defibrillator training to city employees.

Recommendation

Establish Office of Human Capital Development by expanding Bureau of Personnel function to full service human capital/human resource function including centralized coordination of leadership and development training programs, recruitment, classification and other human resource-related functions.

Response

In May 2005, the city recruited an NJDOP experienced Personnel Officer to help transform the Bureau of Personnel perform human resource services and streamline personnel processes. In 2006, to improve accountability, the COO's Manager of Municipal Rehabilitation worked with the Business Administrator and Personnel Officer to design an employee performance review system, "CPAR." Subsequently, the city recruited an NJDOP experienced performance review system coordinator to work with the Personnel Officer and Business Administrator to implement CPAR.

In October 2005, to implement the provision of the Act for the Remedial Human Resources Plan (N.J.S.S. 52:27BBB-14) the city signed a Memorandum of Understanding with the New Jersey Department of Personnel (NJDOP) stating that NJDOP is responsible for convening a working group from a cross section of disciplines to meet to assist Camden in the development and implementation of the Remedial Human Resources Plan. The COO's Manager of the Municipal Rehabilitation was specifically designated as the city's point of contact for carrying out the MOU. As of August, 2006, the state eliminated her position. The Remedial Human Resource Plan has not been undertaken.

Recommendation

Establish office of Employee and Labor Relations to respond more effectively to concerns of organized labor and to provide comprehensive employee assistance.

Response

Lack of resources prevented funding additional positions. Civil Service issues created additional road blocks. However, an Assistant City Attorney, the Personnel Officer and Business Administrator operate a *de facto* version of the proposed unit.

Recommendation

Create a Department of Strategic Support to replace the Administration Department. Expand the Department's scope of service to include all internal support functions including facilities management, risk management, contracts and procurement, and printing.

Response

Lack of resources prevented funding additional positions. Civil Service issues created additional road blocks. However, this structure is already in operation. The Department of Administration includes purchasing, IT, Personnel and Fleet. The Business Administrator assigned the Assistant Business Administrator to furnishings and facilities. Risk Management, though in the Law Department, works closely with the Business Administrator. The Business Administrator also serves on the Municipal Insurance Fund Committee.

Recommendation

Establish position of Director of Strategic Support.

Response

Lack of resources prevented funding additional positions. Civil Service issues created additional road blocks. However, reforms are being undertaken; governmental processes are also put in place to implement the operational and strategic plan, improve the functioning of the municipal government structure and fulfill the vision and mission of the city.

In 2003, to improve the delivery of personnel services and consistent with the vision and mission of the city, the Employee Policy Manual was placed online.

In July 2004, the city established formalized EEO/Affirmative Action complaint handling procedures.

In March 2005, the Department of Administration updated the city Purchasing Manual and placed it online to improve employee access to information about municipal policies.

Subsequently, in 2006, at the direction of the COO, to improve compliance with purchasing procedures and to improve accountability, the Departments of Finance and Administration developed and implemented an internal contract tracking system.

Recommendation

Expand the role of purchasing to a full service contracts and procurement entity and reassign contracts compliance under the Procurement Bureau.

Response

Staff capacity in the Bureau of Purchasing was improved.

Recommendation

Establish Office of the Chief Technology Officer to provide oversight and coordination of all information management and telecommunications functions.

Response

Lack of resources prevented funding additional positions. Civil Service issues created additional road blocks. This issue was to be addressed by the Senior Management Corps in the Remedial Human Resource Plan, which remains unfulfilled.

Nonetheless upgrading the city's IT capacity was undertaken. The COO allocated \$600,000 in the FY05 Municipal Budget to support the information technology improvements recommended in **Camden First 2010** and Rutgers' Rand Institute.

In 2006, the COO's Manager of Municipal Rehabilitation also harnessed outside resources supporting the capacity building and leadership development for the executive and legislative branches of government with the technology enhancements needed to transform Camden into a 21st century Digital City to implement the Operational and Strategic Plan and vision and mission and link the city to its citizens by responsive customer service systems, state of the art technology and accountable decision-making.

In December 2005, the city entered into a Memorandum of Agreement with Infusion Development Corp, a subsidiary of Microsoft, for the creation of "Camden Success" and "Contact Camden." "**Camden Success**" is the Digital City prototype modeled after Baltimore's CitiStat to use data to drive change, efficiencies, productivity and accountability. By systematically gathering and analyzing and sharing "real time" data, the City of Camden can develop strategies to respond to citizens' service requests, make informed and accountable decision-making in the management of limited resources, invest in human and monetary capital and respond from a public safety perspective to emergencies in a comprehensive way. One IT for the City of Camden will 1) integrate customer service and departmental delivery into one streamlined work management process, 2) evaluate performance indicators for success and 3) provide one call to city hall 3-1-1 call center for non-emergencies. "**Contact Camden**" provides a systemic method of tracking calls for services, the work performed and the resolution of the calls. The application replaced Uni-Track as it has the capacity to route and process records to and from any department in the city.

Recommendation

Reassign GIS related functions and activities to the Office of the Chief Technology Officer.

Response

The city entered into an MOU with the State Office of Information Technology to establish the city's GIS capability to support development and tax assessment. The city also hired a GIS Specialist to support this effort and entered into an MOU with the CRA to harness synergies in information technology resources.

Recommendation

- Assign planning and zoning office to the Camden Redevelopment Agency, while creating an Office of Planning and Management Services that would serve as city advocate, administer grants and monitor inter-local service agreement with Redevelopment Agency.
- Create Bureau or Office of Budget and Management in the Finance Director's Office.
- Move the Grants Management Office to Office of Planning and Management Services.

Response

The COO organized municipal government structure to support coordination with state agencies involved with redevelopment activities.

In November 2002, the COO appointed one development professional to oversee all redevelopment efforts in the city, observing that an "essential component of a successful redevelopment effort is the coordination of the many activities that impact and effect redevelopment...resources are limited, and it is necessary that they be integrated and coordinated...It is essential that one individual coordinate these activities....so that all of the needed resources can be brought to bear on particular projects and undertakings..." (52:27BBB-9e and Camden Code 5-13B, D, I, M and N.)

In April 2003, to further organize the municipal government structure for redevelopment activity the first in a series of re-organizational ordinances was implemented into the Code by the COO.

The Department of Development and Planning was reorganized and the abolishment of the Department of Utilities was abolished in order to coordinate the economic development activities in cooperation and coordination with other departments of city government, the CRA, and other agencies established by the city, as well as all other agencies and entities directly or indirectly concerned with development activities in the city. This action linked the city's Department of Development of Planning and Development with the CRA by providing that the Director of Planning and Development could also serve as Executive Director of the CRA. This created (4) divisions:

- Planning and Zoning
- Capital Improvements

- Economic Development
- Housing Services

Further Municipal Reorganization to improve financial and budget processes was undertaken by the COO to implement the Act. In October 2005 the city adopted an Ordinance transferring Payroll to Finance for better control over payroll costs (two thirds of the city budget is payroll). In addition, the COO established the position and appointed an Assistant Director of Finance to address better budget management.

The Ordinance also moved Grants Management from Finance to Planning and Development for better coordination with redevelopment and to correct having the Assessor's Office established independently.

Recommendation*

For public safety services, complete an analysis of performance measures such as calls per officer and call response time and a description of recommended staffing levels consistent with desired performance.

Response

Police. Since March 2003, the Camden Police Department has been under the supersession ordered by Attorney General Peter Harvey. The Camden County Prosecutor was ordered to run the department's day- to-day operations. As of August 2006, the state hired a contracted Police Management Executive to run the department. A Blue Ribbon Panel was commissioned and its recommendations are being implemented, including a reorganization of the department and implementation of crime mapping.

Fire. Percentage of fire emergency responses within six minutes meets national average of 95 percent. The principal functions of the Fire Control Force entail fire suppression, rescue services, special operations, fire safety inspections, community relations, and emergency medical support.

The city will develop and implement a strategy for more efficient and effective use of trained firefighters to perform less civilian related job duties and responsibilities. Bureau includes fire safety, education, fire code enforcement, fire inspection management, fire incident investigation, construction site plan review, and community relations management.

The city will also improve efficiency through the development and implementation of strict overtime and sick leave policy. Management and supervision among various administrative and support service functions including personnel, budget, planning, maintenance and administration.

Labor contracts control many of these issues and make reform difficult.

Recently, the COO implemented a PILOT program of Floating Captains to ascertain if this would help defray overtime costs.

Recommendation*

For other services, assess turnaround time for application-driven interactions (e.g., processing of applications and permits), with recommendations regarding the staffing and logistical support needed in order to improve performance (the latter is to include recommendations regarding the use of computers and technology such as geographic information systems).

Response

The city created the Department of Code Enforcement to coordinate code enforcement activities under centralized management. Previously, code enforcement was split among four different departments acting independently of one another. The centralization of code enforcement created one point of contact for internal and external code enforcement functions.

The Department of Public Works was reorganized to centralize facilities maintenance to increase efficiency and better allocate resources. Subsequently, on October 23, 2003, to forward the process of the city taking back demolition responsibilities from the Department of Community Affairs' ABC Corporation, all demolition personnel were assigned to Public Works for better coordination.

Development and maintaining an accurate and up-to-date database and history of both large and small businesses in Camden will return big dividends in the strategic long term redevelopment plan for Camden.

The percentage of building inspections conducted within one day of request is 35 percent below national average.

Recommendation*

Reorganize government in order to make service delivery more efficient, professional, and/or cost effective.

Response

The preceding response above applies to this recommendation/requirement as well.

In addition, the COO works with Rutgers and NJDOP to further increase capacity. Rutgers provides training to midlevel management and NJDOP conducts training to improve employee accountability and customer service.

In May 2006 the city built capacity and reorganized the Municipal Court with the appointment of an experienced Chief Judge and, with the assistance of the Camden County Superior Court, the city recruited professional court personnel. The Municipal Court was reorganized to improve court services, reduce backlog and increase revenue collection.

Recommendation*

Establish appropriate pay scales for department heads.

Response

At the commencement of the Rehabilitation term in 2003, the city adopted a Salary and Wage ordinance increasing the wages of Department Heads and Assistant Municipal Department Heads to avoid the loss of management employees.

The Act called for and the Municipal Management Study did make recommendations for salaries of department heads, which were consistent with those adopted by the COO at the start of the rehabilitation period. (52:27BBB-12e).

Recommendation*

Evaluate the qualification levels of departmental employees relative to their assigned tasks, and identify training opportunities to assist employees in improving their performance of these tasks. Training is to include computer and technology training. The COO may ask the Commissioner of Personnel or other state officials to perform the evaluation and/or provide the training.

The COO is to prepare amendments to the administrative code and ordinances (including the salary ordinances) that are consistent with recommendations provided in the study. These amendments are to be included in an appendix to the study.

Following dissemination and public review, the study is to become the official operating plan for the city, unless the study is rejected by a two-thirds vote of City Council. An impasse between the COO and City Council related to the study is to be referred to the special arbitrator for resolution. Upon adoption of the study, the COO is to establish a salary scale for each department head, in consultation with the Director of the Division of Local Government Services. Any difference between existing salary levels and newly established salary levels is to be funded by the state during the rehabilitation term and for two years thereafter, subject to appropriation.

The COO may abolish positions in municipal government. A person whose position is abolished may receive a training grant under the Job Training Partnership Act to pay for employment and training services. Other positions may be transferred, assigned, or reclassified, based on recommendations included in the study. Any city-mandated residency requirement may be waived with respect to positions at the supervisory management level or above.

Response

In October 2005, to implement the provision of the Act for the Remedial Human Resources Plan (N.J.S.S. 52:27BBB-14) the city signed a Memorandum of Understanding with the New Jersey Department of Personnel (NJDOP) stating that NJDOP is responsible for convening a working group from a cross section of disciplines to meet to assist Camden in the development and implementation of the Remedial Human Resources Plan. The COO's

Manager of the Municipal Rehabilitation is specifically designated as the city's point of contact for carrying out the MOU. The state eliminated this position. This provision remains to be fulfilled.

Recommendation*

Following the completion of the study, the COO is to submit department and division head appointments to City Council. Candidates may be rejected only by a two-thirds vote, and any impasse is to be referred to the special arbitrator. Terms of appointment are to coincide with the COO's term of office and to extend for two years afterward.

Response

In July 2005, the COO, in consultation with the Mayor, appointed Interim Department heads (N.J.S.A. 52:27BBB-11). Permanent appointments were not made.

Recommendation*

Following the adoption of the study, any police officer, firefighter, or person hired in a position for which the residency requirement has been waived and who purchases and occupies a home in Camden as principal residence during the entire period of rehabilitation and economic recovery is eligible to receive a stipend in the amount of ten percent of that person's base salary each year for a total of five years. The COO may recommend retirement incentive payments (20 percent of base salary) for certain eligible employees. Residents eligible for NJ SAVER rebates are to receive rebates in the amount of 150 percent of the amount otherwise owed.

Response

Funding was not provided to support this activity.

* Mandated by state Act.