

**City of Camden Redevelopment Agency, New Jersey  
FY15 EPA Brownfields Area-Wide Planning Program  
Draft Workplan for CERCLA Section 104(k)(6) Cooperative Agreement**

**1. ENVIRONMENTAL RESULTS**

**EPA Strategic Plan Goal 3: Cleaning Up Communities and Advancing Sustainable Development**

**Objective: Promote Sustainable and Livable Communities**

**CFDA: 66.814 (Brownfields Training, Research, and Technical Assistance Grants and Cooperative Agreements)**

Brownfield assessment, cleanup and reuse are integral components of EPA's mission of protecting human health and the environment. By definition, brownfield sites are a potential source of environmental contaminants that could negatively affect human health and the environment.

EPA's Brownfields Area-Wide Planning (BF AWP) Program is designed to help communities confront local environmental and public health challenges related to brownfields, and benefit underserved or economically disadvantaged communities. Area-wide planning for brownfields encourages community-based involvement in site assessment, cleanup and reuse planning, as well as overall neighborhood revitalization. Through a BF AWP approach, the community identifies a specific project area that is affected by a single large or multiple brownfields, then works with residents and other stakeholders to develop reuse plans for catalyst, high priority brownfield sites and the project area surrounding these sites. These reuse plans then inform the assessment and cleanup of brownfield sites.

As the brownfields area-wide plans are implemented by the communities, and properties within the area affected by brownfields are cleaned up and reused, EPA expects there will be positive environmental outcomes related to public health, air and water quality, such as reduced exposure to contaminants, reduced greenhouse gas emissions and other air pollutants, reduced stormwater runoff, and substantial reductions in pollutant loadings in local waterways. EPA expects these types of environmental outcomes at brownfields and other infill properties that accommodate the growth and development that would otherwise have occurred on undeveloped, greenfield properties.

This BF AWP project will establish a strategy to address brownfields within the Mt. Ephraim neighborhood of Camden, which covers three neighborhoods known as Liberty Park, Whitman Park, and Centerville. The community recently completed a US Department of Housing and Urban Development (HUD) Choice Neighborhoods Planning grant targeting the Mt. Ephraim neighborhood and has submitted an application to HUD for a Choice Neighborhoods Implementation Grant. Building upon the momentum created by the Choice planning initiative, some of the beneficial outcomes expected to result from this BF AWP project include:

- **Stimulate economic development:** Redevelopment of the Mt. Ephraim neighborhood will create economic benefits by providing a sustainable mix of residential and commercial

components. As the area becomes safer and abandoned or vacant storefronts are identified and addressed, this area is expected to be revived into a more vibrant commercial corridor, with improved shopping choices and more commercial jobs.

- Facilitate use or reuse of existing infrastructure: Given the age and layout of the Mt. Ephraim neighborhood, extensive infrastructure already exists in the form of streets, sidewalks, and utilities. It is not expected that future redevelopment will result in large-scale block realignments that would necessitate the construction of large-scale infrastructure.
- Create or preserve green space: Area residents have expressed concerns over the lack of high quality, accessible, and safe open space. There are almost 40 acres of existing open space within the Mt. Ephraim neighborhood. Thus any reuse plan developed for the neighborhood will not be at the expense of the existing open space network and could only further help improve existing amenities.
- Equitable development: The Choice planning effort set forth the need for expansion and upgrades to the existing Section 8/public housing in the area. The *Choice Plan* calls for over 1,200 new or rehabilitated housing units for low- to low-moderate-income levels, ensuring that any ‘market rate’ housing stock to be developed in the community would not be at the expense of new affordable housing or the area’s existing low- to low-moderate residents.

## **2. PROJECT DESCRIPTION**

The Small Business Liability Relief and Brownfields Revitalization Act was signed into law on January 11, 2002. The Act amends the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA), as amended, by adding Section 104(k). Section 104(k) authorizes the US Environmental Protection Agency (EPA) to provide funding to eligible entities to inventory, characterize, assess, conduct planning related to, remediate, or capitalize revolving loan funds for, eligible brownfield sites. Entities are selected from proposals prepared in accordance with the Request for Proposals for the BF AWP Grant and submitted in a national competition. The City of Camden Redevelopment Agency (CRA) was selected as a BF AWP grant recipient in the FY 2015 competition.

### **2.a Objective**

The CRA will facilitate community involvement and conduct research/technical assistance activities that will enable them to develop a BF AWP, including a robust plan implementation strategy, for the Mt. Ephraim neighborhood. One brownfield site is considered a catalyst, high priority site this project area. The reuse strategies and plans developed for this brownfield site through this project are being done to help facilitate site assessment, cleanup and eventual redevelopment.

This goal will be accomplished by performing the tasks of cooperative agreement management, community outreach, research and analysis, visioning, and preparation of a BF AWP with implementation strategy that will help lead to assessment and cleanup of brownfields in the community. These activities will ultimately help determine the viable future reuse for the catalyst site in particular—the Camden Labs site on Davis Street.

Cooperative agreement funding will be used to cover the costs of activities at or in direct support of brownfields sites as defined under CERCLA §101(39). The overall coordination of the cooperative agreement will be carried out by the CRA's Project Manager, Director of Economic Development James Harveson. Mr. Harveson will oversee a planning consultant team that will facilitate community outreach, conduct the research, as well as perform the visioning and planning efforts and all other tasks necessary to develop the BF AWP.

## **2.b Results or Benefits Expected**

During the course of the aforementioned HUD Choice planning initiative, local officials partnered with non-profit organizations, residents, business owners, universities, and other stakeholders to help revitalize the Mt. Ephraim neighborhood. The CRA will engage these same organizations and individuals in this BF AWP project. As is further outlined below, the CRA expects to hold three community meetings at different points during the BF AWP project to ensure the community is part of the planning process.

The activities and information gathered under this cooperative agreement will be done in a manner that facilitates subsequent assessment, cleanup, and redevelopment of brownfields sites.

## **2.c Approach**

### 2.c.i. Activities/Tasks/Methodology

This AWP program will be developed in close consultation with EPA Region 2 Brownfields Program. EPA's Office of Brownfields and Land Revitalization may also be consulted.

### **Task 1 – Cooperative Agreement Oversight**

Activities to be performed under Task 1 include:

- Competitively procure a planning consultant team to facilitate community outreach, conduct research, and perform the visioning and planning efforts and all other tasks necessary to develop the BF AWP;
- Competitively procure a professional grant management consulting firm with experience in managing federal grants to ensure all grant requirements are met;
- Providing project management services to manage consultants as well as acting as a liaison with the supporting non-profits, regulatory agencies, and other city entities involved in the development of the BF AWP;
- Attending relevant trainings and conferences, including a mid-project training meeting for all FY15 AWP grantees and other miscellaneous regional grantee meetings and workshops as they arise. *Note:* The CRA's attendance at the Brownfields 2015 conference in September 2015 will be funded by other EPA brownfields grants;
- Routine project calls with EPA Project Officer;
- Reporting as needed in EPA's ACRES database. The CRA will coordinate with EPA Project Officer to ensure all project leveraging information is reported and assessed and/or cleanup property(ies) in the BF AWP area are associated to the BF AWP grant;
- Preparing all reporting required by EPA, including quarterly reports, annual Federal Financial Reports, and annual MBE/WBE utilization reports;
- Workplan deliverables tracking; and
- Project closeout.

Task 1 will be conducted by:

- James Harveson, Director of the CRA's Division of Economic Development, has been overseeing brownfield remediation projects in Camden for more than seven years and will serve as the Project Manager of the AWP Grant. Mr. Harveson has nearly 30 years' experience in urban redevelopment.
- A professional grant management consulting firm will be competitively procured in accordance with all applicable state and federal regulations, using procurement systems already in place. This firm will oversee activities mentioned above, such as all reporting required by EPA, including quarterly reports, annual Federal Financial Reports, and annual MBE/WBE utilization reports.
- A CRA graduate student intern from the University of Pennsylvania will assist with cooperative agreement oversight activities.

Key task deliverables of Task 1 are expected to be:

- Request for proposals for planning consultant team to facilitate community outreach, develop the BF AWP, etc.
- Request for proposals for professional grant management consulting firm that will assist with grant implementation and compliance.

## **Task 2 – Community Outreach**

Activities to be performed under Task 2 include:

- Representatives to include residents, non-profit organizations, community development corporations, anchor institutions, and various City agencies comprised the Choice Neighborhood Executive Leadership Council. This body was convened to guide the development of the HUD *Choice Plan* and will be reconvened for the development of the BF AWP. This will not only ensure continuity with the prior planning efforts but will also enable the brownfield focus of this effort to build upon the foundations of existing planning efforts. A minimum of 12 Choice Neighborhood Executive Leadership Council meetings are anticipated.
- Community meetings are expected to occur at various milestones:
  - Community Meeting #1: An initial kickoff meeting will be held once the CRA has procured the planning consultant team to roll out the project and solicit initial public input.
  - Community Meeting #2: This meeting will be held after the completion of Task 3 (described below) and as part of the initial stages of Task 4. This meeting will present the finding of the research and analysis effort (Task 3), which will inform the development of the visioning and planning for the BF AWP (Task 4). The community will be presented with potential reuse scenarios for the catalyst site. Their feedback will be solicited so that decisions can be made regarding the designated reuse of the catalyst site and any secondary sites deemed priorities for development. This feedback will be essential to the completion of Task 4.
  - Community Meeting #3: Upon development of the draft BF AWP, the draft will be presented to the community to present the outcomes of the work performed to date and to solicit public input regarding the draft BF AWP.

Task will be conducted by:

- The planning consultant team will coordinate and convene the Choice Neighborhood Executive Leadership Council steering committee meetings for the duration of the EPA grant period.
- The community meetings will be facilitated by the planning consultant team.
- A CRA graduate student intern from the University of Pennsylvania will support the outreach and community engagement activities.

Key task deliverables are expected to be:

- Minutes from Choice Neighborhood Executive Leadership Council steering committee meetings.
- Minutes, including documentation of public input, from community meetings.

### **Task 3 – Research & Analysis**

These activities will be designed to help identify possible reuses for brownfields that will meet community health, environmental, and economic development goals and will help lead to assessment and cleanup of brownfield sites. Activities to be performed under Task 3 include:

- Existing Plan/Data Review: Assisted by a CRA graduate student intern, the planning consultant team will collect and review existing documents associated with the project area. The documents are expected to include the recently developed *Whitman Park Redevelopment Plan*, the *HUD Choice Plan*, the *City Master Plan*, and the city's *Comprehensive Economic Development Strategy*. In order to establish the baseline understanding of the environmental contamination issues for the area, the planning consultant team will be provided the reports and other documents obtained during the file search conducted for the catalyst site with the New Jersey Department of Environmental Protection (NJDEP).
- Brownfield Inventory: The CRA previously obtained assistance from the New Jersey Institute of Technology (NJIT) Technical Assistance to Brownfields (TAB) Program whereby sites with which the CRA had been engaged were catalogued and prioritized. This exercise focused on those sites that have already been identified for development and only included two sites, not including the catalyst site, in Mt. Ephraim. The planning consultant team will be tasked to identify brownfield sites in the area and catalogue their size, ownership type, condition, redevelopment constraints, and other information that would be used to inform redevelopment potential.
- Brownfield Prioritization: Using site ranking criteria developed by the aforementioned TAB effort, the planning consultant team will analyze the information and rank the sites. Sites scoring high will be considered second-tier catalyst sites, provided they meet EPA eligibility criteria, and will be included in the community visioning efforts and the BF AWP. It is assumed that a total of three such sites will be identified. NJDEP and EPA file reviews will be conducted for these sites in order to gather information regarding prior assessment and remediation efforts at the sites. If necessary, Phase I environmental site assessments will be conducted on second-tier catalyst sites to inform the planning process.

Task will be conducted by:

- A CRA graduate student intern from the University of Pennsylvania will assist with collecting and reviewing existing documents associated with the project area.

- The planning consultant team will develop the brownfield inventory and analyze and rank the sites using the ranking criteria developed by the TAB program.

Key task deliverables are expected to be:

- Report documenting existing conditions.
- Updated brownfield inventory for the Mt. Ephraim neighborhood.
- Prioritized list of brownfield sites.
- Documentation of NJDEP and EPA file reviews for second tier catalyst sites.
- Phase I environmental site assessments, as needed.

#### **Task 4 – Visioning**

Activities to be performed under Task 4 include:

- Site Redevelopment Prioritizations: Similar to the brownfields site ranking criteria set forth in Task 3, the CRA would like to develop a redevelopment prioritization system that will identify the likelihood of success for various redevelopment options on the primary and second-tiered catalyst sites. The planning consultant team will develop an algorithm for redevelopment considerations for these sites. The algorithm will take into consideration community interest, proximity of transportation infrastructure, water/sewer infrastructure, open space network, green infrastructure linkage/usage, existing plan support, market viability, redevelopment constraints, and other parameters. The result will be a ranking of reuse scenarios for the catalyst properties in order to identify the likelihood of success with any given reuse for the sites.
- Conceptual Sketches: To assist with soliciting community input for the determination of the catalyst site's reuse, the planning consultant team will produce visual sketches of the highest ranked reuse for the site to use at Community Meeting #2. The planning consultant team will work within the parameters for site reuse that are set forth in both the *Whitman Park Redevelopment Plan* and the *HUD Choice Plan* to ensure consistency between the BF AWP and preceding planning efforts. Upon completion of Community Meeting #2, the conceptual designs will be finalized and are expected to assist with the solicitation of a developer for the site.

Task will be conducted by:

- The planning consultant team will develop the algorithm for redevelopment considerations for the primary and second-tiered catalyst sites.
- The planning consultant team will develop the conceptual sketches of the highest ranked reuse for the catalyst site.

Key task deliverables are expected to be:

- Redevelopment prioritization system.
- Conceptual sketches.

#### **Task 5 – BF AWP Preparation**

Task 5 will involve producing a single planning document, the Mt. Ephraim BF AWP, which will contain the culmination of the prior tasks and the input solicited from stakeholders. The process used to develop the evaluation and ranking of the prior research and analysis efforts will be used to establish the framework for redeveloping the catalyst sites. The Mt. Ephraim BF AWP

and implementation strategies will identify specific actions and resources available, resources needed to assess, cleanup and reuse brownfields and to promote area-wide revitalization overall. The BF AWP, at this time, is expected to include:

- A listing of the documents obtained and reviewed;
- The results of the brownfield inventory, brownfield prioritization, and the site redevelopment prioritizations;
- The selected reuse of the catalyst sites from the community meetings as well as the conceptual designs for the catalysts sites. The designs will be predicated upon the outcome of the site redevelopment prioritization algorithm as well as the community input obtained from Community Meeting #2;
- A summary on the community involvement activities, priorities identified, and a statement which clearly describe how the community input is reflected throughout the plan's recommendations and strategies;
- The results from research on brownfields and project area conditions, including known environmental conditions, data gaps and other existing conditions (such as environmental/social/health conditions, economic realities/market potential, and state of existing infrastructure in the project area);
- Specific reuse scenarios/plans for the catalyst, high priority brownfield sites;
- Information on how assessment and cleanup of those sites will be influenced by the reuse strategies;
- An explanation of brownfield cleanup/reuse connections to green infrastructure, greener remediation, sustainable redevelopment and/or smart growth elements of your plan;
- A detailed action plan which identifies specific actions, resources available, and resources needed to implement the plan, such as:
  - Assessment and cleanup activities needed to be compatible with the brownfields reuse scenarios
  - Catalyst, high priority brownfield site(s) improvements and other project area improvements needed to support brownfields reuse and advance sustainable and equitable revitalization within the project area;
  - What actions are needed near-term versus long-term, and prioritized projects that indicate where/how to start implementing the plan;
  - Who is going to lead each effort;
  - Specific sources of funding and investment and other resources needed in the project area; and
- Other miscellaneous topics will be incorporated into the BF AWP as needed and appropriate.

Task will be conducted by:

- The planning consultant team will develop the draft BF AWP. The team will then present the draft BF AWP to local stakeholders at Community Meeting #3.
- Based on input provided during Community Meeting #3, the plan will be revised and finalized. The plan will also be presented to the City, the City's Planning Board, and to City Council for action to amend the *Whitman Park Redevelopment Plan* to include the BF AWP as a supplement to the plan.

Key task deliverables are expected to be:

- Draft BF AWP.
- Finalized BF AWP.
- Documentation of adoption of BF AWP by the Choice Neighborhood Executive Leadership Council (which may possible to occur after end of EPA grant period).

2.c.ii. Schedule/Milestones/Deliverables

<b>Task</b>	<b>Approximate Timeframe</b>	<b>Expected Deliverables</b>
Task 1: Cooperative Agreement Oversight	7/1/15-6/30/17	<ul style="list-style-type: none"> <li>• EPA reporting materials</li> <li>• RFP for planning consultant team</li> <li>• RFP for grant management</li> </ul>
Task 2: Community Outreach	<ul style="list-style-type: none"> <li>• Executive Leadership Council Meetings to take place every other month</li> <li>• Community meetings to take place 10/15, 5/16, and 2/17</li> </ul>	<ul style="list-style-type: none"> <li>• Minutes from Choice Neighborhood Executive Leadership Council steering committee meetings</li> <li>• Minutes, including documentation of public input, from community meetings</li> </ul>
Task 3: Research & Analysis	10/1/15-3/31/16	<ul style="list-style-type: none"> <li>• Report documenting existing conditions</li> <li>• Updated neighborhood brownfield inventory</li> <li>• Prioritized list of brownfield sites</li> <li>• File reviews of second tier catalyst sites</li> </ul>
Task 4: Visioning	4/1/16-9/30/16	<ul style="list-style-type: none"> <li>• Redevelopment prioritization system</li> <li>• Conceptual sketches</li> </ul>
Task 5: BF AWP Preparation	10/1/16-6/30/17	<ul style="list-style-type: none"> <li>• Draft Mt. Ephraim BF AWP</li> <li>• Final Mt. Ephraim BF AWP</li> <li>• Documentation of adoption of BF AWP by the Choice Neighborhood Executive Leadership Council</li> </ul>

2.c.iii. Program Evaluation

2.c.iii.1. Anticipated Outputs or Outcomes

The tracking, measurement, and documentation in achieving the project outputs will be the responsibility of the CRA. The CRA has identified the outputs that will result from this project, including:

- Number of EPA reporting materials issued
- RFP for planning consultant team
- RFP for grant management consultant
- Number of Choice Neighborhood Executive Leadership Council meetings
- Number of community meetings
- Number of attendees at community meetings

- Report documenting existing conditions
- Updated neighborhood brownfield inventory
- Prioritized list of brownfield sites
- File reviews of second-tier catalyst sites
- Redevelopment prioritization system
- Conceptual sketches
- Draft BF AWP
- Final BF AWP
- Adoption of plan by the Choice Neighborhood Executive Leadership Council

#### 2.c.iii.2. Measures of Success

The CRA will track the progress of all outputs on a quarterly basis to ensure overall project progress. Because the outputs are quantitative, measurement is expected to be straightforward. Documentation of these performance measures will be found in the project's quarterly and final reports.

#### 2.c.iv. Reporting

##### 2.c.iv.1 Quarterly Reporting

The CRA will complete and submit to EPA quarterly reports, as per the grant terms and conditions, and will also consult with their individual EPA Project Officer on project-specific reporting needs. Quarterly report will include information on work status, work progress, difficulties encountered, preliminary results and a statement of activity anticipated during the subsequent reporting period. A discussion of expenditures and financial status for each workplan task, a comparison of the percentage of the project completed to the project schedule, changes in key personnel concerned with the project, an explanation of discrepancies, and any other information requested through terms and conditions will also be included in the report. Upon completion, deliverables under this workplan will be submitted as soon as they are done.

Each quarterly report will also include information on the following:

- Summary of successes/challenges over the past quarter;
- Assistance needed from EPA;
- Narrative update on each workplan task, including:
  - All community involvement activities held during the reporting period and those expected in the next reporting period;
  - Initiation or completion of key project deliverables and milestones, as identified in this workplan (e.g., existing conditions report, market study, infrastructure analysis, project mapping, etc); and
  - Existing, planned or desired partnership and coordination activities with other entities (e.g., report on efforts to coordinate this project with community-based organizations, local, regional, state, tribal or federal agencies, foundations, etc., and briefly explain why these are relevant to this project).
- ACRES reporting information:
  - Leveraged funds or resources that help to accomplish the BF AWP project and those leveraged funds/resources that will help implement improvements in the BF AWP project area; and

- Associated brownfields assessment or cleanup properties within the project area.

#### 2.c.iv.2. Final Cooperative Agreement Technical Report

The CRA will complete and submit to EPA a final report documenting project activities over the entire project period. The final technical report will include information requested through the grant terms and conditions, including:

- Project successes
- Project challenges
- Lessons learned and best practices
- Identification of significant partners, source and amount of leveraged resources, and any resources leveraged to continue the project after the expiration of the brownfields grant,
- ACRES information, including:
  - Resources leveraged beyond the EPA grant during the project, including how they were used, and any resources leveraged to continue the project after the expiration of the brownfields grant; and
  - Associated brownfields assessment or cleanup properties within the BF AWP project area.
- A summary of accomplishments for each of the grant workplan tasks and an explanation of why any tasks were not completed.
- A budget table that compares total budgeted amounts and total amounts spent.

#### 2.c.iv.3. Final Brownfields Area-Wide Plan

In addition to final technical report, the CRA will complete and submit to EPA a final BF AWP with implementation strategies and next steps, as described in Task 5 above and in accordance with the grant terms and conditions. The final BF AWP will tie together the BF AWP activities and deliverables included in this workplan, and will describe the CRA's process.

### **2.d. General Project Information**

#### 2.d.i. Data to be Collected and Maintained

Any additional data collected during the course of the project will be maintained by the CRA with assistance from the grant management consultant. Such data could include information provided by the public during the community meetings and data from documents obtained during the aforementioned file search conducted for the catalyst site with NJDEP. In addition, grant-funded documents will be posted to the CRA's website as needed.

#### 2.d.ii. Coordination Activities with Other Grants, Government and Non-Government Projects/Programs

In 2012, HUD awarded a Choice Neighborhoods Planning grant targeting the Mt. Ephraim neighborhood. This EPA BF AWP builds upon the momentum created by the Choice planning initiative by focusing on developing a strategy for addressing brownfields. Brownfields were one of the primary impediments identified in the area's HUD *Choice Plan*.

With the award of the HUD grant, a public accountability and governance structure was established for the Mt. Ephraim neighborhood revitalization initiative. Supported by six task forces, the Choice Neighborhood Executive Leadership Council established under the HUD

grant contains representatives from the City, the Housing Authority, the CRA, residents, non-profit community development corporations like Cooper's Ferry Partnership, anchor institutions such as Virtua Hospital and Our Lady of Lourdes Hospital, and Camden County Municipal Utilities Authority and the Delaware Valley Regional Planning Commission. A similar structure using the Choice Neighborhood Executive Leadership Council will be utilized for the BF AWP project. The continued involvement of the regional Delaware Valley Regional Planning Commission will ensure regional support and input in the BF AWP project.

In addition, a Choice Implementation Grant application was recently submitted to HUD. In the event of an award, the CRA will ensure that the EPA BF AWP effort will be coordinated with the HUD implementation program.

### **3. QUALITY ASSURANCE**

Prior to undertaking any activity that uses existing environmental data, the CRA will consult with the EPA Regional project officer to determine if the CRA will need a Quality Assurance Project Plan (QAPP). The EPA Region 2 office will determine if a QAPP is required, based on the activities described in this workplan. If required, the CRA will prepare and submit a QAPP which meets with the approval of the U.S. EPA Region. The EPA Region 2 may require that QAPP elements include describing the environmental data to be considered acceptable, how these data are to be used, and sufficient criteria and controls to ensure only data of adequate quality are used to meet project objectives. If required, the QAPP must be approved prior to the CRA conducting any work related to the use of the existing environmental data.

Generating environmentally related measurements or data is not anticipated to be performed by the CRA as part of this grant.

### **4. BUDGET**

#### **4.a. Budget Description**

See the attached Application for Federal Assistance Budget Page (Form 424a), which also outlines the amounts listed below. The following presents the anticipated budget. Budget line items are subject to change based upon the actual costs provided in the selected consultant team's proposal.

<b>Budget Categories</b>	<b>Task 1 Cooperative Agreement Management</b>	<b>Task 2 Community Outreach</b>	<b>Task 3 Research &amp; Analysis</b>	<b>Task 4 Visioning</b>	<b>Task 5 BF AWP Preparation</b>	<b>Total</b>
<b>Personnel</b>	\$6,490	\$6,542				\$13,032
<b>Fringe</b>	\$1,889	\$1,904				\$3,794
<b>Travel</b>	\$3,000					\$3,000
<b>Equipment</b>						\$0
<b>Supplies</b>	\$2,500					\$2,500
<b>Contractual</b>	\$5,000	\$25,000	\$35,500	\$33,000	\$71,674	\$170,174
<b>Other</b>	\$2,500	\$2,500	\$2,500			\$7,500
<b>TOTAL</b>	<b>\$21,379</b>	<b>\$35,946</b>	<b>\$38,000</b>	<b>\$33,000</b>	<b>\$71,674</b>	<b>\$200,000</b>

#### 4.b. Budget Narrative

<b>Task 1 Cooperative Agreement Oversight Budget</b>				
<b>Item</b>	<b>Unit</b>	<b>Qty.</b>	<b>Unit Cost</b>	<b>Subtotal</b>
Personnel: CRA Project Manager	HR	125	\$51.92	\$6,490
Fringe: CRA Project Manager	%	-	29.11	\$1,889
Travel: Fall 2016 mid-project training meeting for all FY15 BF AWP grantees & other AWP events ( <i>Note: travel to EPA Brownfields Conferences will be funded by other EPA brownfields grants awarded to the CRA</i> )	Event	2	\$1,500	\$3,000
Supplies: Items for cooperative agreement oversight and community outreach presentations/engagement. Purchases are expected to include, a laptop, a desktop computer, and other office supplies as needed ( <i>Note: Because EPA defines equipment as an individual item that costs \$5,000 or more, these items are being considered supplies</i> )	Lump Sum	-	-	\$2,500
Contractual: Grant Management Consultant	YR	2	\$2,500	\$5,000
Other: Graduate Intern	Lump Sum	-	-	\$2,500
<b>Task 1 Total</b>				<b>\$21,379</b>

<b>Task 2 Community Outreach Budget</b>				
<b>Item</b>	<b>Unit</b>	<b>Qty.</b>	<b>Unit Cost</b>	<b>Subtotal</b>
Personnel: CRA Project Manager	HR	126	\$51.92	\$6,542
Fringe: CRA Project Manager	%	-	29.11	\$1,904
Contractual: Planning Consultant Team	Lump Sum	-	-	\$25,000
Other: Graduate Intern	Lump Sum	-	-	\$2,500

<b>Task 2 Total</b>	<b>\$35,946</b>
---------------------	-----------------

<b>Task 3 Research &amp; Analysis Budget</b>				
<b>Item</b>	<b>Unit</b>	<b>Qty.</b>	<b>Unit Cost</b>	<b>Subtotal</b>
Contractual: Research & Analysis	Lump Sum	-	-	\$18,000
Contractual: Brownfield Inventory	Lump Sum	-	-	\$12,000
Contractual: Brownfield Prioritization	Lump Sum	-	-	\$5,500
Other: Graduate Intern	Lump Sum	-	-	\$2,500
<b>Task 3 Total</b>				<b>\$38,000</b>

<b>Task 4 Visioning Budget</b>				
<b>Item</b>	<b>Unit</b>	<b>Qty.</b>	<b>Unit Cost</b>	<b>Subtotal</b>
Contractual Site Redevelopment Prioritization	Lump Sum	-	-	\$23,000
Contractual Concept Sketches	Lump Sum	-	-	\$10,000
<b>Task 4 Total</b>				<b>\$33,000</b>

<b>Task 5 BF AWP Preparation Budget</b>				
<b>Item</b>	<b>Unit</b>	<b>Qty.</b>	<b>Unit Cost</b>	<b>Subtotal</b>
Contractual Draft AWP	Lump Sum	-	-	\$51,000
Contractual Final AWP	Lump Sum	-	-	\$20,647
<b>Task 5 Total</b>				<b>\$71,647</b>

All lump sum expenses, including those for the CRA’s graduate intern and all consultants, are based on prior costs for other efforts similar in scope to the BF AWP.

## **5. LEVERAGING**

EPA expects the CRA to make the effort to secure the leveraged resources described in their cooperative agreement proposal. Given that many of the leveraged resources are for efforts that have already been implemented, the CRA is expected to abide by their proposed leveraging commitments during the EPA grant performance period; failure to do so may affect the legitimacy of the award.

Resources Leveraged for Project Outputs: Many of the resources the CRA has leveraged thus far for the Mt. Ephraim Neighborhood are in support of project outputs and associated activities. As was aforementioned, the CRA obtained assistance from the NJIT TAB Program whereby sites with which the CRA had been engaged were catalogued and prioritized. The NJIT TAB assistance to create a brownfield prioritization mechanism will be leveraged as part of Task 3 as new sites are identified in Mt. Ephraim AWP inventory effort and prioritized to identify second tiered catalyst sites. The estimated value of the technical assistance provided by NJIT was \$8,500, based upon cost estimates provided by private consultants. The use of EPA Assessment funding for a contractor to conduct the file reviews and evaluate the date for two sites in the areas—including the catalyst Camden Labs site—was \$5,289.25. It should be noted that additional resources will be leveraged for brownfields investigation activities as supporting assessment work is expected to be conducted during the course of implementing the AWP project.

Resources Leveraged for Project Outcomes: The long-term AWP outcomes for which the CRA has leveraged resources include:

- \$300,000 HUD Choice Neighborhoods Planning Grant;
- \$96,000 local Economic Recovery Board Planning Grant to prepare the *Whitman Park Redevelopment Plan*;
- \$400,000 local Economic Recovery Board Acquisition Grant to fund City acquisitions of 65 vacant properties under state Abandoned Property Rehabilitation Act; and
- \$8 million City bond for demolition of an estimated 500 properties in Mt. Ephraim.
- A potential funding source for assessment and remediation are the CRA's EPA assessment grants and the CRA's EPA Revolving Loan Fund grant.
- A potential funding source for development is the HUD Choice Neighborhoods Implementation grant. The City Housing Authority will be submitting an application for the next round of funding for public housing construction/rehabilitation.
- A potential funding source for development is the State Economic Redevelopment and Growth Program. This developer incentive program provides state grants for up to 30% of total project costs. A total of \$175 million is earmarked specifically for Camden.