



City of Camden Clean, Green, and Infrastructure Subcommittee Report

Prepared by the CGI Transition Subcommittee for Mayor-elect Dana Redd
January 2010

COMMITTEE MEMBERS

Committee Chairmen

David Foster, Greater Camden Partnership
Anthony Perno, Cooper's Ferry Development Association, Inc.

Lead Writer

Michael Duffy, Greater Camden Partnership

Writers

Andrew Elliott, Greater Camden Partnership
Pilar Hogan, Saint Joseph's Carpenter Society
Kwan Hui, Rutgers University-Camden
Kristen Klepacki, DRPA
Andy Kricun, Camden County Municipal Utilities Authority
John Pyne, Traffic Planning and Design, Inc.
Meishka Ruiz, Cooper's Ferry Development Association, Inc.
Chief John Thomson, Camden Police Department

TABLE OF CONTENTS

I. INTRODUCTION	3
Global Policy Recommendations	4
II. 100-DAY PRIORITY ACTION ITEMS	5
Government Structure	5
Abandoned Properties	7
City-Wide Spring Cleanup	8
III. 9 MONTH AND 2 YEAR GOALS	10
Effective Upgrade and Management of City Water and Sewer Systems	10
Parks & Open Spaces	10
Purchasing Procedures.....	11
Recycling	11
Energy Management for City Buildings and Homeowners.....	12
Green Procurement	12
Eyes in the Sky.....	13
Clean and Safe Expansion.	13
The Arts.....	14
Appendix 1: New Positions with Job Descriptions.....	16
Appendix 2: Organizational Charts for Proposed City Structure	Error! Bookmark not defined.

I. INTRODUCTION

On November 3, 2009, Dana Redd was elected Mayor of the City of Camden. As part of her transition into office, she has formed five subcommittees to provide policy recommendations on key issues that her administration will address. This report reflects the policy recommendations of the Clean, Green, and Infrastructure (CGI) subcommittee. The purpose of the committee, comprised of representatives from public and private entities, is to deliver policy recommendations that have been compiled as a result of collaborative research and discussion among committee members. The group met several times to identify specific CGI issues to be addressed in this report, as well as to make global recommendations for general policies to be applied across all topics. The recommendations in this report have been researched and written with the understanding that they will have to be implemented in a resource-restricted environment. As such, whenever possible, each recommendation includes suggested partnerships and resources that may be used to procure funding and human capital to implement that recommendation.

There are many opportunities to make improvements in Camden in the areas of Clean, Green, and Infrastructure, and the positive results that can be achieved by adopting strong policies in these areas are tremendous. First, addressing the issues arising under these topics will result in tangible savings for the City. Second, addressing these issues will result in greater efficiency within the City, including improved coordination among city departments and ease of communication between the City and its citizens. Third, addressing these issues will yield highly-visible deliverables that will improve the City's standing with residents, developers and investors, and the State of New Jersey.

This document is arranged into three sections. Section I, the Introduction, includes a discussion of several global recommendations that are applicable through this entire report. Section II contains a discussion of several one-hundred day policy recommendations that have been identified by the committee as top-priority action items. Section III discusses ongoing policy recommendations in each of the four specific topics assigned to this committee: Infrastructure (including utilities, roads, abandoned properties, and parks), Green Development and Sustainability, Clean and Safe, and the Arts. Within each topic heading there is a general topic introduction, followed by a discussion of each issue, including the problems the issue currently poses, the recommended courses of action, and, where applicable, the resources available to implement those courses of action.

Global Policy Recommendations

The CGI committee recommends several global policies that should be applied across all of the issues covered in this report. Adoption of these global policies is essential to ensure that the specific recommendations in this report are executed efficiently and with lasting impact. These policies will undoubtedly be critical in areas beyond the scope of this report as well.

- **Human Talent:** Perhaps the most important recommendation towards the successful implementation and lasting impact of the new administration's policies will be Mayor Redd's commitment to hiring proven and highly-qualified individuals for city government positions. Wherever an action item calls for the creation of a new government official or staff person, or an existing position needs to be filled, the administration should hire top individuals drawn from a nationwide search.
- **Cost-cutting and revenue maximizing measures:** Priority should be given to those policies that cut costs and maximize revenue. This will be an essential element in the sustainable funding of changes that need to be made in the City. As identified in this report, there are considerable opportunities available in the areas of cleaning, greening and infrastructure to reduce the City's operating costs and achieve new revenues.
- **Partnerships:** Because resources available to the City are limited, the new administration should actively seek to utilize partnerships with outside entities whenever possible. To aid in the process of identifying potential partners with necessary resources, many of the issues discussed in this report suggest partnerships that the City should pursue. Furthermore, because many of the policy recommendations in this report require further research and human resources during the execution phases, both short term and long term, it is recommended that the CGI subcommittee be retained in an advisory capacity.
- **Commitment to Technology to Facilitate Communication:** To the extent that resources allow, technology should be used to streamline communication between the city government and members of the community. This is necessary to ensure that the City is providing the best possible services to citizens in need of them. From a Mayor's Hotline to well-maintained databases shared on the City's website, the policy recommendations in this report suggest some of the means by which the new administration can open the most efficient channels of communication between the City and its citizens.

II. 100-DAY PRIORITY ACTION ITEMS

The first one hundred days in office will provide a chance for Mayor Redd to set the tone of her administration and lay the groundwork for ongoing change in the City. The CGI subcommittee has identified several priority action items that will be addressed in the administration's first one hundred days to achieve maximum impact. Further policy recommendations in Part III of this report are designed to complement and build upon the initial successes of these priority items.

Government Structure

Issue: The residents, local stakeholders, and public at large in the City of Camden are currently underserved by a governmental structure that, in a few key areas, could do much more to promote responsibility, accountability, transparency, and coordination. As such, a reorganization of key positions within the City government is needed. In carrying out this reorganization:

- The role of each office and department must be clearly defined to maximize efficiency and coordination among the distinct governmental units;
- A clear reporting hierarchy within each department must be established, and;
- Efficient and responsive channels of communication between the public and the appropriate division of government must be created and maintained.

100 Day Recommendation: The City of Camden should reorganize the structure through which infrastructure and sustainability issues are managed, in order to improve efficiency and foster accountability and transparency. The proposed changes in government structure include a reorganization of the management of the City's Public Works, Capital Improvements, and Engineering/Construction Management divisions, as well as the creation of a new Office of Sustainability and Office of Parks and Open Spaces.

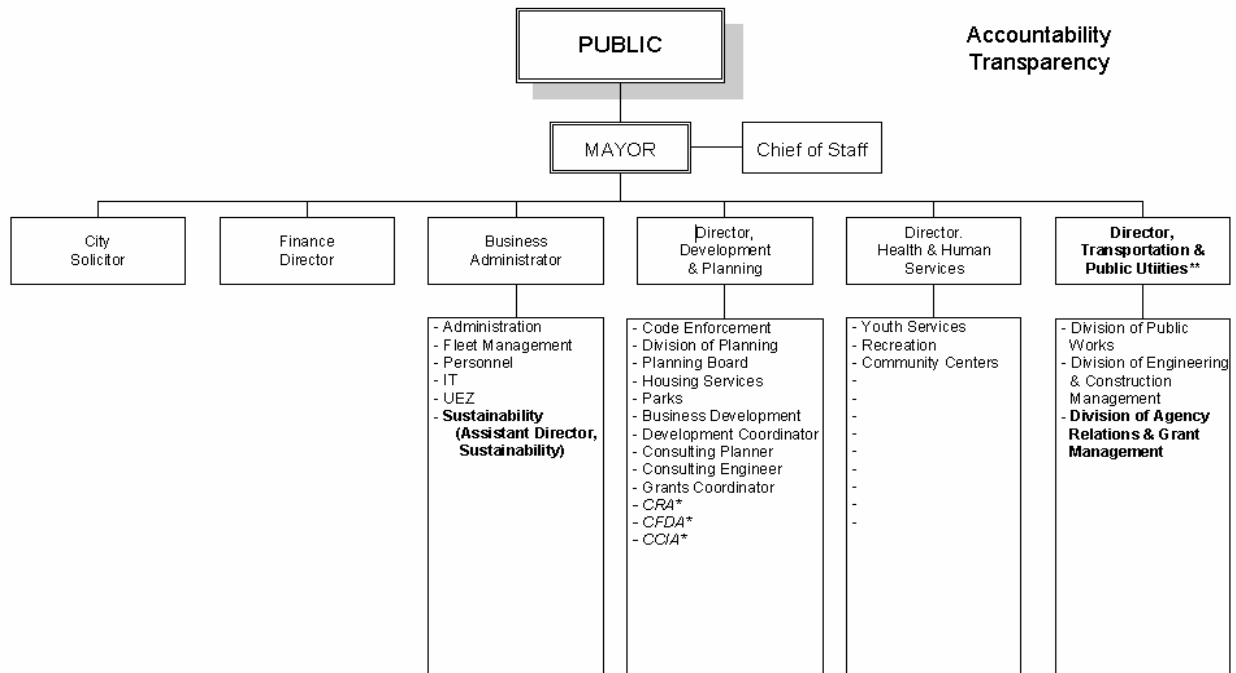
- The Director of Transportation and Public Utilities should be created, charged with the oversight of the maintenance, management, and improvement of the City's critical infrastructure systems. (See Appendix 1 for job description and qualifications for this office). The Director should be responsible for communicating a shared vision of the current and future priorities related to the sustainability of the City's transportation and utility infrastructure, and will manage relationships between City, Agency Stakeholders, and the Public. Specifically, the Director should be responsible for the Division of Public Works, Division of Engineering and Construction Management, and the Division of Agency Relations and Grant Management (new office).
- A grant writer should be hired to research and actively apply for funding for the City's infrastructure needs. This position should be augmented by the City's continued partnership with other agencies and nonprofit organizations to implement grant funded projects where additional management capacity is necessary.
- A new Assistant Director of Sustainability office should be created, reporting directly to the Business Manager. This person would be responsible for being a champion of sustainable and green initiatives throughout the city, both with the public and with city government. (See Appendix 1 for responsibilities and qualifications.) Regional and national foundations

Clean, Green, and Infrastructure Transition Report

should be approached to fund this position initially. In time, this position will pay for itself through cost-savings and efficiencies achieved.

- A new Assistant Director of Parks & Open Spaces position should be created within the Office of Development and Planning, and the existing Parks Department should be consolidated under this office.

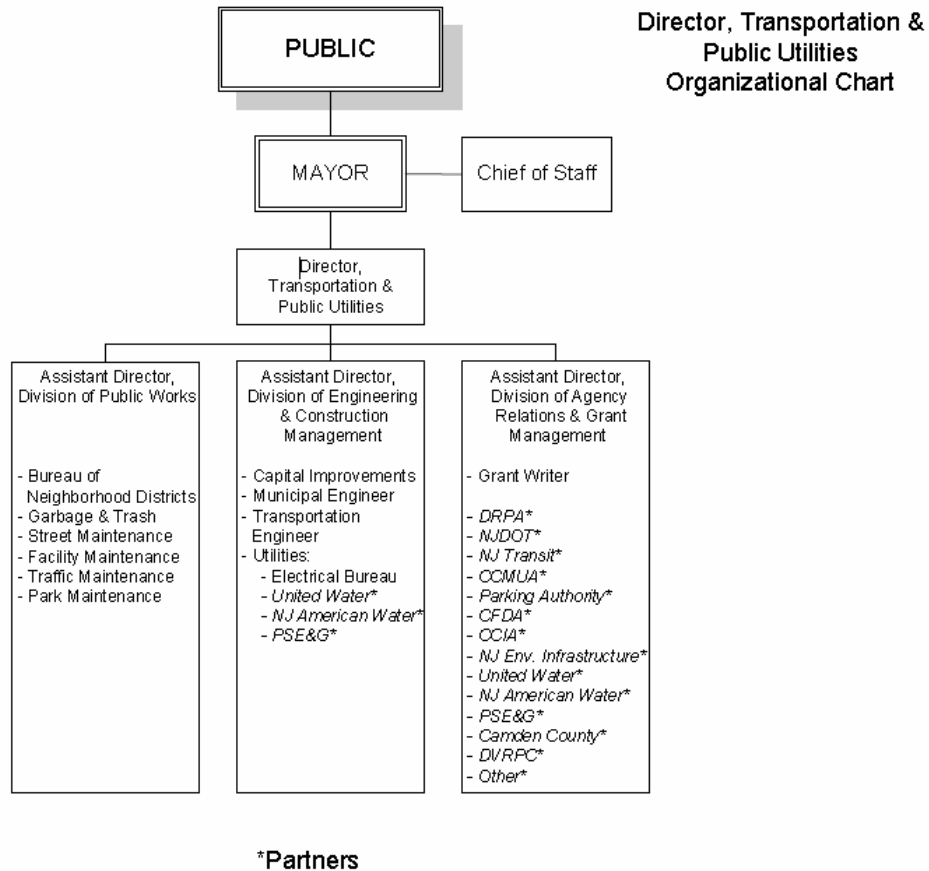
The following organizational charts lay out the proposed reorganized government structure:



*Partners

**See Sheet 2 for Detail

Positions in **bold** are proposed new positions



Abandoned Properties

Issue: The City of Camden has an overwhelming number of abandoned properties within the city limits affecting both the downtown area as well as the neighborhoods. Vacant properties contribute to a negative image of the City and cause an increase in detrimental health, safety and crime issues. However, the City lacks an efficient and comprehensive plan for dealing with its numerous abandoned properties. These properties basically fall into three categories: imminent hazards needing to be demolished, properties that need to be stabilized but are suitable for future rehab, and properties suitable for rehab that need no immediate stabilization other than effective board-up.

100-Day Recommendations:

The City must adopt a comprehensive strategy to address abandoned properties. This strategy will involve three elements: the implementation of the Abandoned Properties Act, implementation of the

Trespass Affidavit Program, and a more rigorous application of Code Enforcement procedures pertinent to abandoned properties.

- The City should implement the Abandoned Properties Act by producing a monthly inventory of abandoned properties and transferring them for rehabilitation. Under the leadership of the Director of Code Enforcement, should begin to produce monthly abandoned property inventory reports based on the Abandoned Property Act's statutory criteria. These reports should be delivered to the Mayor and other Directors for action. After providing the property owners with notice and an opportunity to appeal the inclusion of their property on the inventory report, the City should transfer the property for rehabilitation, either through a tax sale or eminent domain taking.
- In order to combat the use of vacant properties for drug activities, the city should implement the Trespass Affidavit Program (TAP) with cooperation from the police department, residents and businesses.
- Much of the blight associated with abandoned properties can be better addressed with a more streamlined and responsive Code Enforcement program. Stronger code enforcement in the city could simultaneously address several issues affecting that are negatively impacting the city. First, more rigorous code enforcement would put pressure on absentee property owners, many of whom are holding vacant properties and not properly maintaining them while they wait for property values to increase. This, in turn, would improve the quality of life in neighborhoods and along the city's commercial corridors by reducing the number of quality-of-life related nuisance violations; violations such as illegal disposal of trash, failure to maintain a property, and non-certified occupation of a property all detract from the quality of life for other residents, businesses, and customers. Furthermore, providing a coordinated, code enforcement-based approach to dealing with issues such as illicit activity in abandoned properties would improve public safety and would increase operational funding for the city through the collection of fines. To achieve these improvements to the code enforcement program, a staff person in Code Enforcement, responsible to the Director of Code Enforcement, should be designated to work closely with building inspectors. This staff person will be responsible for categorizing abandoned properties with a work plan, ordering board-up or stabilization activities, recommending action for Abandoned Properties Act. This person will work in collaboration with Planning and Development as well as community groups/non-profits/developers when evaluating property for demolition or stabilization. Additionally, Greater Camden Partnership's Camden Special Services District (CSSD) workers and police should be deputized to cite certain code violations and appropriately document the violations. In order to maintain the effectiveness of the improvements to the code enforcement process, a code-enforcement working group should be convened, including police, fire, CSSD, DPW, and code enforcement deputy-level directors; this group will can begin to use code enforcement to address intra-agency issues, particularly in the area of public safety.

City-Wide Spring Cleanup

Description: Many of Camden’s neighborhoods and parks have significant amounts of accumulated trash and debris. One of the Mayor’s articulated priorities has been “cleaning up the city.” Clean streets, parks and neighborhoods can significantly enhance the quality of life for residents. These conditions are also proven to reduce the incidence of crime and enhance property values.

100-Day Recommendations:

The Mayor should call for a city-wide cleanup within the first 100 days of taking office. This city-wide initiative would be a coordinated effort among the city’s churches, non-profits, community groups, corporate stakeholders and the Department of Public Works. Grant funding from the county and other sources may be available as well. Critical to successful implementation is to appoint a specific project manager, who will work to recruit a sufficient number of organizations to cover the entire city. To generate publicity and awareness for this community clean-up, a kick-off event should be held and public officials and the media should be in attendance.

- Planning for this project should begin immediately, with the naming of a project manager. The cleanup should take place in April and mark the delivery of a “100-Day Promise.”

III. 2 YEAR GOALS

There are a number of opportunities for the new administration to add tremendous value to the Camden government's operations in the areas of cleaning, greening, and infrastructure. Each of the following recommendations should be implemented within the first two years of the administration and, in many cases, will build upon the successes of the 100 day goals discussed in Part II.

Effective Upgrade and Management of City Water and Sewer Systems

Issue: The City of Camden's water and sewer systems are at the center of many of the quality of life issues facing its residents. The aging sewer system is prone to blockages that can increase the potential of flooding in the streets, or sewage backups into residences. In addition, inadequate odor control practices in sewer system operations can lead to odor nuisances that interfere with the quality of life of the City's residents. To reduce these problems, the City should make sure that its water and sewer contracts are being properly performed, billing revenue for use of city sewers is maximized, and sustainable policies for the maintenance and repair of city water and sewer systems are adopted.

Recommendations:

- United Water should be held to the terms of its operations, maintenance and management contract for the City's water and sewer systems. Particular attention should be paid to ensuring that United Water (1) properly maintains the system in order to reduce Camden City capital repair responsibilities and (2) minimizes potable water loss in accordance with the contract.
- The City should establish a maintenance policy to ensure that road repairs and sewer repairs are considered and planned concurrently, rather than wasting money by opening roads up twice. Better coordination between sewer department and road department is needed. A repair of one should not be made without at least evaluating repair of the other.
- The City should resume billing Pennsauken Sewerage Authority for flow that is conveyed from Pennsauken to the Cramer Hill section of Camden City. Funds collected should be used to upgrade the Cramer Hill sewer collection system.
- The City should prepare a needs-assessment to identify the most immediate sewer replacement needs, and implement the replacement plan proactively, thereby reducing costly emergency repairs. A consultant should be retained to develop and implement a plan, using outside partners to assist with applications for funding and/or project management.

Parks & Open Spaces

Issue: In urban areas such as the City of Camden, parks and open spaces are an integral, yet often overlooked, component of economic stability. However, in Camden, many parks and open spaces are akin to vacant lots and, as such, tend to attract crime and vandalism. Irregularly scheduled maintenance and emergency response have been the City's primary focus. As a result, the parks and open spaces in

many Camden neighborhoods are detrimental to community building rather than being community assets.

Recommendations:

- Identify Camden institutions/companies to “adopt” nearby parks/open spaces (provide cleaning, security, and maintenance).
- Utilize partnerships with schools, local arts groups, and neighborhood organizations to activate parks and provide constructive outlets for Camden youth.

Mayor’s Action Line

In order to maximize the impact of the proposed reorganization and facilitate communication with the public, a Mayor’s Action Line should be implemented.

- A Mayor’s Action Line should be implemented, providing a simple phone number that serves as a one-stop access point to all the departments within the City, which will help to empower the residents of Camden. The hotline should be heavily advertised, and provide “problem-based” (rather than department listings) topics. Calls and City responses should be tracked. Most importantly, the calls must lead to action. Along with implementation of the Mayor’s Action Line, a “Services Directory” should be issued to all Camden residents and businesses, listing contact information for the various city services.

Recycling

Issue: Although Camden already enjoys the benefit of single-stream recycling, which allows recyclers to dispose of glass, paper, plastic, etc. in a single receptacle without sorting, the recycling program in the City is under-utilized. Under the current contract, there are supposed to be two pick-up days for both trash and recycling in most parts of the City. However, actual recycling pick-ups occur sporadically. Many residents are unaware of which days their recycling pick-ups are supposed to take place. Furthermore, because the City does not have the resources to actively enforce current recycling requirements, many residents have no incentive to participate in recycling. Therefore, it is likely that the City is bearing the cost of services that are insufficient and under-utilized.

Recommendations:

As soon as possible, Camden should adopt a new recycling provision under the trash contract, reducing pick-up days to one per week. This will minimize the cost borne by the City for under-utilized and, in some cases, un-provided services.

- An audit of the performance of the current recycling contract should be conducted to determine the City’s expenses under the contract and the savings that could be achieved under a once-per-week recycling pick-up schedule.
- After a new pick-up schedule is implemented, a city-wide public awareness campaign should take place. This campaign should include mailings to all residents, clarifying the pick-up schedule for each neighborhood and discussing the environmental benefits of recycling.

- Using the savings achieved by implementing a once-a-week recycling schedule, Camden should partner with RecycleBank to develop an incentive-based recycling program that will encourage community participation, reduce the City's landfill fees, and contribute greatly to environmental preservation in the City and beyond. The centerpiece of the program would be RecycleBank's incentive program for residents, which provides rewards based on the amount recycled. This program should be accompanied by a public awareness campaign, explaining the new recycling program, describing the direct benefits available to participants, and clarifying the pick-up schedule for each neighborhood.

Energy Management for City Buildings and Homeowners

Issue: The City of Camden needs to begin to diligently measure its energy usage to determine its current level of energy consumption. Then the City should set aggressive yet achievable goals to reduce energy usage throughout city buildings and facilities in order to gain energy savings. Furthermore, the City should continue to support programs that help residents retrofit their homes with energy efficient improvements.

Recommendations:

- Create a "Green Team" made up of city workers to promote sustainability in the workplace. Each department will appoint a Green Coordinator that will participate on the Green Team, led by the Assistant Director of Sustainability. The Green Team will be responsible for creating a sustainability campaign throughout the city government, including creating signs with "green" tips, encouraging more electronic communications, turning off lights in unused offices, etc.
- Energy audits should be conducted for all city buildings and facilities. Typically, energy audits cost approximately 5% of an annual energy bill, however, the BPU and other state agencies have programs in which the audit can be performed for free or at a reduced cost. Energy audits can be very time-consuming endeavors, but studies have shown that when active energy management is applied to previously unmonitored energy usage, savings of 10 to 40% can be realized.
- The City should continue to use money allotted through the Energy Efficiency and Conservation Block Grant Program to develop and implement projects to improve energy efficiency and reduce energy usage throughout the city. The first round of money has been allocated for streetlight improvements. The money that will be saved through the use of energy efficient streetlights should be set aside to fund more sustainability projects throughout the city.
- The City should implement a centralized billing system so that information for all government buildings is in one place and energy usage can be measured. Implementing this system will complement the energy audits by allowing the city to compare energy usage from one department or building to another in order quickly identify variances and billing errors.
- Continue expansion of CHIP (Camden Home Improvement Program) as a means of making energy-saving home improvements affordable for homeowners.

Green Procurement

Issue: The city currently does not have green requirements in its procurement policies. A green procurement policy should be adopted that increases the amount of environmentally-friendly products purchased by the City of Camden without compromising safety and quality. Green products include

products that conserve water, contain recycled content, use alternative fuels, conserve energy, are bio-based, and reduce chemical usage. The City of Camden must comply with local, state and federal purchasing goals and requirements, and fortunately there are many green choices available to cities and municipalities.

Recommendations:

- Create a green procurement policy for the city of Camden and procurement guidelines. The Assistant Director of Sustainability should work with city Purchasing staff to create the policy and communicate this policy with all Purchasing staff.
- The city Purchasing staff should meet with local anchor institutions to discuss the possibility of partnering to achieve economies of scale.
- Incorporate green requirements into all contract pre-evaluations and requests for proposals. Determine which contracts are coming up for renewal and set goals to include a green component will be added to some of the selection requirements.
- Implement an electronic bidding system. This will save time by streamlining the process and will save money through the use of less paper.

Eyes in the Sky

Issue: The Camden City Police Department has planned a street-based camera surveillance system similar to systems implemented in New York City, Philadelphia, Jersey City and many other cities across the country. With cameras placed in areas with the highest crime rate statistics, the project will increase the personal safety of the City's residents and visitors. The goal of this project, called Eyes in the Sky, is to improve the Police Department's ability to enforce the laws, deter crime and enhance the public's perception of personal safety. The project is also critical in helping improve the image of Camden as a safe place to live and to work for prospective stakeholders. For these reasons, it is imperative that the City install this system as expeditiously as possible.

Recommendation:

The City should help facilitate implementation of the Eyes in the Sky Project.

- Communication with the state Attorney General's office is needed to secure approval for the program and ensure the contractor bid is awarded in a timely manner.
- The City should work with the Police Department to facilitate the installation of cameras as quickly as possible.
- A meeting should be convened with representatives from the city and stakeholders located near commercial corridors. One goal of such a meeting would be to discuss funding for further expansion of the Eyes in the Sky program.

Clean and Safe Expansion.

Issue: The city has demonstrated difficulty to maintain a level of cleanliness that supports an adequate level of economic and residential vitality. The Camden Special Services District (CSSD) has targeted several areas of the city through its clean and safe mission. In those target areas, the CSSD has helped to curb the "broken windows" effect — the observed tendency for problems which, if not fixed within a

short amount of time, begin to occur more frequently and spread. By keeping an area maintained on a consistent basis, the people in the area have begun to act more respectful of the area's overall maintenance as well as take a degree of ownership in the area's appearance. In addition, the CSSD utilizes the "eyes on the street" concept, which suggests that the most effective tool in achieving actual and perceived security is the presence of alert and engaged people in a given area, to fulfill the safety aspect of the initiative.

Recommendations:

The CSSD program should be expanded to include additional corridors and transportation centers in the City, as well as a robust graffiti remediation program. Expansion of the CSSD program costs approximately \$100,000-\$120,000 per neighborhood area per year. The areas selected for expansion should include commercial corridors and highly-utilized transportation centers. The City should then aggressively engage and hold accountable local stakeholders, anchor institutions, local businesses, non-profits, state, county, and local government agencies sharing jurisdiction, to partner with the City to invest in Clean and Safe initiatives. These key businesses and neighborhood stakeholders should provide half of the cost of CSSD expansion, while the Urban Enterprise Zone can act as a tool to match the amount collected from private sources.

- Building on the successes of cleanup initiatives such as the Spring 2010 city-wide cleanup, the City should work to identify 5-6 key areas that would benefit from a clean and safe initiative. In those areas, the City should begin to recruit corporate participants who will have a vested interest in the service and the positive effect it will foster in the area. Money raised from local businesses should be matched with UEZ funding to increase the scope of clean and safe coverage along the target corridors.
- CSSD's new graffiti remediation program should be funded in part by UEZ funding. As with clean and safe funding, any UEZ funding for the graffiti remediation program should be matched by support from nearby vested corporate participants to ensure the maximum possible scope of coverage.
- The City's Adopt-a-Lot program should be revised to increase the program's impact. These revisions should build upon the work done by the Camden Redevelopment Agency's Human Capital Director, and should draw in some of the best practices that have been successful in the Adopt-a-Lot programs in other cities. These revisions should focus on the goal of increasing accountability for the maintenance and monitoring of adopted lots by participants. Additionally, the Adopt-a-Lot program should be made more accessible for parties interested in participating.
- CSSD, the Department of Public Works, and public safety should convene quarterly to develop, implement, and monitor strategies to maximize the safety and cleanliness of the City's transit gateways, with particular focus on the Walter Rand Transportation Center.

The Arts

Issue: The arts are an important part of a community's identity and they herald economic revitalization in the areas where they flourish. Much of the art activity in the City is the result of grassroots, community-based initiatives that occur more or less independently of the City and each other. A Mayor's Arts Advisory Council (MAAC) is needed to coordinate these initiatives with other private and public arts programs to maximize their impact, as well as to develop strategies to incentivize further

growth of the arts in key areas. One role of the MAAC will be to keep the Mayor apprised of these community initiatives in order to help coordinate and promote them. Furthermore, the MAAC will be comprised of individuals who are aware of arts programs and strategies that have proven successful in other cities and communities, and will be able to recommend approaches to some of these strategies that are tailored to Camden's particular needs.

Recommendations:

- The MAAC should be assembled, bringing together artistic leaders from the Camden area. Input from community members as well as community arts institutions such as the Camden County Cultural and Heritage Commission, Rutgers Department of Fine Arts, Symphony in C, or the Walt Whitman Arts Center will be useful in helping to assemble this council.
 - A Camden Mural Arts Program should be implemented, with support from city stakeholders. The Philadelphia Mural Arts Program may be able to provide guidance in procuring funding as well as implementing a mural arts program in Camden.
 - A "percent for art" program should be adopted, requiring a small percentage of each city capital project and private development to be allotted to the creation of public art.
 - Working with the MAAC, the City needs to adopt a more streamlined permitting process for access to vacant commercial corridor properties sought for temporary art events and programs.
-

Appendix 1: New Positions with Job Descriptions

Job Description for proposed Department of Transportation and Public Utilities Positions

Director, Transportation and Public Utilities

The Director of Transportation and Public Utilities will report directly to the Mayor, and will be responsible for overseeing and coordinating the maintenance, performance, and improvements to the City of Camden's Infrastructure Systems. The Director will be responsible for communicating a shared vision of the current and future priorities related to the sustainability of the transportation and utility infrastructure, and will manage relationships between City, Agency Stakeholders, and the Public. Specifically, the Director will be responsible for the following Divisions:

- Division of Agency Relations and Grant Management
- Division of Public Works
- Division of Engineering and Construction Management

The Director will be a public figure who will engage with state and county government, local community organizations, anchor institutions, professional societies, and businesses with interests in the City of Camden. It is expected that the candidate for this position will have experience in directing public works and capital improvement projects, high level coordination with governmental and quasi-governmental agencies, and have excellent public speaking abilities. The Director must possess strong relationships with executive and legislative leaders in the region. The Director of Transportation and Utilities does not have to be an engineer.

The following are brief Descriptions of those Divisions and Assistant Director Positions for which the Director of Transportation and Public Utilities will be responsible.

Assistant Director, Division of Public Works

The Division of Public Works will be led by an Assistant Director, who will report to the Director of Transportation and Public Utilities. The Assistant Director will be responsible for the essential Sanitation and Maintenance services throughout the City including but not limited to the Bureau of Neighborhood Services; Garbage and Trash; and Street, Traffic, Facility, and Park Maintenance.

Assistant Director, Division of Engineering and Construction Management

The Division of Engineering and Construction Management will be led by an Assistant Director, who will report to the Director of Transportation and Public Utilities. The Division will focus on identifying and implementing the design and construction of essential infrastructure improvement projects in the City of Camden, in addition to overseeing the maintenance and improvement to the major Utilities in the City. The Assistant Director will be responsible for managing Capital Improvement Projects, the

Clean, Green, and Infrastructure Transition Report

Municipal Engineer, Transportation Engineer, Utilities including the Electrical Bureau, and will be the City's representative for United Water, American Water and PSE&G.

Assistant Director, Division of Agency Relations and Grant Management

The Division of Agency Relations and Grant Management will be led by an Assistant Director, who will report to the Director of Transportation and Public Utilities. The Assistant Director will be a liaison for Agency Stakeholders including DRPA, NJDOT, NJ TRANSIT, CCMUA, CFDA, CCIA, and the Parking Authority. The Assistant Director will also be responsible for identifying and securing public funding opportunities through close coordination with Federal, State, and County Government and Agencies, and prepare all Grant Applications related to the City's Transportation and Utility Infrastructure.

Job Description for proposed Assistant Director of Sustainability

Assistant Director of Sustainability

Responsibilities:

- Create a baseline assessment and thereafter an annual sustainability assessment
- Create SMART targets and goals for Camden (specific, measureable, aggressive, realistic, and time-bound)
- Work to make city government buildings LEED certified
- Will work with Energy Manager to facilitate accurate and consistent data gathering across departments and aid sustainability performance evaluation efforts
- Work closely with city grants writers to pursue funding opportunities and grant applications for sustainable projects
- Work with Purchasing Department to pursue green purchasing policies and goals for the city.
- Communicate with residents and city workers about green initiatives throughout the city. Raise awareness and educate people on sustainability (i.e. positive press releases about green efforts, grant opportunities, tips on how individuals and homeowners can go green, Earth Day and Sustainability Week, etc.)
- Partner with local and state environmental groups, such as HelpLightNJ, Center for Transformation, Clean Air Council, NJDEP, etc.
- Work to create green jobs training programs for city residents
- Responsible for all sustainable projects and programs, such as RecycleBank, solar programs, etc.

Qualifications would include, but not be limited to:

- Experience in grant writing and applying for funding
- LEED certified

Job Description for proposed Energy Manager

Clean, Green, and Infrastructure Transition Report

Responsibilities:

- Work with Assistant Director of Sustainability and Sustainability Committee to develop long term planning goals for the city of Camden and for renewable energy projects
- Develop an energy management team to implement a variety of projects that reduce the campus's overall utility consumption
- Record and attribute energy consumption and costs
- Serve as project manager for specified sustainability projects
- Troubleshoot energy problems and utility billing errors
- Work with the Sustainability Director and the Sustainability Committee to create various reports, including an annual energy report that shows energy usage and energy savings.

Qualifications would include, but not be limited to:

- LEED certified