
APPENDIX E: Capital Improvement and Infrastructure Master Plan Documents

APPENDIX E-1: DATA SOURCE MATRIX CAPITAL IMPROVEMENT AND INFRASTRUCTURE MASTER PLAN

Data Source	Utilities					Transportation & Traffic**	Open Space & Public Facilities**	Funding Sources	Additional Comments
	Sewer	Water	Drainage & Flooding	Telecommunications	Gas & Electric				
City of Camden Master Plan (Lenaz, Mueller & Associates, 2002)	* Upgrade the existing sewer network * Recommendations for specific sewer improvements/repair	* Overall water system recommendations * Recommendations for specific neighborhood improvements	* Improve existing flooding conditions in identified problem areas * Improve citywide stormwater management	* Promote Camden as a technology hub		* Overall transportation systems recommendations * Recommendations for specific neighborhood improvements	X		* Streetscape recommendations
Sewage Infrastructure Improvement Act Planning Study - Final Report (CH2MHill, 2001)	* Recommendations for sewer system upgrades for EPA compliance								
Environmental Assessment for Interim and Long-Term Solids/Floatables Control Plan - Final Report (CH2MHill, 2000)	* Recommendations for sewer system upgrades for EPA compliance								
Camden City Capital Improvement Plan for the Water System and Wastewater Collection System (US Water, LLC, 2000)	* Recommendations for sewer main improvements/repair * Recommendations for WPCF and PS improvements	* Recommendations for neighborhood improvements * Recommendations for WTP and system upgrades							* Some repairs/improvements performed as per meeting with Camden Water on 9 January 2003
Sewer Inventory and Assessment/Facilities Inventory and Assessment Analysis - Final Report (CH2MHill, 1999)	* Summary of existing sewer network conditions								
Interim and Long-Term Solids/Floatables Control Plan - Final Report (CH2MHill, 1999)	* Recommendations for sewer system upgrades for EPA compliance								
Combined Sewer Overflow Service Area and Land Use Report - Final Report (CH2MHill, 1999)	* Summary of existing sewer network conditions								
Brick Sewer Evaluation (WRc inc., 1997)	* Recommendations for specific sewer improvements/repair								* Updated yearly
City of Camden Department of Utilities Capital Improvement Projects Report (Sept. & Dec. 2002)	* Upgrade the existing sewer network * Recommendations for specific sewer improvements/repair	* Overall water system recommendations * Recommendations for specific neighborhood improvements				* Overall transportation system recommendations * Recommendations for specific neighborhood improvements		* Some projects currently funded or partially funded	* Streetscape Improvements
Preliminary Engineering Analysis for Stormwater Study for EDA Funding, Baldwin's Run Drainage Basin, City of Camden, Camden County, New Jersey (Adler Engineers, 2001)			* Flooding mitigation recommendations in Baldwin's Run						* EDA application included
Flooding Mitigation Alternatives Study, Von Neida Park/Cramer Hill, City of Camden Camden County, NJ (TRC Engineers, 2001)			* Flooding mitigation recommendations in Baldwin's Run					* Potential responsible organizations identified with estimated project cost	
Camden Water memo to Dept. of Utilities (dated 30 May 2001)	* Pump station rehabilitation recommendations								* Does not include Baldwin's Run PS (CCMUA) or Arch St. Ps and Baird Blvd. PS (information missing)
Waterfront South (2000)	* Recommendations for repair/replacement of neighborhood sewers * Recommendations for sewer clean out	* Recommendations for fire hydrant maintenance/repair/replacement * Recommendations for neighborhood water main improvements	* Improve drainage to reduce flooding throughout neighborhood			X	X		* Streetscape Recommendations
The North Camden Plan (1993)	* Recommendations for neighborhood sewer main improvements/repair	* Recommendations for neighborhood improvements				X	X		* Streetscape Recommendations
Main Street A Study to Determine the Need for Redevelopment (Camden Redevelopment Agency, 1995)	* Upgrade the existing neighborhood sewer network	* Upgrade the existing neighborhood network				* Recommendations for specific neighborhood improvements	X		* Recommendation for private developer to partly incur cost of utility improvement for large-scale developments
A Path Forward for Camden (Annie E. Casey Foundation, 2001)				* Promote Camden as a technology hub					
Camden Greenways (The Delta Group)			* Improve existing flooding conditions in identified problem areas				X		
NJDOT Project Briefing Papers			* Summary of City roadway flooding issues			* NJDOT-funded transportation improvements		* Funded through NJDOT	* Flooding
City of Camden Lead Water Service Line Replacement Project Sheet		* Recommendations for lead water lines to be replaced							* Includes list of lead water lines already replaced as of 17 December 2002
Infiltration/Inflow Analysis for Service Area 7 Camden City - Baldwin Run District II - Delaware Basin (Weston,Speitel, Watermaton, 1980)	* Recommendation for further investigation in Baldwin Run area * Concluded possible inflow and/or infiltration problems in subject area								
CCMUA Wastewater Treatment Plant Upgrade Program Planning Document (CCMUA, 2002)	* Recommendations for WPCF upgrades							* Desired to be funded through NJ EIT	
Proposed Sewers for Rehabilitation Phase I project sheet inventory (furnished by Camden Dept. of Utilities)	* Summary of sewer upgrades							* Includes cost of improvements/repairs	* To be completed by September 2003
Proposed Sewers for Rehabilitation Phase II project sheet inventory (furnished by Camden Dept. of Utilities)	* Summary of proposed sewer upgrades								* To be started by September 2003 (following completion of Phase I)

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	Sewer	Water	Drainage & Flooding	Telecommunications	Gas & Electric				
Housing Needs Assessment for the Gateway Track of Camden, NJ (Senator Walter Rand Institute for Public Affairs, 2002)						X	X		* Streetscape Recommendations
Camden Interior Gateway (Killingler-Alberto/The Delta Group, 2000)						* Projects proposed for Waterfront/CBD * Specific neighborhood plans			
Fairview Neighborhood Development Plan (Roberts & Greenspan, 2001)						X	X		* Streetscape Recommendations
Cramer Hill Tomorrow (Kaufman Consulting, 2000)						* Specific neighborhood plans	X		
Economic Development Strategy (Urban Partners, 2001)						X	X		* Streetscape Recommendations
City of Camden Multi-Year Recovery Plan (2000)	* Upgrade the existing sewer network * Recommendations for specific sewer improvements/repair	* Overall water system improvement recommendations * Recommendations for specific neighborhood improvements						* Potential funding sources identified	
A Winning Investment for the City of Camden (Higher Education & Healthcare Task Force)							X	* Proposes matching funds with State for development	
Streetscape Improvement Guidelines (The Delta Group/Hillier, 2000)									* Streetscape Recommendations
Northern Edge Area in Need of Redevelopment Study (Killingler, Alberto Architects & Planners, 1999)	* Upgrade the existing sewer network	* Overall water system improvement recommendations				X	X		* Streetscape Recommendations
Evaluation of Corrosion Control Alternatives (Malcolm Pirnie, 1995)		* Overall water system improvement recommendations * Recommendations for WTP and system upgrades							
Preliminary Evaluation of Corrosion Control Measures (Malcolm Pirnie, 1995)		* See Evaluation of Corrosion Control Alternatives for recommendations							
Comprehensive Economic Development Strategy for Camden County (TRIAD Associates, 2002)	* Upgrade the existing sewer network	* Upgrade the existing water distribution network		* Promote Camden as a technology hub		X	X	* Potential funding sources identified	
Proposed Priority System, Intended Use Plan and Project Priority List for Federal Fiscal Year 2003 (NJDEP, 2002)	* Sewer system upgrades * WPCF improvements							* Estimated project cost included	* Includes estimated State certification dates * City projects identified as part of Statewide list of projects
Final Priority System, Intended Use Plan, Project Priority List and Response Document - Federal Fiscal Year 2003 (NJDEP, 2002)		* Overall water system improvement recommendations * Recommendations for specific neighborhood improvements						* Estimated project cost included * Funded through NJDEP Drinking Water State Revolving Fund	* Includes estimated State certification dates * City projects identified as part of Statewide list of projects
DRPA Camden City Projects inventory						* DRPA-funded projects	X		* Identifies past, current, and planned development
Camden County Improvement Authority Project Financings inventory (2002)							X	* Estimated project cost included	* Indicates already funded development
City of Camden Cyber-District Feasibility Study (Damiano Long)				* Cyber-District recommendations					
City of Camden Department of Utilities Project Information Report (Sept. 2002)						* Information about specific projects			
City of Camden NJDOT Initiatives - Proposed FY 2003-2007 Capital Plan, FY 2002-2003 Study & Development Program - Local Aid Initiatives						* City of Camden projects funded through local aid from NJDOT			
US 30 Corridor Study, Delaware Valley Regional Planning Commission						* Proposed projects in Camden and regional			
Greater Camden Partnership (2003)									

** Transportation & Traffic and Open Space & Public Facilities will be addressed by DMJM+HARRIS and Wallace Roberts & Todd, respectively.

APPENDIX E-2: LIST OF INTERVIEWEES
CAMDEN CAPITAL IMPROVEMENT AND INFRASTRUCTURE MASTER PLAN

Adkins, Gregory
Executive Director, NJ Urban Enterprise Zone Program

Aguilar, Yolanda
Community Activist

Ahiarakwe, Uzo
Division Head, Camden Department of Utilities

Aut, Chris
Executive Director, Heart of Camden

Ayorinde, Ayo
Director of Parks City of Camden

Balzano, Joseph
Executive Director and CEO South Jersey Port Corporation

Bartrojlo, John
Vice President, Camden Iron & Metal

Betz, Steve
NJDEP

Brennan, Sue
Executive Director, Fairview Main Street

Bryant, Wayne
Senator - Assistant Democratic Leader

Byrd, Arnold

Executive Director, Camden OEO

Carbone, Michael
Commerce Bank

Cardone, Bud
President "Largemoor Film Service, Inc."

Castillo, Alfonso
Executive Director, Latin American Economic Development
Association

Catapano, Tom
Senior Project Officer, New Jersey Economic Development Authority

Chebra, Gene
Bureau Chief, NJDEP

Clements, Carol Ann
President, Jen-Cyn Enterprises, Inc.

Closkey, Sean
Executive Director (TAC), New Jersey Housing & Mortgage Finance
Agency

Cole, Michael, "PE,PP,CPG, AICP CME"
Remington & Vernick

Colella, Lisa
Operations Manager, D & M Transportation Services

Collins, Mike
Senior Project Officer, New Jersey Economic Development Authority

Colon, Eddie
Chief Information Officer, Camden Dept. of Admin.

Corcoran, Thomas
President/COO, Cooper's Ferry Development Association

Cornell, Frederick
President, Innovative Recovery Products

Cruz-Perez, Nilsa
Assemblywoman, Assistant Majority Leader of New Jersey
Legislature

Darji, Vijesh
Project Engineer, New Jersey Department of Transportation

Davis, Michael
General Manager, St. Lawrence Cement Corporation

De, Arijit
Executive Director (TAC), Camden Redevelopment Agency

Dellavecchia, Marge
Chief of Staff (TAC), NJDCA

Dennis, Roger
Provost, Rutgers Campus at Camden

DiFavio Sr, Ralph
CEO, Champion Service Inc.

Doyle, Father
Rector, Sacred Heart Church

Dragos, Stephen
Executive Director, Greater Camden Partnership

Emiec, Lisa
CCMUA

Engelbert, Herman
CCMUA

Faison, Gwendolyn
Mayor, City of Camden

Fallon, John
Design Engineer, South PSE&G

Fawdry, Michael
Project Manager, Damiano Long

Fleming, Joseph
Executive Director, Concerned Churches Organized for People

Fooder, Eric
Assistant Superintendent, Camden Water

Francini, Caren
Director, New Jersey Economic Development Authority

Francois, Michael
Managing Director, New Jersey Economic Development Authority

Franklin, Richard
Area Development Manager, PSE&G

Galli, Gina
Senior Project Officer, New Jersey Economic Development Authority

Gillette, Howard
Professor of History, Rutgers Campus at Camden

Hamil, Barker
NJDEP

Hargis, Edwards
Captain, Camden Police Department

Hassett, Maureen
Assistant Director, New Jersey Economic Development Authority

Higgins, Euletta
Partner/Literacy Trainer, "The Choice is Yours, Inc."

Holland, Juanita
President, "The Choice is Yours, Inc."

Holmes, S. Thomas
Development Director, "Camden County Council on Economic Opportunity, Inc."

Hunter, Fred
Remington & Vernick

Jenkins, Charles
NJDEP

Jones, JA
Director of Communications and Administration, SJPC (South Jersey Port Corporation)

Kaplan, Ron
President Operations, Joseph Oat Corporation

Kasabach, Peter
Chief of Policy and Community Development, New Jersey Housing & Mortgage Finance Agency

Keck, Dennis
Assistant Commissioner, NJDOT

Keenan, Milton
Program Officer, LISC

Kinzig, Jim
Aegis

Kominsky, Karen
Deputy Commissioner, State of New Jersey

Kricun, Andy
Deputy Executive Director, CCMUA

Lambo, Allen
Program Officer, LISC

Lyons, R. Page
President, Tri-State Bulk Handling, Inc.

Machotka, William
Acting Section Chief, NJDEP Municipal Finance

Magid, Larry
Promoter, Tweeter Center

Maiman, Alan
New Jersey Transit

Martoglio, Ed
RPM Development Group

McDermott, Monsignor
St. Joseph's Carpenter Society

Mercado, Orlando
Director of Funding and Marketing, Latin American Economic
Development Association

Moy, Steve
Manager, New Jersey Department of Transportation

Murphy, David
Director, Delaware River Port Authority

Murphy, Greg
Chief, Fire Department

Nunez, Jose
Computer Instructor, "The Choice is Yours, Inc."
Parker, John
Pastor, Antioch Baptist Church

Pemo, Anthony
CFDA

Pfleiderer, Rick
Water & Sewer Manager, Camden Water

Pisarcik, Andrew
Operations Supervisor, NJAWC

Post, Ed
NJDEP

Primas, Randy
Office of Chief Operating Officer

Redd, Dana
City Councilwoman City of Camden

Redman, Paul
Director of Utilities, Camden Dept. of Utilities

Richmond, Chuck
Director of Housing, NJDCA

Rielly, Mike
"VP, Human Resources", L3 Communications

Rigler, James
System Planner, PSE&G

Roberts, Joseph
Assemblyman and Majority Leader, Brooklawn Shopping Plaza

Russell, Betsy
Executive Director, Camden Lutheran Housing Corporation

Ryan, Dan
Special Assistant to Commissioner, NJDEP

Scott, Charles
Computer Instructor, "The Choice is Yours, Inc."

Smallwood, James
President/CEO, "The Choice is Yours, Inc."

Smith, Barry
Project Development Assistant, "Camden County Council on
Economic Opportunity, Inc."

Smith, Rose
Director of Marketing and Policy, New Jersey Economic
Development Authority

Soder, Bob
PSE&G

Spearman, Bill
Parkside Business

Stargill, Britt
Pastor, Kaighn Avenue Baptist Church

Stephens, Michael
Water/Sewer Superintendent, Camden Water

Sullivan, Daniel
Executive Director, hireAbility

Sullivan, John
Assist Director, New Jersey Schools Construction Corporation

Schwartz, Jeffrey
Director of Economic Development, Camden County Improvement
Authority

Thompson, Arthur
Director, Health and Human Services

Townsend, Silas
Pastor, St. John Baptist Church

Upton, William
Project Officer, New Jersey Schools Construction Corporation

Voss, Curt
Executive Director, Tweeter Center

Whelan, William
Executive Director, St. Joseph's Carpenter Society

Williams, Edward
Planning Director City of Camden

**APPENDIX E-3: MEETING SUMMARY TABLE
CAPITAL IMPROVEMENT AND INFRASTRUCTURE MASTER PLAN**

Meeting Date	Entity	Attendees				Issues Discussed
		Last Name	First Name	Affiliation	Title	
12/4/2002	Camden Dept. of Utils, Various	Redman	Paul	Camden Dept. of Utils	Director of Utilities	Water, Sewer, CSO, Flooding Other projects within City, Roadways
		Ahiarakwe	Uzo	Camden Dept. of Utils	Division Head	
		Machotka	Bill	NJDEP Muni. Finance	Acting Section Chief	
		Woodruff	David	Langan	Staff Engineer	
		Hager	Chris	Langan	Project Manager	
		Catapano	Tom	NJEDA		
		Ryan	Dan	NJDEP	Special Asst to Commiss	
		Moy	Steve	NJDOT	Mgr Dist 4, Local Govt Svcs	
		Hunter	Fred	Remington & Vernick		
		Chebra	Gene	NJDEP	Bureau Chief	
		Cole	Michael	Remington & Vernick	PE,PP,CPG, AICP CME	
		Kricun	Andy	CCMUA	Deputy Executive Director	
		Emiec	Lisa	CCMUA		
Engelbert	Herman	CCMUA				
12/17/2002	Camden Dept. of Utilites	Ahiarakwe	Uzo	Camden Dept. of Utils	Division Head	Ph 1 Water and Sewer Projects
		Hager	Chris	Langan	Project Manager	Ph 2 Water and Sewer Projects
						Water Quality
12/17/2002	CCMUA	Kricun	Andy	CCMUA	Deputy Executive Director	CSO Project
		Engelbert	Herman	CCMUA		Recent Treatment Plant Projects
		Hager	Chris	Langan	Project Manager	Proposed Tratment Plant Projects
						Odor Control
12/30/2002	Camden Dept. of Administration	Colon	Eddie	Camden Dept. of Admin.	Chief Information Officer	Fiber Optics within City
		Hager	Chris	Langan	Project Manager	
1/8/2003	Camden Dept. of Administration	Colon	Eddie	Camden Dept. of Admin.	Chief Information Officer	Fiber Optics within City
		Fawdry	Michael	Damiano Long	Project Manager	Fiber Purveyors and Line Locations
		Hager	Chris	Langan	Project Manager	
		Woodruff	David	Langan	Staff Engineer	
1/8/2003	Camden Water	Pfleiderer	Rick	Camden Water	Water & Sewer Manager	Review of US Water 2000 CI Plan
		Stephens	Michael	Camden Water	Water/Sewer Superintendent	On-going (Ph 1) Sewer/Water Improvements
		Fooder	Eric	Camden Water	Assistant Superintendent	Proposed (Ph 2) Sewer/Water Improvements
		Hager	Chris	Langan	Project Manager	Site Visit to various Pump Stations
		Woodruff	David	Langan	Staff Engineer	Site Visit to Fairview and MD WTP

**APPENDIX E-3: MEETING SUMMARY TABLE
CAPITAL IMPROVEMENT AND INFRASTRUCTURE MASTER PLAN**

Meeting Date	Entity	Attendees				Issues Discussed
		Last Name	First Name	Affiliation	Title	
1/10/2003	PSE&G	Franklin	Richard	PSE&G	Area Development Manager	Gas and electric system throughout City
		Fallon	John	PSE&G	Design Engineer - South	
		Rigler	James	PSE&G	System Planner	
		Soder	Bob	PSE&G		
		Hager	Chris	Langan	Project Manager	
1/10/2003	Camden Dept. of Utilities NJDOT Local Aid, District 4	Redman	Paul	Camden Dept. of Utils	Director of Utilities	Ongoing and planned transportation projects, department procedures & priority setting
		Darji	Vijesh	NJDOT	Project Engineer	
		Beetle	William	DMJM+HARRIS	Project Manager	
		Gimbel	Gail	DMJM+HARRIS	Transportation Planner	
1/13/2003	Cooper's Ferry Development Associat	Perno	Anthony	CFDA	Project Manager	Current and proposed Cooper's Ferry projects
		Gimbel	Gail	DMJM+HARRIS	Transportation Planner	
1/14/2003	CCMUA	Kricun	Andy	CCMUA	Deputy Executive Director	Tour of WWTP
		Hager	Chris	Langan	Project Manager	
1/16/2003	NJDEP	Collin	Mike	NJEDA		Completed, ongoing, and future water and sewer projects Future CSO project Water and sewer project funding
		Ryan	Dan	NJDEP	Special Asst to Commiss	
		Machotka	Bill	NJDEP Muni. Finance	Acting Section Chief	
		Jenkins	Charles	NJDEP		
		Betz	Steve	NJDEP		
		Chebra	Gene	NJDEP	Bureau Chief	
		Hamil	Barker	NJDEP		
		Post	Ed	NJDEP		
		Kelley	George	Langan	Principal	
Hager	Chris	Langan	Project Manager			
1/17/2003	NJAWC	Pisarcik	Andrew	NJAWC	Operations Supervisor	Overview of water system within East Camden operated by NJAWC
		Hager	Chris	Langan	Project Manager	
		Woodruff	David	Langan	Staff Engineer	
1/30/2003	CFDA	Perno	Anthony	CFDA		Development in the Cooper Point and Cooper Grant sections of Camden
		Hager	Chris	Langan	Project Manager	