



## CAMDEN BUSINESS IMPROVEMENT DISTRICT 2026 BUDGET REPORT

### OVERVIEW

All activities provided through the Camden Business Improvement District (CBID) are intended to supplement and enhance existing city services. The importance and value of providing additional services to support viable, thriving downtowns through business improvement districts has been recognized and utilized in communities worldwide for the last 50 years. Activities and procedures are administered under adherence to Special Improvement District Legislation N.J.S.A. 40:56-65 to 89, and local ordinance MC-5171.

A clean, attractive, and vibrant downtown can deliver significant benefits to the district and the City of Camden.

These include, but are not limited to:

- Encourage and support reentry to the workforce
- Improve quality of life
- Increase the consumer, visitor and resident base
  - attract new customers to businesses
  - attract new visitors to local attractions
  - retain existing resident base and attract new residents
- Improve density of spending
- Support start-up ventures and small businesses
- Create jobs and encourage job growth
- Attract new investment
- Increase property values
- Provide a hub for social and cultural activities
- Enhance the brand of the district and city

Described herein are the planned activities of the Camden Business Improvement District for FY 2026 and the associated budget category.

### CAMDEN BUSINESS IMPROVEMENT DISTRICT BUDGET CATEGORY DETAIL

#### **1. Cleaning, Landscape Maintenance, and Hospitality–Yellow Jacket Program**

This multi-faceted effort to supplement and enhance city services includes daily removal of trash, debris and hazardous materials from public streets and sidewalks; wiping down and disinfecting high touch public amenities such as trash cans, benches, light poles and parking meters; removing posters, handbills, and lawn signs from public spaces; sweeping sidewalks and curb lines; emptying trash cans and replacing yellow trash bags; removing graffiti from public spaces and storefronts; trimming weeds from sidewalk cracks, curb lines and tree wells; removing snow from handicapped access ramps and fire hydrants; painting yellow curb lines; power-washing; and providing hospitality assists. It also includes working with city offices and Metro Police to report and address public safety and quality of life issues, such as non-working street lights, damaged or missing signage, and illegal dumping. CBID efforts address approximately 1.97 square miles in 153 blocks within the district.

##### 1a. Salaries, Staffing and Shift Coverage

CBID Clean and Safe staff includes an Operations Manager, Operations Supervisors, Team Leads, an Administrative Assistance/Dispatcher, and the Yellow Jacket Ambassador Team. Full staff of twenty-two includes: one (1) Operations Manager, two (2) Operations Supervisors, one (1) Administrative Assistant/Hotline Dispatcher, two (2)

Team Leaders, two (2) Hospitality Ambassadors, (12) twelve Downtown Ambassadors plus (12) twelve Special Project/Landscaping/Cleaning Ambassadors to support fee for service work. All Ambassadors are all Camden residents at time of hire. The account also receives account support from a Regional Director of Operations that is not directly billed to the account.

- We anticipate/budget to maintain a team of approximately 20-25 staff through entirety of 2026.
- The position of Hospitality Ambassador was created in 2024. There are two (2) Ambassadors budgeted with this distinction.
- Block by Block, our current Clean and Safe contractor, is under contract until the end of September 2026 with a one-year extension option. Pay rates, staffing levels and employee residency requirements will remain in place until the end of this contract. Mid-2027, CBID will publish a request for proposals for a new contract for a new two-year term which will end in Fall of 2027.
- A collective bargaining agreement between the Ambassadors and Block by Block was enacted in November of 2024 which established new pay rates through November 2028. Effective November 19<sup>th</sup>, 2025, pay rates are as follows:
  - Cleaning Ambassadors: \$20.21 per hour (required City of Camden resident)
  - Cleaning Ambassadors with 5+ year tenure: \$20.71 per hour (required City of Camden resident)
  - Hospitality Ambassadors: \$22.58 per hour (required City of Camden resident)
  - Team Leaders: \$23.14 per hour (Half of available positions required City of Camden resident)
  - Administrative Assistant/Hotline Dispatcher: \$22.44 per hour (City of Camden resident)
  - Operations Supervisors – Salaried (Half of available positions required City of Camden resident)
  - Operations Manager – Salaried
- Shift Coverage – Currently there are two shifts- 1<sup>st</sup> Shift is scheduled 7 days a week from 6 am to 2:30 pm. 2<sup>nd</sup> Shift, consisting of 4-5 Ambassadors and a Team Lead is scheduled Monday - Friday from 10 am – 6:30 pm during the summer and 8:30 am – 5 pm during the winter months.
- Improved Response Time and Visibility
  - Administrative Assistant/Hotline Dispatcher covers hotline, scheduling, customer service, response notification and management.
  - Special Projects team available for quick response to issues and calls to Hotline
  - Increased attendance at Special Events and Community Events
  - Advertised Hotline Number for reporting concerns
  - New equipment for more efficient cleaning
  - Continuation of power-washing frequency and locations
  - Continuation of general painting services such as curb lines and graffiti abatement on vacant property (with owner approval)
  - Branding and visibility improvements include a new website, graphic “wraps” for trucks and portable cleaning stations, A-Frames, social media, etc.
  - Buzz the Bee mascot and Ambassador welcoming presence at District and Community Events

#### 1b. Benefits

All benefits are provided to CSSD Ambassadors and staff through contractor. These include:

- Health, Dental and Life Insurance
- 8 Holidays and Birthday paid time off
- Vacation and Sick Time

#### 1c. Equipment and Supplies

Covers supplies and day to day (non-capital) equipment needed to run the program. Actual number may vary over the course of the year:

- Capital Equipment – 3 billy goats, 6 blowers, 3 mowers, 3 snow blowers, 5 weed whackers, laptops, lockers, furniture and other equipment
- Federal, State and Local Licensing/Permitting
- Fuel and Maintenance for 4 trucks, power washer and new equipment
- Vehicle Insurance

- Communication/GPS devices
- Cleaning and maintenance equipment and supplies, uniforms, and office supplies

#### 1d. Administration and Operations Implementation and Ongoing Support

Covers general contract administration and management:

- Administrative management and oversight
- Staff recruitment, background checks, training
- Awards and Recognition
- Postage and Shipping

### **2. Landscaping and Placemaking – Multi-year Initiatives**

Landscaping and placemaking improvements include multiple initiatives to beautify and activate the district.

#### 2a. Public Space Enhancement

Beautification efforts in high-traffic areas such as Cooper Plaza and along MLK Boulevard may include benches, planters filled with annuals and perennials, hanging baskets, banners, trash cans, pole wraps, seasonal displays with additional landscape maintenance and annual and perennial plantings in existing planters and landscape beds and in Roosevelt Plaza Park. Most of these projects are multi-year efforts. Includes plantings and maintenance of various parks and public spaces downtown, including Cooper Poynt Park and related areas.

#### 2b. Tree Work (Removal, Trim, Planting)

CSSD monitors street trees in the district for health and public safety. The FY 2026 budget allows for the removal and replacement of about ten street trees.

#### 2c. Events and Placemaking

Partner with various neighborhood and existing non-profit groups to support projects that honor the individuality of the communities within the CBID boundaries and activate public spaces. These district neighborhoods include North Camden, Cooper Grant, Lanning Square, etc. and include projects created in partnership with the communities the CBID serves. Projects could include murals, additional decorations/banners, events and temporary activations, lunchtime concerts, storefront activations, economic development, etc. Additional items covered include costs of events and placemaking activations throughout the District. CSSD has budgeted for the creation of a new semi-public space along Market Street for weekly activation.

#### 2d. Seasonal Displays, Banners, Pole Wraps

Includes the purchase and installation of holiday lighting along major commercial corridors, holiday/non-holiday banners, decorative pole wraps, and other temporary/seasonal interventions and displays throughout the district and along key corridors.

#### 2e. Trashcan Installation/Pedestrian Public Infrastructure

CBID will continue the installation of new trash and recycling cans and other public amenities in high-volume areas in an effort to decrease the amount of trash discarded on the ground and provide more attractive and useable public areas.

#### 2f. Façade Improvement Grant Program

A matching grant program intended for small businesses and property owners to repair and restore buildings in the District. Grant funds are awarded through a committee structure and dispersed on a dollar-for-dollar matching basis up to \$7,500 per project.

### **3. Marketing, Branding, Communication**

Efforts will address website, social media, branding, and connecting the public, residents and employees to local businesses.

#### 3a. Website and Graphic Design

Funds to cover the web hosting, ongoing maintenance, and updating of the CSSD/CBID website: [www.mydowntowncamden.com](http://www.mydowntowncamden.com). The website provides information on the District, upcoming meetings, and events hosted by businesses and community partners. A professional website furthers our commitment to promote the local businesses to generate more activity in the district. The CSSD has an engagement with Hopeworks for maintenance of the website.

### 3b. Public Relations & Strategic Communications

Strategic communications includes any costs associated with the creation of compelling content. Public relations includes the use of third party contractors to engage press outlets to promote positive stories about the organization and the district. CSSD has retained a full-year public relations consultant for 2026.

### 3c. Photo and Video

The creation of engaging and shareable digital content (videos, pictures, stories, links, etc.) to help promote the district. Videos and photography of various CBID initiatives/events. Digital and print advertising for various events, small businesses, employment opportunities, etc.

### 3d. Email Marketing

The creation and dissemination of monthly email updates to community members and stakeholders with statistics, info-graphics, news and information. Cost reflects the use of email marketing platforms and associated consultant fees.

### 3e. Print Materials and Collateral

The creation of ongoing communications channels in print is also an important communications channel and includes items such as flyers, newsletters, posters, ad cards, and various other elements. This will promote the businesses, the CBID and the district.

### 3f. Events, Sponsors, Ads

Hosting events, attending events, sponsoring events and related advertisement spending. Activities include participation in job fairs, hosting events for small businesses, community members, broker tours to showcase vacant space in the District, etc.

## **4. Administration**

This category covers the administrative responsibilities for overall CBID activities. Implementation of the CBID currently requires a staff of three (3) as well as contracted professional services for the provision of all office and staff support services.

### 4a. Salaries, Fringe and Benefits

Administrative staffing for the CBID includes direct salary, taxes, retirement benefits, health/dental/vision insurance, disability insurance, and life insurance. This reflects associated costs for three (3) direct CSSD/CBID employees.

### 4b. Filing Fees

Annual NJDMV registration for work trucks, misc. registrations.

### 4c. Bank Charges

Bank checks and fees, investment fees.

#### 4d. Professional Services

Professional services for legal counsel; accountant for annual audit; controller for processing checks and invoices, tax preparation and budget oversight; payroll; legal counsel; board meeting support; and consultants such as landscape architects and engineers for placemaking improvement projects.

#### 4e. Professional Development

Membership in professional organizations and conference attendance gives the CSSD access to experts in the field and opportunities to learn from other Business Improvement Districts and public space practitioners. CSSD offers staff opportunities for continuing education to deepen their knowledge and to attain professional certifications.

### **5. Operating**

Operating expenses cover the CSSD/CBID garage located at 101 Newtown Avenue, CSSD deployment space at 201 Market Street, staff parking at 199 Market Street and office space for CSSD administrative staff at The Florio Building for Public Service, 200 Federal Street. Other costs include maintenance and repair projects, exterminating, security, insurance, office supplies and equipment.

#### 5a. Facilities

Budget includes rent for CSSD office space at the James J. Florio Center for Public Service and the CSSD operations garage at 101 Newtown Avenue and 201 Market Street.

#### 5b. Utilities

Rent, water and sewer, gas, electric, comcast, computer, fire monitoring and security, IT support for CSSD office space, dispatch center and garage.

#### 5c. Maintenance and Equipment

Includes fire inspections, extermination, repair of small equipment and purchase of maintenance vehicles including truck, pressure washing equipment, truck wraps and other equipment as needed. Also includes office equipment associated with CSSD office space.

#### 5d. Insurance

Commercial, Commercial Umbrella, Inland Marine, Workers Comp, D&O, Commercial Excess, ERISA Bond, etc. as required by funding sources, contracts, rental facilities and as needed to protect the CSSD and the CBID.

#### 5e. Office Supplies

Stationary, postage, cell phones, copier, quick book checks, legal ads and general office supplies. Includes cell phone reimbursement for staff, as well as legal noticing to publicize meetings and bid announcements.

### **6. Depreciation**

Annual depreciation expenses related to capital per tax code. Depreciation expenses are not currently allocated to the CBID.

**ITEMIZED BUDGET AND SUMMARY OF CATEGORIES OF COST CHARGEABLE  
per § 461-7. Annual Budget, Hearing and Assessments**

Terms per statute –

Annual Improvements means any reconstruction, replacement or repair of trees and plantings, furniture, shelters, or other facilities for the enjoyment of pedestrians, or any other local improvement benefits properties within the district.

Costs with respect to annual improvements to and operation and maintenance of the district mean costs incurred or to be incurred in connection with annual improvements to and operation and maintenance of the district.

- (1) No costs.
- (2) Amount of costs to be charged and assessed against properties benefited in the district in proportion to benefits which shall be the aggregate of costs of annual improvements to be made in the district during the ensuing year:  
**100% of total \$455,600 - Budget Category 2 - Landscaping and Placemaking**
- (3) Amount of costs to be charged and assessed against properties benefited in the district in 2026:  
**\$2,057,319 for all costs**

<b>Line-Item</b>	<b>Budget Category</b>	<b>Amount</b>	<b>% of Budget</b>
Cleaning	Category 1	\$1,437,726	58%
Landscaping	Category 2	\$455,600	18%
Marketing	Category 3	\$101,648	04%
Administration	Category 4	\$341,017	14%
Operating	Category 5	\$152,856	06%
Depreciation	Category 6	\$ -	00%
			100%

**Budget Notations**

The CSSD budget is supported by contributions, grants, and fee-for-service contracts. CSSD expenses relative to grant and fee-for-service contracts and a percentage of all shared fixed costs are not included in the CBID budget.

There were unexpended funds from 2025 in the amount of \$294,444 applied towards the 2026 budget, pursuant to:

Special Improvement District Legislation N.J.S.A. 40:56-65 to 89 as amended 40:56-80. Any balances to the credit of the account and remaining unexpended at the end of the fiscal year shall be conserved and applied towards the financial requirements of the succeeding year.

**GOALS AND OBJECTIVES**

The Camden Downtown is one of the important gateways to the South Jersey region, serving as a center for commerce, transportation, education, health care and government. Its strategic assets can project a vibrant, well-maintained, safe, clean and attractive downtown. Revitalization should be pedestrian friendly and provide for a vibrant business environment with mercantile and service type businesses, providing an environment that supports shopping, dining, socializing, entertainment and commercial activities for daytime and evening hours. Success relies on an integrated community approach and the maintenance of focused community partnerships.

## GOALS AND OBJECTIVES AND THE BUDGET CATEGORIES THAT CONTRIBUTE TO GOALS AND OBJECTIVES

**Goal #1** Implement and manage a Business Improvement District to support growth of a vital, healthy, thriving district for everyone - residents, businesses, employers, employees, students and visitors.

### Objectives

- To be a reliable partner to all represented within the CBID, by working together to honor the community's traditions and maintain and support community values
- To develop Public/Private collaboration that encourages investment, interest, ideas, increased foot traffic and activity to local businesses, educational and health facilities, local attractions, public events, and support neighborhood growth
- To encourage public input through meetings and surveys; to help identify targeted initiatives
- To continue to hire local residents to work on the Yellow Jacket Ambassador team and to pay a fair hourly rate with benefits

### Supported by Budget Line Items

#1 **Cleaning** – hiring local residents contributes to a vital, healthy, thriving district for everyone

#2 **Administration** – three staff persons to manage BID activities including Public/Private partnerships and community projects

#3 **Operating** – supports the total operation, support of garage and office space and supplies, insurance coverage and needed capital equipment upgrades. Supports rental of garage and office for staff and storage of equipment and supplies

**Goal #2** Provide dedicated and enhanced CBID on-the-street activities to create a more welcoming district

### Objectives

- To provide enhanced cleaning, landscaping, and hospitality assists
- To maintain staffing and maintain services seven days a week
- To clean streets and sidewalks in neighborhoods within the CBID catchment area
- To be accountable through the tracking and measurement of results

### Supported by Budget Line items

#1 **Cleaning** – projected staffing of 20-25 to maintain current level of cleaning

#2 **Landscaping/Placemaking**– enhancements will include tree removals and replacements, banners, planters and hanging baskets, seasonal displays, etc. This also include holiday lighting interventions, economic development investments, etc.

**Goal #3** Administer the District Management Corporation

### Objectives

- To fairly represent the various stakeholders in the CBID
- To work with a Board of Directors that represents the district
- Participate in neighborhood community meetings to establish and maintain cooperation, understanding, collaboration
- To manage the district to be inclusive of all interests and represent the downtown as identified on the property map
- To maintain a balanced budget

### Supported by Budget Line Items

#1 **Administration** – CSSD staff will work to manage the CBID professionally and fairly, engaging those represented in the district, contracting for professional services and participating in professional development opportunities to continue learning about CBID management

#2 **Operating** – general expenses to support the program, rent, utilities, maintenance, insurance, supplies

**Goal #4** Promote and support the various communities through new marketing and branding/identity efforts to drive customers, visitors, residents, employees into local businesses and attractions and support community and neighborhood initiatives.

**Objectives**

- To utilize local sourcing when available, appropriate and economically responsible
- To develop digital and print marketing materials to promote the district
- To disseminate district news to the community via on-going communication with community groups, neighborhood associations, religious institutions, business groups

**Supported by Budget Line Items**

**#1 Marketing** – digital and print materials, website, social media, and professional consultant to manage for optimal results. Creation and management of mydowntown.com website

**#2 Administration** – CBID staff to manage

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## CAMDEN SPECIAL SERVICES DISTRICT

DRAFT 2026  
2/4/2025

INCOME	COMBINED	CBID DETAIL	CSSD DETAIL
Grants	\$ 276,360	\$ -	\$ 276,360
Project Management	\$ 589,128	\$ -	\$ 589,128
Contributions	\$ 106,000	\$ -	\$ 106,000
Other Income	\$ 42,100	\$ -	\$ 42,100
<b>Subtotal Income</b>	<b>\$ 1,013,588</b>	<b>\$ -</b>	<b>\$ 1,013,588</b>
CSSD Cash reserve for UIF match	\$ 50,000	\$ -	\$ 50,000
Cash Reserve Other	\$ 137,083	\$ 137,083	\$ -
2025 Assessment	\$ 294,444	\$ 294,444	\$ -
2026 Assessment	\$ 2,057,319	\$ 2,057,319	\$ -
<b>Total Revenue and Assessments</b>	<b>\$ 3,552,434</b>	<b>\$ 2,488,846</b>	<b>\$ 1,063,588</b>
EXPENSES			
Clean and Safe "Yellow Jackets" Program	\$ 1,812,154	\$ 1,437,726	\$ 374,428
Landscaping and Placemaking	\$ 849,916	\$ 455,600	\$ 394,316
Marketing	\$ 146,000	\$ 101,648	\$ 44,352
Administration	\$ 489,813	\$ 341,017	\$ 148,796
Operations	\$ 219,551	\$ 152,856	\$ 66,695
Depreciation	\$ 35,000	\$ -	\$ 35,000
<b>Total Expenses</b>	<b>\$ 3,552,434</b>	<b>\$ 2,488,846</b>	<b>\$ 1,063,588</b>
	\$ -	\$ -	\$ -

**CAMDEN BUSINESS IMPROVEMENT DISTRICT – 2026 BUDGET DETAIL**

<b>CBID 2026 Budget - Detailed</b>			
	<b>INCOME</b>		
	2025 Assessment Carryover		\$ 294,444
	2026 Assessment		\$ 2,057,319
	From Cash Reserve		\$ 137,083
	<b>Total Revenue and Assessment</b>		<b>\$ 2,488,846</b>
	<b>EXPENSES</b>		
<b>1</b>	<b>Clean and Safe "Yellow Jackets" Program</b>		<b>\$ 1,437,726</b>
a.	<i>Salaries</i>	\$ 1,112,708	
b.	<i>Benefits</i>	\$ 64,749	
c.	<i>Equipment and Supplies</i>	\$ 119,397	
d.	<i>Administration and Profit</i>	\$ 140,871	
<b>2</b>	<b>Landscaping and Placemaking</b>		<b>\$ 455,600</b>
a.	<i>Public Space Enhancement</i>	\$ 183,100	
b.	<i>Tree Work</i>	\$ 15,000	
c.	<i>Events and Placemaking</i>	\$ 136,100	
d.	<i>Seasonal Lights, Displays, Banners, Pole Wraps</i>	\$ 60,000	
e.	<i>Trashcan Installation</i>	\$ 10,000	
f.	<i>Facade Improvement Grant Program</i>	\$ 51,400	
<b>3</b>	<b>Marketing</b>		<b>\$ 101,648</b>
a.	<i>Website and Graphic Design</i>	\$ 25,064	
b.	<i>Public Relations &amp; Strategic Communications</i>	\$ 16,013	
c.	<i>Photo/Video</i>	\$ 4,177	
d.	<i>Email Marketing</i>	\$ 4,177	
e.	<i>Printing and Collateral</i>	\$ 6,962	
f.	<i>Events, Sponsors, Ads</i>	\$ 45,254	
<b>4</b>	<b>Administration</b>		<b>\$ 341,017</b>
a.	<i>Salaries, Fringe, and Benefits</i>	\$ 243,382	
b.	<i>Payroll taxes</i>	\$ 16,352	
c.	<i>Filing Fees</i>	\$ 522	
d.	<i>Bank Charges</i>	\$ 2,924	
e.	<i>Professional Services</i>	\$ 67,881	
f.	<i>Professional Development</i>	\$ 9,956	
<b>5</b>	<b>Operations</b>		<b>\$ 152,856</b>
a.	<i>Facilities</i>	\$ 61,184	
b.	<i>Utilities</i>	\$ 8,355	
c.	<i>Maintenance and Equipment</i>	\$ 2,576	
d.	<i>Insurance</i>	\$ 22,022	
e.	<i>Office Supplies</i>	\$ 8,452	
	<i>Other</i>	\$ 50,267	
<b>6</b>	<b>Depreciation</b>		
	<b>Total Expenses</b>		<b>\$ 2,488,846</b>