



CAMDEN COUNTY
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**Capital Improvement Program
(CIP)
2020-2024**

**Public Hearing
Monday June 1, 2020**

Table of Contents

Letter to the Board of Commissioners	1
Introduction	4
Planning Process	4
Financial Policy	4
Project Evaluation	5
Revenue Sources & Debt Service	7
Funding Method for the County Capital Reserve Fund	9
School Capital Reserve Fund	9
South Camden Water & Sewer District	9
County Fire Districts	9
Adoption of Unified Government	10
Capital Project Narrative Descriptions	10
Capital Project Narratives	11
<u>A. Approved/Funded</u>	
1. Public Services Complex / Administration Campus	11
<u>B. Recommended/Unfunded</u>	
1. School Capital Improvements – Camden County High School	12
2. Sewer Service Expansion - US 158 East From Hardees to Country Club Road	13
3. South Mills Waste Water Treatment Plant High Rate Filtration Pond	14
4. Elevated Water Tower - Northern Camden County	14
5. Construction of Additional Raw Water Well	15
<u>C. Identified/Unfunded</u>	
1. US 158 Sidewalk Extension	16
Resolution Setting Financial Policies: 2007-06-04	17

June 1, 2020

Camden County Board of Commissioners

Tom White, Chairman

Clayton Riggs, Vice Chairman

Garry Meiggs

Randy Krainiak

Ross Munro

Re: Fiscal Year 2020-2024 Recommended Capital Improvement Program (CIP)

Chairman White and Members of the Board:

The provision of adequate public infrastructure remains a top priority for the County. Being only the tenth year having a CIP process, the Board of Commissioners have undertaken significant thought, discussion and consideration to estimate critical facility needs and the costs therein for the County.

Financial policy specific to how the County governs the issues of debt, fees & user charges, fund balances, competitive employment, and the ad valorem tax rate are shown in the attached Resolution No. 2007-06-04. This Resolution puts in place measures to ensure the financial strength of the County government as well as protecting the taxpayer. In addition, the Board of Commissioners created a Capital Reserve Fund as a mechanism with which to fund critical, non-school, county infrastructure projects.

A primary goal for the County is bringing new development and job creation to the Camden Commerce Park along U.S. 17. Further development along the HWY 158 and US 17 corridors will result in the generation of new tax revenues, lessening the County's reliance upon residential property taxes and creating new employment opportunities for our citizens.

With Camden County being a recipient of significant grant awards in furtherance of the Board of Commissioners capital improvement policy goals, key infrastructure projects are moving forward. In FY 16/17 the county was awarded approximately \$1.58 million in grants from the U.S. Economic Development Administration and the Golden LEAF Foundation for the construction of the Courthouse Area Wastewater Treatment Plant. The design framework for this project included a high-rate infiltration waste water treatment plant capable of treating 50,000 GPD and expandable to 100,000 GPD. In March 2018 the County awarded a contract to Hatchell Concrete for construction of the wastewater treatment plant at a cost of \$4.2M. This project was completed in October 2019.

A significant project included in the 2018-2022 CIP is the engineering and design of a new Administration Campus Complex on the acquired site across from the Historic Courthouse. The proposed administration building was discussed by the Board of Commissioners and approved during the November 2016 board meeting.

Since that time some significant events have developed that have prompted looking into adding a library and a multi-purpose building on the site. The administration building will house the Planning Department, Water Department, Tax Department, Human Resources, Finance, Economic Development, The Clerk to the Board, and the County Manager. This building will also have much needed conference rooms and a board room for the Board of Commissioners.

Second is the Library. The current building housing the library is being leased and the lease will expire in September 2021. The owner has already stated they will not renew the lease when it expires. When the new library is complete the money used for leasing the current building will be applied to the loan payment for the complex. The library is a tremendous asset for the citizens and children of Camden County.

Third is the Multi-Purpose building. This building will house the Parks and Recreation Department and the Senior Center. The building will have a space large enough to accommodate basketball, volleyball, bleachers, civic meeting rooms, staff offices, and a raised stage for conferences and special events. The Senior Center will have a large meeting room for activities, exercise room, staff offices, and a shared kitchen for daily meal preparations and catering events. It is anticipated this building could receive the most use of the 3 buildings and will become a hub of activity for many events.

Once the current Senior Center space is vacated it will be available for the Sheriff's Office to occupy. The Sheriff's Office is operating at maximum capacity and is in dire need of a space that can be converted to areas where evidence and special equipment can be secured as well as a holding area. When all departments have re-located to the administration building, the Sheriff's Office will occupy the existing building and have access to the existing parking area compound. Once complete this will become a secure area.

Soil Borings and a Topographical Survey have already been accomplished on the site. SOLEX Architects from Danville, VA was hired to design and provide conceptual renderings of the proposed campus site. This has been completed and the recommendation is to do a Request for Information (RFI) and a Request for Proposal (RFP). A Request for Qualifications was advertised and the County received 8 applications. Of the 8 submitted, staff interviewed 4 Architectural Firms and a selection was made. Boomerang Design, Raleigh, NC will be the lead for designing the complex.

While the Board of Commissioners moved forward ten years ago with the acquisition of property for a potential high school site, it is not yet clear when this new facility will be completed. At the joint meeting between the Board of Commissioners and the School Board it was decided to hire MB Kahn to conduct a feasibility study to analyze the current and future needs. The study has been completed and MB Kahn has completed approximately 95% of the educational space summary. At this time they are in the planning / design / funding stage. Once the general location of the building is identified the site preparation will begin. The plan going forward is to place this as a referendum on the General Election Ballot in November 2020 for a vote of the citizens.

With the coronavirus outbreak still growing in North Carolina and the country, the length and depth of the economic fallout is still unknown. The only thing we really know right now is there is agreement with all economists that the economy is taking a major hit and will not rebound in quickly. That being said future for Camden County is very positive as we continue working together to make the County a better community in which to live, work, and recreate. It will take all of our collective skills along with wise and thoughtful decisions to have the necessary vision to continue to advance the critical capital projects identified in this document.

Respectfully Submitted,



Kenneth L. Bowman
County Manager

Introduction

The Capital Improvements Program (CIP) is a community planning and fiscal management tool used to coordinate the location, timing and financing of capital improvements over a multi-year period — usually 4-6 years. Capital improvements refer to major, non-recurring physical expenditures such as land, buildings, public infrastructure and equipment. The Camden County CIP is a five-year plan that consists of capital projects for various departments/agencies of the county government. The CIP includes a description of proposed capital improvement projects ranked by priority, a year-by-year schedule of expected project funding, and an estimate of project costs and financing sources. The CIP is a working document and should be reviewed and updated annually to reflect changing community needs, priorities and funding opportunities.

Purposes of Capital Improvement Planning:

- ◆ Ensure the timely repair and replacement of aging infrastructure.
- ◆ Provide a level of certainty for residents, businesses and developers regarding the location and timing of public investments.
- ◆ Identify the most economical means of financing capital improvements.
- ◆ Provide an opportunity for public input in the budget and financing process.
- ◆ Eliminate unanticipated, poorly planned, or unnecessary capital expenditures.
- ◆ Eliminate sharp increases in tax rates, user fees and debt levels to cover unexpected capital improvements.
- ◆ Ensure that patterns of growth and development are consistent with the comprehensive plan.
- ◆ Balance desired public improvements with the community's financial resources

Planning Process

Preparation of the CIP and annual budget are closely linked. The first year of the CIP, known as the capital budget, outlines specific projects and appropriates funding for those projects. It is usually adopted in conjunction with the government's annual operating budget. Projects and financing sources outlined for subsequent years are not authorized until the annual budget for those years is legally adopted. The out years serve as a guide for future planning and are subject to further review and modification. Department heads submit to the County Manager information relating to items that will cost in excess of \$300,000 in at least one year of the CIP planning period. The County Manager will review and study all items submitted by the department heads and prepare a recommended plan that is provided to the Board of Commissioners. After review by the Board, a public hearing is set to receive citizen input. When the plan is complete the Board of Commissioners will adopt it with a resolution with the intent to include the first year projects in the annual budget. By providing funding for strategic investments at a given time and location, the CIP helps ensure that development occurs consistent with a community's plans and vision.

Financial Policy

The following financial guidelines were adopted by the Board of Commissioners on June 4, 2007:

- Debt service should be equal to or less than 15% of General Fund expenditures.
- The county will strive to pay outstanding principal debt within 15-20 years.
- The county will strive to maintain its debt at no greater level than 2% of the assessed valuation of taxable property in the county.

- The county will strive to maintain an available fund balance equal to 25% of the General Fund budget at the end of each fiscal year which is substantially higher than the minimum recommended by the Local Government Commission.
- General Fund balances in excess of targeted levels may be transferred to the County's Special Capital Reserve Fund.

Adoption of these policies will further ensure the county's financial strength and future success in capital planning.

For the past nine years Camden County has embarked on a very conservative fiscal policy working to ensure growth in the fund balance and a stronger financial position for the county government. The total unreserved and undesignated general fund balance was \$6.4 million at the end of FY19-20. The maintenance of a healthy fund balance must be continued so the County has the ability to arrange financing for large projects that have been identified.

Project Evaluation

Beginning in FY11 through today, project evaluation was done through interaction and discussion between the County Manager and the Commissioners as well as input from the Department Heads. As noted above the CIP is a working document and should be reviewed and updated annually to reflect changing community needs, priorities and funding opportunities.

Project Evaluation Criteria

Sections	Questions Considered When Evaluating Projects
Department Ranking	<ul style="list-style-type: none"> ➤ What is the departmental priority/ranking for project?
Legal Mandates/Safety	<ul style="list-style-type: none"> ➤ Does the project enable the County to fulfill a new or existing state of federal mandate? ➤ Does the project eliminate an immediate safety hazard for County citizens or employees?
Demonstrated Need/Timing	<ul style="list-style-type: none"> ➤ When does the project need to be completed? Is the project related to another priority project?

Impact on Operating & Maintenance Costs	<ul style="list-style-type: none"> ➤ Will the project save the County future operating costs? ➤ Will the project improve operating efficiency? ➤ Will maintenance cost be reduced if the project were undertaken? ➤ Will the project generate additional operating revenue or will it generate additional expense?
Impact on Quality of Life	<ul style="list-style-type: none"> ➤ Will the project improve the quality of life of the County's citizens?
Addresses a deficiency in provision of public services	<ul style="list-style-type: none"> ➤ Is the County unable to provide basic services if the project is not completed? ➤ Are current services in the project area inadequate? ➤ Does the project improve County services?
Linkage to Board of Commissioners' Vision Statement, other Long Range Plans, or Community Support	<ul style="list-style-type: none"> ➤ Does the project help to meet the priorities established by the Vision Statement/goals or other long-range plans? ➤ How will the project help further these priorities? ➤ Does the project have citizen or community support? ➤ Does the project service a special need of the community?
Funds/grants available from state, federal, and other sources	<ul style="list-style-type: none"> ➤ Besides County general fund revenues, what funding sources are available to fund this project? ➤ Can fees or revenues other than taxes be raised to cover this project's cost?
Extent of secondary benefits	<ul style="list-style-type: none"> ➤ Are there intangible benefits to completing the project? ➤ Are there benefits to the project that are not otherwise considered in the evaluation?
Comments	<ul style="list-style-type: none"> ➤ What comments do you have about the project that needs to be considered by the Board of Commissioners?

Revenue Sources & Debt Service

One of the most important factors of financing a major project is the county's ability to pay the debt service or the annual costs of the financing. There are several funding sources that will be used to fund projects in the CIP. These sources are dependent on the type of project and the financial impact on the taxpayers of the county:

1. **General Fund Revenues** - May be used to fund Pay As You Go capital projects with amounts under \$300,000.
2. **General Obligation (GO) Bonds** - The County may issue General Obligation Bonds for larger projects such as schools. These bonds are legally binding and are a pledge of the county's full faith, credit and taxing power.
3. **Installment Financing Agreements** - In exchange for bank financing, County assets are used as security for private placement of debt. This type of funding can be used for any capital projects.
4. **Certificates of Participation (COP)** - Essentially a large installment financing agreement (banks are limited on how much they can lend). COPs are usually rated a step below a GO rating.
5. **State and Federal Revenues** - Projects may be financed through low interest federal loans from USDA Rural Development such as the completed Camden Intermediate School Project. Additionally several projects have been financed by the use of state and federal grants such as the Wastewater Treatment and Collection System.
6. **Private Contributions** - Private contributions from developers or adjoining landowners that will become a part of a larger project.

Note: There are some limited recurring revenues that are to be used for debt service purposes. Portions of the Article 40 and 42 Sales Taxes are restricted for the purpose of school-related debt service or school capital outlay. The county also receives funds from the state Public School Building Capital Fund (these funds are generated by the state corporate income taxes) that can be used for debt service; however the status of these funds is uncertain based on the unpredictability of the NC Education Lottery proceeds and other economics.

Revenue Sources:

- Restricted portions of Article 40 & 42 sales taxes
- Annual contributions to the Special Capital Reserve Fund per proposed policies
- Accumulated funds in the Special Capital Reserve Fund & School Capital Reserve Fund

Revenue Sources & Debt Service

Resources	Project Types	Advantages	Disadvantages
Pay As You Go	Assets with short useful lives, or where most of benefit is achieved early	Saves interest and other costs of issuance	Limits funding for capital needs
	Assets for which matching local funds are required	Preserves financial flexibility	Creates an uneven flow of expenditures
	Assets that are not expensive to acquire and relative to the total Pay As You Go plan	Protects borrowing capacity	
	Projects can be phased with reasonable annual expenditures	Enhances credit quality	
General Obligation Bonds	Assets with long useful lives	Permits governments to acquire assets as needed	Adds financial and administrative costs of procuring capital assets
	Projects that are expensive to acquire or that exceed the capacity of the Pay As You Go plan	Levels out capital expenditures	Limits flexibility by committing revenues for life of the bond issue Requires voter approval
Certificates of Participation	Projects that are expensive to acquire or that exceed the capacity of the Pay As You Go plan	Permits governments to acquire assets as needed	Interest cost may be higher relative to issuing debt
	Used frequently for purchases of equipment, buildings and real property	No voter approval	
Grants	Assets qualifying for grant assistance	Expands size of capital program with little or no cost to local taxpayers	Limited amount of unrestricted grants availability Added administrative or compliance costs
Private Contributions	Facilities adjacent to private properties	Lowers government capital and/or operating costs	Added staff time required to identify contributors and coordinate activities

Funding Method for County Capital Reserve Fund

Land Transfer Tax: The Land Transfer Tax is placed in a Capital Reserve fund to support projects in the Capital Improvement Plan and transfers from General Fund balance when it is in excess of targeted levels (Resolution No. 2007-06-04).

It is projected that the Land Transfer tax will generate approximately \$450,000 in FY 2019-2020. These funds are applied to approved capital projects and debt service. Currently \$.01 of the county-wide ad valorem tax rate generates approximately \$103,000 in taxes collected by Camden County.

School Capital Reserve Fund

The School Capital Reserve Fund will continue to be the primary means the county uses to fund school capital projects. Currently capital projects are funded by that portion of the Article 40 & 42 sales tax that is earmarked for school construction by the state. The county also may request funds through the State Public School Building Capital Fund. Lottery proceeds are annually appropriated to this Fund and reserved for School Capital projects. Articles 40 & 42 Sales Tax will generate approximately \$375,000 annually that goes into the School Capital Reserve Fund. It needs to be noted that falling tax revenue is going to be a problem for Camden County due to the COVID-19 virus. Sales taxes on retail, restaurants and hotel rooms are all taking a hit, as is the state's income tax. From a finance perspective it is this unknown that local leaders need to be very cautious with moving forward with increasing debt.

Enterprise Fund

South Camden Water & Sewer District: The South Camden Water & Sewer District is an Enterprise Fund that provides water and sewer to residents of Camden County who live in the Courthouse and Shiloh Townships. Water service is available throughout the two townships and sewer service is available only in a smaller area that is along the US158 / NC343 corridor. This fund has been in operation since 1996.

A Reverse Osmosis Water Treatment Plant was constructed and became operational in 2002 along the Pasquotank River in Camden Township near the central area of the county. This facility was built with partial funding from the NC Rural Center.

County Fire Districts

There are two fire districts in the county, the South Mills Fire District and the Courthouse-Shiloh Fire District. The South Mills Fire Department station is located on Keeter Barn Road near South Mills. The South Camden Fire Department has a fire station located on Sawyers Creek Road near the Courthouse with a second station located in the Shiloh Community along NC343 South. Residents in both districts currently pay a total of .05 tax (.01 fire tax plus a .04 general fund contribution). These revenues fund the operation and capital needs of the fire departments. The county has contracts with both volunteer fire departments detailing how the fire commissions will oversee the operation of the fire departments which includes special approval of all expenditures of \$5,000 or more.

In consideration of the current revenue generated from property tax county-wide, it is expected that both districts will have adequate funds to provide for their operational needs and debt service for capital needs for the next five years.

Adoption of Unified County Government

In May of 2006 the voters of Camden County approved the adoption of Unified County Government. Effective July 1, 2006 the change was implemented granting Camden County both the powers of a county as well as those of municipal government (excluding the creation of a police department). This change in form of government restricts the creation of any other municipal governments within the county thus assuring citizens of only one layer of local government and one layer of taxation.

Utility Franchise Tax: A major benefit of the change in form of government is that it allows the County to receive a quarterly allocation of the Utility Franchise Taxes which are typically only received by municipalities. As the County grows and develops additional commercial tax base this allocation increases.

Capital Project Narrative Descriptions:

The Capital Project narratives are organized in the following categories:

- A. **Approved/Funded** - Approved and Funded by vote of the Camden County Board of Commissioners;
- B. **Recommended/Unfunded** - Recommended projects by the Camden County Manager but currently Unfunded; and
- C. **Identified/Unfunded** - Projects that have been identified by Staff but currently not funded.

Capital Project Narratives

A. Approved/Funded:

1. Public Services Complex / Administration Campus

Priority Level: 1

Project Description: The construction of a Public Services Complex that will serve the needs of county residents in a safe and efficient manner.

Project Definition and Justification

Define Problem: With the purchase of an interim County facility at 330 East Hwy 158, immediate overcrowding concerns at the Courthouse Complex have been addressed with the relocation of Administration, Finance, Economic Development, and Public Works to the new facility.

A "One Stop" approach to service delivery will be considered for the construction of a centralized County complex. Multipurpose conference/training rooms are to be used by all departments, county committees as well as by the community. This building will house the following departments: Manager's Office, Human Resources, Finance Office, Tax Administration, Utilities, Planning & Community Development Department, Extension Center, Parks & Recreation, Soil and Water Conservation, Senior Center, and the County Library.

Construction of the building to facilitate a drive-thru window to accommodate payments would be preferable for the county citizens. Finally, this building will be ADA compliant which will allow all the county citizens of Camden County to have access to its services.

Recommended Solution: Construction of a Public Services building on the acreage already purchased across the road from the Courthouse Complex. Demolition of existing structure and repaving of entire lot would provide additional parking which is greatly needed when court is in session and to accommodate Board of Elections and the Camden Heritage Museum.

Alternatives: Continue business in current structure.

Stage of Project: County purchased 7.69 acres across the road from the Courthouse Complex. A formal space-needs study was conducted by Wooten Company in March 2016. An architectural design firm and construction manager at risk has been hired to completed design work and pre-construction services.

Relation to Other Projects: Completion of this project will free up space currently occupied by the Senior Center for use by the Sheriff's Office. It will also allow for the demolition of the space that is currently occupied by the Planning Department, Water and Sewer, and Tax Administration. The building itself is old and run-down beyond full

recovery due to the materials themselves (wood structural members) and are decaying from mold or rot. This space has outlived its practicality and is not conducive to a safe work environment.

Professional Design Work Detail: Funding for architectural design services is programmed for FY 2019-2020. Boomerang Design, Raleigh, NC has been selected as the design firm and MB Kahn is the Manager at Risk. Target date for completion is September 2021.

Operating Impact: Increased efficiency in daily operations and co-location of county offices.

B. Recommended/Unfunded:

1. School Capital Improvements – Camden County High School

Priority Level: 2

Project Description: Construction of new Camden County High School facility to include site improvements and adequate athletic fields.

Project Definition and Justification

Define Problem: As the County's population grows, demand for a larger high school facility will increase. The Adequate Public Facilities Ordinance (APFO) approved in 2008 requires that both the County and Board of Education perform long-range planning in order to meet the demand of increased student enrollment.

Recommended Solution: During a Board of Commissioners and School Board joint meeting in March 2019 it was decided to have a feasibility study completed by MB Kahn to determine the need for a new school. The study would look at projected student populations, design, addition/renovation, cost to upgrade versus new construction, design alternatives, existing building analysis, cost estimates, bond ratings, and the tax impact. Funding was appropriated in FY 15/16 to clear proposed school/athletic campus site along HWY 343 North.

Alternatives: Construct new athletic fields and bleachers on the Noblitt site and renovate existing high school campus (HWY 343/US 158) by constructing additional classroom space on the current athletic field.

Stage of Project: Approximately 60 acres of property was purchased by the County as the probable location for a new high school. While the Board of Commissioners moved forward with the acquisition of property, it is not yet clear when this new facility will be completed. At the joint meeting between the Board of Commissioners and the School Board it was decided to hire MB Kahn to conduct a feasibility study to analyze the current and future needs. The study has been completed and MB Kahn has completed approximately 95% of the educational space summary. At this time they are in the

planning / design / funding stage. Once the general location of the building is identified the site preparation will begin. The plan going forward is to place this as a referendum on the General Election Ballot in November 2020 for a vote of the citizens.

Relation to Other Projects: This project is not related to any other County projects.

Professional Design Work Detail: Four Architect firms made presentations to the School Board on March 26, 2020 and after the presentation Moseley Architects was selected as the lead firm for design work.

Operating Impact: Impact will be seen in Camden County Public Schools operating expenses due to the larger facility. Increases in utilities expenses may be reduced due to improved energy efficiency measures and design engineering of the facility.

2. Sewer Service Expansion - US 158 East From Hardees to Country Club Road

Project Description: Extension of sewer lines to the Country Club Area including a 200-300 acre potential mixed-use development as well as available parcels along US 158.

Priority Level: 2

Define Problem: Sanitary sewer infrastructure is needed to support economic development and commercial/retail growth.

Recommended Solution: Extend existing sanitary sewer line. Estimated cost in excess of \$1,200,000 to be funded by County contributions, grants and developers via cost sharing formula.

Alternatives: Commercial and Residential development would be adversely affected without the extension.

Stage of the Project: McGill Associates has prepared a feasibility study to include construction cost estimates. An estimate has been prepared by McGill Associates. Project material costs (i.e. pipe) increases as petroleum price increases. However the installation costs have decreased with the economy. The County applied for Golden LEAF CBGI funding in January 2014 however the project was not funded in that grant cycle.

Relation to Other Projects: This project is required to attract and support new and existing businesses in Camden County. Wastewater service would help develop the area adjacent to Shell Station and residents in the Pine Street area have expressed interest in wastewater service due to failures with septic systems. The extension would also increase the pipe size of the existing force main from Lamb's Marina to the Courthouse Pump Station to support the additional flows.

Description of Land Needs: The sanitary sewer lines will run on the DOT right-of-ways. A small parcel of land will have to be purchased for a proposed lift station.

Professional Design Work Detail: None. Feasibility study completed October 2013.

Operating Impact: The operating impact will be minimal with the exception of normal wear and tear.

3. South Mills Waste Water Treatment Plant High Rate Filtration Pond

Priority Level: 3

Project Description: Increase wastewater disposal capacity to prepare for increased flows from sanitary sewer expansions.

Define Problem: The increased wastewater flow as a result of increased residential and commercial development will require added wastewater disposal capacity.

Recommended Solution: Study the feasibility of higher rate infiltration ponds for wastewater disposal as opposed to the current spray field acreage located near the South Mills WWTP. The benefits include using less land area and lower operations and maintenance costs together with the ability to use this technology for adequate disposal during winter months

Alternatives: Continue to utilize the existing spray fields in South Mills Township.

Stage of the Project: Eastern Carolina Engineering will prepare a preliminary soils boring test analysis at the current WWTP spray fields site.

Professional Design Work Detail: None to date.

Operating Impact: The operating impact will be minimal with the exception of normal wear and tear.

4. Northern Camden County-Elevated Water Tower

Project Description: Addition water capacity/pressure and flow/fire flow is needed to serve the South Mills Area for commercial and residential development.

Priority Level: 2

Define Problem: Additional water pressure and flow is needed to support economic development and commercial growth in northern Camden County. Current water tower elevation doesn't produce sufficient pressure.

Recommended Solution: Build new 250,000-gallon elevated water tower in northern Camden. Estimated cost in excess of \$2,000,000.

Alternatives: Commercial and residential development would be adversely affected without the additional water tower.

Stage of the Project: Kim Hamby with Timmons Group is working on gathering additional information for the additional water tower.

Relation to Other Projects: This project is required to attract and support new businesses to Camden County. The new water tower would provide fire flow for the Commerce Park and Plantation Development.

Description of Land Needs: The new elevated water tower will require the purchase of a small parcel of land, approximately one acre will be needed.

Professional Design Work Detail: None. Work has just begun, system information is being studied.

Operating Impact: The elevated water towers are under contract for cleaning and painting as needed.

Funding: Water System Development Fees may provide partial funding.

5. Construction of Additional Raw Water Well

Project Description:

Define Problem: Forecasted residential and commercial growth will require additional sources of fresh water.

Recommended Solution: In FY 2019-2020 install test wells and obtain engineering design plans and construction cost estimate. If the test well results are positive, construct additional well at one of the purchased sites, Seymour Drive or 343 South, in 2020-2021.

The water plant has a current capacity of .72 MGD and an average use of .324 MGD. The State allows 80% use of capacity before design work to increase capacity, which amounts to 576,000 GPD. Subtracting the average use of 324,000 GPD provides only 252,000 GPD for additional development use.

Alternatives: None

Stage of the Project: Engineering design was completed in FY15/16 utilizing the engineering services of Diehl and Phillips for the Seymour Well. Hopefully much of that design will work for the next well also. The raw water main to connect the new well to the water treatment plant will have to be designed.

Relation to Other Projects: This project is required to attract and support new and existing businesses in Camden County.

Description of Land Needs: Land has been purchased. In FY07-08, the county purchased five additional well sites in close proximity to existing water treatment

plant.

Professional Design Work Detail: None

Operating Impact: Additional utilities and equipment maintenance costs.

C. Identified/Unfunded:

1. US 158 Sidewalk Extension

Project Description:

Define Problem: The development of the Courthouse Township as a commercial center around public uses such as Camden High School, the US Post Office, and future County community complex is leading to increasing commercial uses and pedestrian activity among the uses. It is important to accommodate the existing and future pedestrians with sidewalks to reduce conflicts with automobile traffic and to encourage walking.

Recommended Solution: Require private development to install sidewalks within developments and construct public sidewalks to develop an eventual sidewalk network within the core area. The first section of sidewalks has been constructed around the Town Center project and in front of the high school.

The proposed project is to extend the existing sidewalk in front of the high school approximately 1900 linear feet to the Camden Square shopping and restaurant center. A&E cost approximately \$8,500 and is included in cost estimate.

Alternatives: None

Stage of the Project: As stated above some sidewalk exists in the area and the recently adopted UDO requires sidewalk in new development. Project will require engineering and construction.

Relation to Other Projects: This project is will enhance and support new and existing businesses in the Courthouse area.

Description of Land Needs: Project would be constructed in NCDOT ROW and require encroachment permits.

Professional Design Work Detail: None

Operating Impact: County would be responsible for maintenance of sidewalk and any surrounding landscaping.

Resolution No. 2007-06-04

**A Resolution of the Camden County Board of Commissioners
Regarding Setting Financial Policies**

Whereas, stability in fiscal affairs is a desirable objective, but a difficult goal for counties to attain because many factors some of which are the relationship of the various units of government, mandates, the changing economies and the limited authority of local government; and

Whereas, the Board of Commissioners is of the opinion that the statement of minimum standards of fiscal policy would help present and future boards and staff to adapt to the changes that occur and help them to attain a reasonable measure of fiscal stability;

Now, Therefore Be It Resolved, that the Camden County Board of Commissioners does hereby adopt the following financial policies:

Debt-

Debt service will not exceed 15% of general fund expenditures. In any year where debt service is less than or equal to 14% of general fund expenditures at least 1% of the operating budget may be transferred to capital reserve.

The county will strive to pay outstanding principle debt within 15-20 years.

The county will strive to maintain its debt at no greater level than 2% of the assessed valuation of taxable property in the county.

Fees & User Charges -

As part of the annual budget process the County shall review the fees and user charges. All changes to the schedule of fees must be approved by the Board of Commissioners.

The County should charge fees if allowable, when a specific group of beneficiaries can be identified, when it is feasible to charge the beneficiaries, and when there is no reason to subsidize the service wholly or in part. Fee levels should be set to recover the full costs of the services provided, unless it is deemed necessary to partially subsidize the services.

Factors to consider in deciding whether a subsidy is appropriate include the burden on property tax payers, the degree to which the service benefits a particular segment of the population, whether beneficiaries can pay the fee, and whether the service provides a broader benefit to the community.

Fund Balance -

The county will strive to maintain an available fund balance equal to 25% of the General Fund budget at the end of each fiscal year which is substantially higher than the minimum recommended by the Local Government Commission.

General Fund balances in excess of targeted levels may be transferred to the County's capital improvement plan.

Competitive Employment -

The county will strive to maintain competitive pay rates by making annual cost of living adjustments when economically feasible for the county based on the consumer price index.

Tax Rate -

In an effort to stabilize the county's tax rate, the Board of Commissioners will adopt a tax rate that considers the succeeding four years anticipated expenditures and will strive not to change the tax rate prior to the next revaluation.

The Board of Commissioners will seek to limit the growth of the annual operating budget to an amount that can be accommodated by growth in the tax base as well as other state and federal revenues, without a tax increase wherever possible.

The County will strive to annually review and develop revenue projections, expenditures, and the fund balance for the next five years.

Adopted this 4th day of June, 2007

Jeffrey Jennings, Chairman

Attest:

Ava Gurganus, Clerk to the Board