



CAMDEN COUNTY

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**Capital Improvement Program
(CIP)
2022-2026**

**Public Hearing
Monday June 6, 2022**

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June 6, 2022

Camden County Board of Commissioners

Ross Munro, Chairman
Tiffney White, Vice Chairman
Clayton Riggs
Randy Krainiak
Tom White

Re: Capital Improvement Program (CIP) 2022-2026

Chairman Munro and Members of the Board:

The provision of adequate public infrastructure remains a top priority for the County. Being only the twelfth year having a Capital Improvement Program (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 Camden 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. Over the past four years the County has been fortunate to receive grants to assist with placing critical infrastructure where it is needed. As a reminder, 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 decision the BoC decided to approach this project in Two Phases. The First phase is the Library and all the infrastructure necessary to support the second phase. The ground breaking and construction started in October 2020 on the new Library and as of today it is complete and ready for the Camden citizens to enjoy for many years. The second phase will start when the BoC decides to relocate the existing departments from the current buildings.

Phase 1. The Library. The current building housing the library is being leased and the lease expire in September 2021. The owner has already stated they will not renew the lease so the County is now leasing on a month to month basis. When the new library is complete the funds used for leasing the current building will be applied to the loan payment for the complex. Boomerang Design, Raleigh, NC is the lead architect for designing the Library and MB Kahn is the Manager at Risk. The library is a tremendous asset for the citizens and children of Camden County.

Phase 2. The Administration / Multi-Purpose Buildings. When completed 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.

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.

During the November 2020 election the citizens had the opportunity to vote as to whether they supported building a new high school. The question was placed as a referendum on the ballot and the citizens voted overwhelming support moving forward with a new high school. MB Kahn was selected to conduct a feasibility study to analyze the current and future needs. The study was completed and MB Kahn was hired as the Manager at Risk for the project. Mosely Architects was also selected as the architect for project design. A ground-breaking ceremony was held in May 2021 with a projected completion date of December 2024. However, since that time a couple of significant events have transpired. It was discovered the land designated for the new high school contains soil that is not conducive to constructing a building of this size unless there is an enormous amount of excavation and back fill work accomplished. Based on the current environment and inflation, the cost to prepare the site is between the \$3-4M

dollar mark. When the County was made aware of this situation the County starting researching for an alternate site. One has been identified and the County is currently conducting environmental studies and soil samplings to ensure this property will be appropriate for the new high school. In addition, the Board of Commissioners and the Board of Education applied to the Department of Public Instruction for an additional grant for the new high school and were fortunate to receive upwards of \$27M dollars to apply towards the new school. This grant and the one previously awarded amount to a grand total of \$40M to be applied toward the construction of the new school. These funds will help ensure the County builds a first-class high school that Camden students and citizens will be proud of for many years to come.

Overall, the pandemic continues to weigh on aggregate demand for goods and services. In addition, bottlenecks and supply shortages have created challenges for businesses to meet consumer demand for some products, particularly as consumer demand has shifted wildly. Also, the pace of hiring has not kept up with the pace of labor demand, as job matching has been held back by a number of factors.

Those developments have led to a notable increase in inflation. Because prices fell in 2020, one-year changes from August 2020 to August 2021 overstate the increase in inflation since the pandemic began. Instead, focusing on the annualized rate of inflation since February 2020 shows that inflation through August 2021 (as measured by the core consumer price index) was 3.1 percent, substantially lower than the one-year trend but still higher than any annual increase since the early 1990s.

There are still widespread shortages of raw materials and parts. Housing prices have skyrocketed as well as almost all materials needed in the construction trades. There are still supply bottlenecks across the board. Most economists agree the economy is taking a major hit and will not rebound quickly. That being said, I'm an optimist, and truly believe the future for Camden County is very positive as we continue working together to make the County a better place for everyone.

It will take all of our collective skills along with wise and thoughtful decisions to have the 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 eleven 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 \$6.5 million at the end of FY2020-21. 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	➤ 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	➤ 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 Tax
- 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	<p>Assets with short useful lives, or where most of benefit is achieved early</p> <p>Assets for which matching local funds are required</p> <p>Assets that are not expensive to acquire and relative to the total Pay As You Go plan</p> <p>Projects can be phased with reasonable annual expenditures</p>	<p>Saves interest and other costs of issuance</p> <p>Preserves financial flexibility</p> <p>Protects borrowing capacity</p> <p>Enhances credit quality</p>	<p>Limits funding for capital needs</p> <p>Creates an uneven flow of expenditures</p>
General Obligation Bonds	<p>Assets with long useful lives</p> <p>Projects that are expensive to acquire or that exceed the capacity of the Pay As You Go plan</p>	<p>Permits governments to acquire assets as needed</p> <p>Levels out capital expenditures</p>	<p>Adds financial and administrative costs of procuring capital assets</p> <p>Limits flexibility by committing revenues for life of the bond issue</p> <p>Requires voter approval</p>
Certificates of Participation	<p>Projects that are expensive to acquire or that exceed the capacity of the Pay As You Go plan</p> <p>Used frequently for purchases of equipment, buildings and real property</p>	<p>Permits governments to acquire assets as needed</p> <p>No voter approval</p>	<p>Interest cost may be higher relative to issuing debt</p>
Grants	<p>Assets qualifying for grant assistance</p>	<p>Expands size of capital program with little or no cost to local taxpayers</p>	<p>Limited amount of unrestricted grants availability</p> <p>Added administrative or compliance costs</p>
Private Contributions	<p>Facilities adjacent to private properties</p>	<p>Lowers government capital and/or operating costs</p>	<p>Added staff time required to identify contributors and coordinate activities</p>

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 \$550,000 in FY 2022-2023. 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 \$550,000 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. The County did make sewer available in the Core village of South Mills due to failing septic systems a few years back. 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.

There are two Wastewater Treatments Plants constructed and in operation in South Mills township and the Courthouse township. The most recent in Courthouse which was partially funded through an EDA Grant.

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. Construction of Raw Water Well

Project Description:

Priority Level: 1

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

Recommended Solution: In FY 2019-2020 test wells were installed and engineering design plans and construction cost estimate were obtained. The test well results for two wells are good so it is anticipated the construction of a new well will start either on the site on Seymour Drive or 343 South, in 2022-2023. The American Rescue Act Plan will cover the cost of this construction.

The water plant has a current capacity of .720 MGD and an average use of .495MGD. The State allows 80% use of capacity before design work to increase capacity, which amounts to 576,000 GPD. Subtracting the average use of 495,000 GPD provides only 81,000 GPD for additional development use.

Alternatives: None

Stage of the Project: New Well and Raw Water transmission line in design phase during FY 2021-2022 by Engineering Services P.A. with an anticipated construction in FY 2022-2023. It is anticipated that this design can be utilized for two sites.

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.

2. Waste Water 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: 1

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

Recommended Solution: Extend existing sanitary sewer line. Estimated cost to be funded by the American Rescue Act Plan

Alternatives: Commercial and Residential development is adversely affected without the sewer line 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 and petroleum price are increasing adding to the cost estimates already received.

Relation to Other Projects: This project is required to attract and support new and existing businesses such as Towne Bank in Camden County. Wastewater service would have a positive impact with developing the area adjacent to Shell Station. Also, residents along the Pine Street area have expressed a strong interest in wastewater service due to a variety of system failures. The extension would also increase the line 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, exact location to be determined.

Professional Design Work Detail: None. Feasibility study completed October 2013, however, the engineering design will need to be updated.

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

Cost to Hookup: The cost to each property owner has not been determined at this time due to increases in materials and labor. Once the sewer line has been installed and owners are notified the line is operational they will be required to connect within a reasonable amount of time (to be determined by the County).

3. Administration Complex Phase II

Priority Level: 1

Project Description: Construction of an Administration Complex that will serve the needs of county residents in a safe and efficient manner. This project will be built in 2 phases. The Library (1st Phase) has been completed. The 2nd Phase consists of the construction of the Administration Building and the Civic Center / Senior Center.

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 will be 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: County Manager's Office, Human Resources, Finance Office, Tax Administration, Utilities, Planning & Community Development Department, Parks & Recreation, 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. The existing 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, Boomerang Design, and construction manager at risk, MB Kahn, 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: The architectural design services for the Library (Phase I) was programmed for FY 2021-2022. Boomerang Design, Raleigh, NC was selected as the design firm and MB Kahn was the Manager at Risk. Design services will be determined when the decision is made to move forward with Phase II.

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

4. Broadband

Priority Level: 1

Project Description: Eastern Shore Communication is working with NCDOT and NCDENR (North Carolina Department of Environment and Natural Resources) to secure county wide permits in order to continue to install fiber along Route 343 North and South. Environmental is all complete and signed off through USDA.

Define Problem: There is a critical lack of internet and broadband infrastructure throughout the entire County. The COVID-19 pandemic has proven that internet access is paramount in communicating when in a lock down situation. There has been significant improvement with hardware acquisition and installment however there is much more to do before the County will be to a point covering 95% of the area with internet accessibility.

Recommended Solution: Continue to install fiber and wireless hardware throughout the County and provide affordable and competitive prices to the citizens. Also continue to seek out grant opportunities and enlist other outside agencies as needed to move this project along.

Alternatives: N/A

Stage of Project: Phase 1 would bring fiber from the North Water Tower to the South Water Tower via the County Office and Library (Community Center). The point of connection to MCNC (Microelectronics Center of North Carolina) will be at the Shipyard Road/343 intersection. Phase 1 would bring fiber from the North Water Tower to the South Water Tower via the County Office and Library (Community Center). The point of connection to MCNC (Microelectronics Center of North Carolina) will be at the Shipyard Road/343 intersection. ESC is also extending the fiber to the Camden Business Park and is moving forward with fiber installation in the Shiloh area of the County.

Relation to Other Projects: Broadband installation throughout the County will improve communications with other business, education, and global networks. This will also have a positive impact on emergency response times of local first responders.

Professional Design Work Detail: Eastern Shore Communications has performed a feasibility study for Camden County and is well on the way to having internet access from the Courthouse area to the Camden Commerce Park in South Mills.

Operating Impact: Increased internet coverage accessibility for 75 % of Camden County.

5. New High School

Priority Level: 1

In March 2019, M. B. Kahn Construction Co., Inc., in partnership with Camden County, NC, initiated a Long Range Facility Plan with the following three goals:

- To assess the District’s current facilities’ conditions
- To evaluate the District’s current facilities’ expansion capability
- To offer options to address the District’s long range facility needs

This assessment addresses existing facilities’ conditions, needs, and future plans to provide a blueprint which can be used to reinforce proactive, cost-effective and appropriate actions district-wide. Recommended implementation options offered provide construction strategies which will result in safe, healthy and functional learning spaces, responsive to 21st Century learning methods and facility needs unique to each school. This is a collaborative report, drawing on input from stakeholders within the Camden County community including County and District leadership, school leaders, teachers, and facility operations staff.

This Long Range Facility Plan was presented on September 16, 2019 to the Board of Commissioners, School Board, and other stakeholders. Though this plan focuses on the current and impending needs of the District, it is a living document and will be most effective when District stakeholders review and update action strategies as needed to reflect constraints and opportunities that may arise in the dynamic nature of School District activities.

B. Recommended/Unfunded:

1. US 158 Sidewalk Extension

Project Description:

Priority Level: 2

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 Unified Development Ordinance (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 Right of Way (ROW) and require encroachment permits.

Professional Design Work Detail: None

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

2. South Mills Waste Water Treatment Plant (High Rate Filtration Pond)

Priority Level: 2

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 has prepared a preliminary soils boring test analysis at the current WWTP spray fields site. The testing shows the soils at the spray field site would support the high rate disposal system.

Professional Design Work Detail: None to date.

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

3. Treasure Point Building

Priority Level: 2

Summary and Project Description: This property is centrally located in Camden County along the banks of Areneuse creek, a tributary of the Pasquotank river. This area consists of public green space, a river access dock with canoe/kayak launch, and multi-use woodland trails. The 3.8 acres of land to be developed with this project will also connect the residents to an additional, approximate 23 acres of woodland trails for public enjoyment. Approximately 0.5 acres that directly borders the water is open green space, while the rest is forest. There is a public accessible park with green space, water access, fishing pier, canoe & kayak launch, picnic tables, and grills. This property has been the primary educational space for N.C. Cooperative Extension-Camden Center's 4-H department since 1978 (summer camps, environmental education). It is occasionally utilized by other local organizations such as Boy Scouts, Girl Scouts and FFA. Existing

structures include a bathhouse with 2 restrooms, outdoor showers, and an attached storage building. Structures on the property include a metal storage building (10'x12' in size). fishing pier with canoe and kayak launch, benches and picnic tables. All of these structures will remain intact, without modifications. Utilities will be extended to the new facility. A new septic system is to be established for new facility. A new entrance and parking to be established. This property is accessible by Treasure Point Road. This property is currently owned by the Camden County 4-H and Youth Foundation, a 501(c)(3) organization. The Foundation is no longer equipped to own and manage this property and is currently agreeable to donating the land to Camden County. This offer is generous, however, potentially limited and time restricted. Camden County is fortunate to have abundant natural resources however, public access is limited. Access to areas with features such as these are essentially non-existent.

C. Identified/Unfunded:

1. South Mills Boat Ramp and Park

Priority Level: 3

Project Description: Obtain property and construct a small Community Park in the South Mills Township area.

Project Definition and Justification

Define Problem: As the County's population grows, demand for recreation space and activities will increase. Parks are an integral element of strong communities and promote healthy living activities, especially when located in or in close proximity to residential areas. Currently all county park facilities are located in the courthouse township at Grandy Elementary School. The distance from South Mills to the one central community park is an obstacle to pursuing both organizational and independent recreation, and the existing community park has little if any room for expansion of park or parking areas.

Recommended Solution: Purchase 10 to 20 acres for construction of a community park with both active and passive recreation areas including baseball/soccer fields, playground equipment, and picnic shelter. Limited funding may be generated from requiring fees in lieu of land dedications for new residential subdivisions. As part of this process, the County is pursuing the construction of a boat ramp and parking area on a 5-acre tract at Turner's Cut and Union Camp Road.

Alternatives: N/A

Stage of Project: Researching available land and opportunities

Relation to Other Projects: Allows expansion of outdoor recreational offerings.

Professional Design Work Detail: None started at this time. Will need a general park design to identify land requirements, prior to locating alternative sites possibilities.

Operating Impact: The project will increase Parks and Recreation operations and

maintenance budget.

2. South Mills Waste Water Expansion and Disposal (Plant)

Priority Level: 2

Project Description: The South Mills Wastewater Treatment Plant will need additional treatment capacity and disposal to handle the increased flow demands from the residential developments that are currently proposed. A PER was conducted to evaluate the options for increased wastewater treatment capacity and the cost for each. The cost to add 100,000 GPD of capacity to the existing treatment plant and disposal was approximately \$9M. This expansion would handle the first two building phases in the residential development and provide information on how much additional treatment capacity is needed.

Define Problem: Current Treatment Plant has approximately 10,000 GPD of treatment capacity left and two large residential subdivisions are under development.

Recommend Solution: Construct additional capacity at the existing wastewater treatment plant.

Alternatives: Build a new wastewater treatment plant, or require developer to build a wastewater treatment plant to handle wastewater flow produced by new development.

Stage of the Project: A P.E.R. was completed to determine the most cost-effective alternatives for increased wastewater treatment capacity.

Professional Design Work Detail: None to date.

Operating Impact: The operating impact would be minimal.

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 (CIP).

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