



CAMDENCOUNTY

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Capital Improvement Program (CIP) 2019-2023

**Public Hearing
Monday June 3, 2019**

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June 3, 2019

Camden County Board of Commissioners

Tom White, Chairman
Clayton Riggs, Vice Chairman
Garry Meiggs
Randy Krainiak
Ross Munro

Re: Fiscal Year 2019-2023 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 ninth 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. 2007-05-04. This Resolution puts in place measures to insure 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 is scheduled for completion in June 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 ultimate goal of this project will be the centralization of County services into a “One Stop” method of service delivery which will allow our citizens to be served at a single County complex. Besides the immediate needs for administrative space, there is also significant interest for providing recreational and public meeting space which could house youth and adult programming. 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) to determine the cost of the project. This is programmed for the before the end of the second quarter of the fiscal year.

While the Board of Commissioners moved forward nine years ago with the acquisition of property for a potential high school site, it is not yet clear when this new facility will be needed. 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. This study is scheduled to be completed between July-August timeframe. Though unfunded, a new high school construction project is included in the county’s 2018-2022 CIP.

The future for Camden County is extremely bright 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 eight 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 FY19. 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	➤ 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
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	<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. 2007-0504).

It is projected that the Land Transfer tax will generate approximately \$550,000 in FY 2018-2019. These funds are applied to approved capital projects and debt service. Currently \$.01 of the county-wide ad valorem tax rate generates approximately \$100,000 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.

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

Estimated Cost: \$11M

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: County needs to confer with Camden County Schools as to the possible re-purposing of the Camden High School campus to accommodate elements of the county's programs such as Senior Center and Parks & Recreation.

Professional Design Work Detail: Funding for architectural design services is programmed for FY 2019-2020.

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

B. Recommended/Unfunded:

1. BROADBAND

ESTIMATED COST: To Be Determined

Priority Level: 2

Project Description: Make available to residents and businesses currently not served by broadband affordable and reliable high-speed broadband options.

Project Definition and Justification

Define Problem: An independent study on what it will take to bring expanded broadband service to Camden County was presented to the Board of Commissioners in June 2018. The study took into consideration Camden County's challenge associated with broadband infrastructure. The study reflected, on a County wide basis, the significant need to upgrade and improve broadband connectivity for its citizens. Of particular note is the need to improve broadband access for the County's school age population in order to enhance the educational experience. Broadband infrastructure is necessary for access to information for education, healthcare, government, public safety, social services, employment opportunities, breaking news, and many other common needs. Equally important is that people have the basic skills and proficiency to use online technology in ways that can improve their quality of life. The study also recommends specific state and federal funding options available to the County in order to improve existing conditions.

Recommended Solution: The county Board of Commissioners approved a contract with Eastern Shore Communications to develop a feasibility study to determine the need for county-wide broadband. With the completed study, the County and Eastern Shore Communications, pursued Federal government programs under the purview of the United States Department of Agriculture. The joint effort resulted in the USDA granting Eastern Shore Communications \$1.8M in order to implement a County wide broadband improvement program.

Alternatives: None

Stage of Project: Eastern Shore Communications is now finalizing an implementation plan that is expected to take about 18 months to complete. County representatives are working closely with Eastern Shore Communications to ensure the County's broadband interests are fulfilled. County staff has implemented monthly project status meetings with

the senior leadership of Eastern Shore Communications in order to provide timely updates to the County Board of Commissioners, the Camden County Economic Development Commission, the Camden County School Board as well as with County citizenry. County staff is also informing relevant State and Federal level entities of project status in order to enlist support as needed.

Relation to Other Projects: This project will require new as well as existing infrastructure bringing new equipment to the county's water towers and other high structures increasing broadband speed throughout the county. The priority for coverage will be the Commerce Park at the northern end of the county and expand into the southern end of the county with the addition of new infrastructure to carry the signal.

Description of Land Needs: Access to water towers and right of way will be needed for construction and to build a permanent building, approximately 12x15 feet to house equipment. At this time no land acquisition will be required.

Professional Design Work Detail: Eastern Shore Communications will provide the conceptual development, preliminary layout and environmental review with their feasibility study.

Operating Impact: This initiative will fill critical broadband infrastructure gaps and increase access and adoption across the county to businesses, residents, and organizations, particularly within our unserved and underserved communities.

2. SCHOOL CAPITAL IMPROVEMENTS-CAMDEN COUNTY SCHOOL

ESTIMATED COST: To Be Determined

Priority Level: 2

Project Description: Construction of new Camden County 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 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 former 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 in 2008. In 2008 the Board of Education commissioned HBA Architects to draw a conceptual site plan and develop preliminary construction cost estimates. In 2016, the APFO Committee decided to re-examine space needs based upon more current and accurate enrollment projection data and have new plans and cost estimates developed. This task has not been accomplished as of May 1, 2017.

Relation to Other Projects: The MB Kahn study will take into consideration current and future county projects that may have an impact on development.

Professional Design Work Detail: None completed at this time. HBA Architects have completed conceptual site plan and preliminary construction cost estimates were provided in 2008. The cost estimates are over eleven years old and the prices have increased. The new study will take into consideration current construction estimates and design based on enrollment projections.

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.

3. SEWER SERVICE EXPANSION US 158 EAST FROM HARDEES TO COUNTRY CLUB AREA

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.

4. SOUTH MILLS WASTE WATER TREATMENT PLANT 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.

C. Identified/Unfunded:

1. CONSTRUCTION OF ADDITIONAL RAW WATER WELLS

Estimated Cost: \$ 500,000 each

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.

2. US 158 SIDEWALK EXTENSION

Estimated Cost: \$ 150,000

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. 2007-05-04

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