

Authority Budget of:

ADOPTED COPY

Camden County Improvement Authority

State Filing Year

2021

ADOPTED COPY

For the Period:

January 1, 2021

to

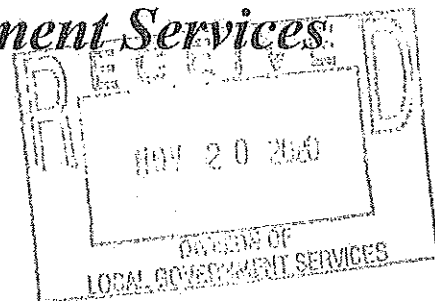
December 31, 2021

www.ccia.camdencounty.com

Authority Web Address



Division of Local Government Services



2021 (2021-2022) AUTHORITY BUDGET

Certification Section

2021 (2021-2022)

Camden County Improvement Authority
(Name)

AUTHORITY BUDGET

FISCAL YEAR: FROM Jan 1, 2021 TO Dec 31, 2021

For Division Use Only

CERTIFICATION OF APPROVED BUDGET

It is hereby certified that the approved Budget made a part hereof complies with the requirements of law and the rules and regulations of the Local Finance Board, and approval is given pursuant to N.J.S.A. 40A:5A-11.

State of New Jersey
Department of Community Affairs
Director of the Division of Local Government Services

By: Paul D. Cwert CPA, RMA Date: 12/10/2020

CERTIFICATION OF ADOPTED BUDGET

It is hereby certified that the adopted Budget made a part hereof has been compared with the approved Budget previously certified by the Division, and any amendments made thereto. This adopted Budget is certified with respect to such amendments and comparisons only.

State of New Jersey
Department of Community Affairs
Director of the Division of Local Government Services

By: Paul D. Cwert CPA, RMA Date: 1/27/2021

2021 (2021-2022) PREPARER'S CERTIFICATION

Camden County Improvement Authority (Name)

AUTHORITY BUDGET

FISCAL YEAR: FROM: Jan 1, 2021 **TO:** Dec 31, 2021

It is hereby certified that the Authority Budget, including both the Annual Budget and the Capital Budget/Program annexed hereto, represents the members of the governing body's resolve with respect to statute in that: all estimates of revenue are reasonable, accurate and correctly stated; all items of appropriation are properly set forth; and in itemization, form and content, the budget will permit the exercise of the comptroller function within the Authority.

It is further certified that all proposed budgeted amounts and totals are correct. Also, I hereby provide reasonable assurance that all assertions contained herein are accurate and all required schedules are completed and attached.

Preparer's Signature:	<i>Debra DiMattia</i>		
Name:	Debra DiMattia		
Title:	Chief Financial Officer		
Address:	2220 Voorhees Town Center Voorhees, NJ 08043		
Phone Number:	(856)751-2242	Fax Number:	(856)556-3105
E-mail address	debra.dimattia@camdencounty.com		

2021 (2021-2022) APPROVAL CERTIFICATION

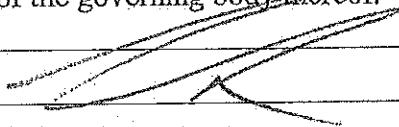
Camden County Improvement Authority
(Name)

AUTHORITY BUDGET

FISCAL YEAR: FROM: Jan 1, 2021 TO: Dec 31, 2021

It is hereby certified that the Authority Budget, including all schedules appended hereto, are a true copy of the Annual Budget and Capital Budget/Program approved by resolution by the governing body of the Camden County Improvement Authority, at an open public meeting held pursuant to N.J.A.C. 5:31-2.3, on the 15th day of October, 2020.

It is further certified that the recorded vote appearing in the resolution represents not less than a majority of the full membership of the governing body thereof.

Officer's Signature:			
Name:	Christopher Orlando		
Title:	Interim Executive Director		
Address:	2220 Voorhees Town Center Voorhees, NJ 08043		
Phone Number:	(856)751-2242	Fax Number:	(856)566-3105
E-mail address	chris.orlando@camdencounty.com		

INTERNET WEBSITE CERTIFICATION

Authority's Web Address:	www.ccia.camdencounty.com
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All authorities shall maintain either an Internet website or a webpage on the municipality's or county's Internet website. The purpose of the website or webpage shall be to provide increased public access to the authority's operations and activities. N.J.S.A. 40A:5A-17.1 requires the following items to be included on the Authority's website at a minimum for public disclosure. Check the boxes below to certify the Authority's compliance with N.J.S.A. 40A:5A-17.1.

- A description of the Authority's mission and responsibilities
- Budgets for the current fiscal year and immediately preceding two prior years
- The most recent Comprehensive Annual Financial Report (Unaudited) or similar financial information (Similar Information is such as PIE Charts, Bar Graphs etc. for such items as Revenues, Expenditures, and other information the Authority deems relevant to inform the public)
- The complete (All Pages) annual audits (Not the Audit Synopsis) of the most recent fiscal year and immediately two prior years
- The Authority's rules, regulations and official policy statements deemed relevant by the governing body of the authority to the interests of the residents within the authority's service area or jurisdiction
- Notice posted pursuant to the "Open Public Meetings Act" for each meeting of the Authority, setting forth the time, date, location and agenda of each meeting
- The approved minutes of each meeting of the Authority including all resolutions of the board and their committees; for at least three consecutive fiscal years
- The name, mailing address, electronic mail address and phone number of every person who exercises day-to-day supervision or management over some or all of the operations of the Authority
- A list of attorneys, advisors, consultants and any other person, firm, business, partnership, corporation or other organization which received any remuneration of \$17,500 or more during the preceding fiscal year for any service whatsoever rendered to the Authority.

It is hereby certified by the below authorized representative of the Authority that the Authority's website or webpage as identified above complies with the minimum statutory requirements of N.J.S.A. 40A:5A-17.1 as listed above. A check in each of the above boxes signifies compliance.


Name of Officer Certifying compliance

Debra DiMattia

Title of Officer Certifying compliance

Chief Financial Officer

Signature



2021 (2021-2022) AUTHORITY BUDGET RESOLUTION

Camden County Improvement Authority

(Name)

FISCAL YEAR: FROM: Jan 1, 2021 TO: Dec 31, 2021

WHEREAS, the Annual Budget and Capital Budget for the Camden County Improvement Authority for the fiscal year beginning, January 1, 2021 and ending, December 31, 2021 has been presented before the governing body of the Camden County Improvement Authority at its open public meeting of October 15, 2020; and

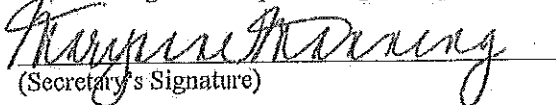
WHEREAS, the schedule of rents, fees and other charges, shown on Budget Page F-2 in effect will produce sufficient revenues, together with all other anticipated revenues to satisfy all obligations to the holders of bonds of the Authority, to meet operating expenses, capital outlays, debt service requirements, and to provide for such reserves shown on Budget Page F-4, all as may be required by law, regulation or terms of contracts and agreements; and

WHEREAS, the Capital Budget/Program shown on Capital Budget Page CB-3, pursuant to N.J.A.C. 5:31-2, does not confer any authorization to raise or expend funds; rather it is a document to be used as part of the said Authority's planning and management objectives. Specific authorization to expend funds for the purposes described in this section of the budget, must be granted elsewhere; by bond resolution, by a project financing agreement, by resolution appropriating funds from the Renewal and Replacement Reserve or other means provided by law.

NOW, THEREFORE BE IT RESOLVED, by the governing body of the Camden County Improvement Authority, at an open public meeting held on October 15, 2020 that the Annual Budget, including all related schedules, and the Capital Budget/Program of the Camden County Improvement Authority for the fiscal year beginning, January 1, 2021 and ending, December 31, 2021 is hereby approved; and

BE IT FURTHER RESOLVED, that the anticipated revenues as reflected in the Annual Budget are of sufficient amount to meet all proposed expenditures/expenses and all covenants, terms and provisions as stipulated in the said Authority's outstanding debt obligations, capital lease arrangements, service contracts, and other pledged agreements; and

BE IT FURTHER RESOLVED, that the governing body of the Camden County Improvement Authority will consider the Annual Budget and Capital Budget/Program for adoption on December 10, 2020.


(Secretary's Signature)

10-15-20
(Date)

Governing Body Member:	Recorded Vote			
	Aye	Nay	Abstain	Absent
Chairman Hosey	x			
Ms. Rohrer	x			
Mr. Schooley	x			
Mr. Spearman	x			
Mr. Stevenson	x			

2021 (2021-2022) ADOPTION CERTIFICATION

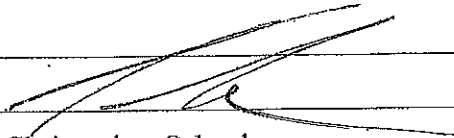
Camden County Improvement Authority (Name)

AUTHORITY BUDGET

FISCAL YEAR: FROM: Jan 1, 2021 TO: Dec 31, 2021

Note: This is filled on for Adoption of the Budget Don't fill in for Introduction of the Budget

It is hereby certified that the Authority Budget and Capital Budget/Program annexed hereto is a true copy of the Budget adopted by the governing body of the Camden County Improvement Authority, pursuant to N.J.A.C. 5:31-2.3, on the 10th day of December 2020.

Officer's Signature:			
Name:	Christopher Orlando		
Title:	Interim Executive Director		
Address:	2220 Voorhees Town Center, Voorhees, NJ 08043		
Phone Number:	856-751-2242	Fax Number:	856-566-3105
E-mail address	Chris.orlando@camdencounty.com		

2021 (2021-2022) ADOPTED BUDGET RESOLUTION

This resolution is for Adoption of the Budget Only Don't use for introduction of the Budget

Note Fill in the name of Each Commissioner and indicate their recorded Vote

Camden County Improvement Authority (Name) AUTHORITY


FISCAL YEAR: FROM: Jan 1, 2021 TO: Dec 31, 2021

WHEREAS, the Annual Budget and Capital Budget/Program for the Camden County Improvement Authority for the fiscal year beginning January 1, 2021 and ending, December 31, 2021 has been presented for adoption before the governing body of the Camden County Improvement Authority at its open public meeting of December 10, 2020; and

WHEREAS, the Annual Budget Page F-1 and Capital Budget page CB-3 as presented for adoption reflects each item of revenue Budget page F-2 and appropriation budget page F-4 in the same amount and title as set forth in the introduced and approved budget, including all amendments thereto, if any, which have been approved by the Director of the Division of Local Government Services; and

NOW, THEREFORE BE IT RESOLVED, by the governing body of Camden County Improvement Authority, at an open public meeting held on December 10, 2020 that the Annual Budget and Capital Budget/Program of the Camden County Improvement Authority for the fiscal year beginning, January 1, 2021 and ending, December 31, 2021 is hereby adopted and shall constitute appropriations for the purposes stated; and

BE IT FURTHER RESOLVED, that the Annual Budget and Capital Budget/Program as presented for adoption reflects each item of revenue and appropriation in the same amount and title as set forth in the introduced and approved budget, including all amendments thereto, if any, which have been approved by the Director of the Division of Local Government Services.


(Secretary's Signature)

12-10-20
(Date)

Governing Body Member:	Recorded Vote			
	Aye	Nay	Abstain	Absent
Chairman Hosey	x			
Ms. Rohrer	x			
Mr. Schooley	x			
Mr. Spearman	x			
Mr. Stevenson	x			

Note Fill in the name of Each Commissioner and indicate their recorded Vote

2021 (2021-2022) AUTHORITY BUDGET

Narrative and Information Section

2021 (2021-2022) AUTHORITY BUDGET MESSAGE & ANALYSIS

Camden County Improvement Authority (Name)

AUTHORITY BUDGET

FISCAL YEAR: FROM: Jan 1, 2021 TO: Dec 31, 2021

Answer all questions below. Attach additional pages and schedules as needed.

1. Complete a brief statement on the 2021/2021-2022 proposed Annual Budget and make comparison to the 2020/2020-2021 adopted budget for each Revenues and Appropriations. Explain any variances over +/-10% (As shown on budget pages F-2 and F-4 explain the reason for changes for each revenue and appropriation changing more than 10%) for each individual revenue and appropriation line item. Explanations of variances should include a description of the reason for the increase/decrease in the budgeted line item, not just an indication of the amount and percent of the change. Attach any supporting documentation that will help to explain the reason for the increase/decrease in the budgeted line item.

Revenues: No changes over (under) 10%.

Appropriations: No changes over (under) 10%.

2. Describe the state of the local/regional economy and how it may impact the proposed Annual Budget, including the planned Capital Budget/Program. (Example Consider New Development projects such as Housing /Commercial projects impact on the Authorities expenses or revenues)

As Camden continues its growth, the CCIA remains an active participant in managing projects such as renovations to offices and building parking structures.

3. Describe the reasons for utilizing Unrestricted Net Position in the proposed Annual Budget and or Capital Budget, i.e. rate stabilization, debt service reduction, to balance the budget, etc. If the Authority's budget anticipates a use of Unrestricted Net Position, this question must be answered.

Unrestricted Net Position was not utilized

4. Identify any sources of funds transferred to the County/Municipality as a budget subsidy or a shared service payments, pilot payments, or other types of contracts or agreements (Example to provide police services to the Authority etc. and explain the reason for the transfer (i.e.: to balance the County/Municipality budget, etc.).

There are no new sources.

5. The proposed budget must not reflect an anticipated deficit from 2021/2021-2022 operations. If there exists an accumulated deficit from prior years' budgets (and funding is included in the proposed budget as a result of a prior deficit) explain the funding plan to eliminate said deficit (N.J.S.A. 40A:5A-12). If the Authority has a net deficit reported in its most recent audit, it must provide a deficit reduction plan in response to this question.

(Prepare a response to deficits in most recent audit report pertaining to Deficits to Unrestricted Net Position caused by recording Pension and Post-Employment Benefits liabilities as required by

GASB 68 and GASB 75) and similar types of deficits in the audit report. How would these deficits be funded?

The deficit is directly attributable to the recognition of long-term assets for pension and post-retirement benefits. The Authority has opted to fund these obligations on a pay as you go basis. In 2018 the Authority demolished the baseball stadium and removed this structure from our capital assets. In addition, the Authority's cash and cash equivalents decreased from prior year due to the payment of interest on a newly acquired building. That building was eventually sold in 2019.

6. Attach a schedule of the Authority's existing rate structure (connection fees, parking fees, service charges, etc.) if it has been changed since the prior year budget submission and a schedule of the proposed rate structure for the upcoming fiscal year. Explain any proposed changes in the rate structure and attach the resolution approving the change in the rate structure, if applicable. (If no changes to fees or rates indicate (Answer as "Rates Are Staying the Same")

Rates are staying the same.

AUTHORITY CONTACT INFORMATION 2021 (2021-2022)

Please complete the following information regarding this Authority. All information requested below must be completed.

Name of Authority:	Camden County Improvement Authority		
Federal ID Number:	22-2681222		
Address:	2220 Voorhees Town Center		
City, State, Zip:	Voorhees	NJ	08043
Phone: (ext.)	(856)751-2242	Fax:	(856)566-3105

Preparer's Name:	Debra DiMattia		
Preparer's Address:	2220 Voorhees Town Center		
City, State, Zip:	Voorhees	NJ	08043
Phone: (ext.)	(856)751-2242	Fax:	(856)566-3105
E-mail:	debra.dimattia@camdencounty.com		

Chief Executive Officer:(1)	Christopher Orlando		
(1) Or person who performs these functions under another Title			
Phone: (ext.)	(856)751-2242	Fax:	(856)566-3105
E-mail:	chris.orlando@camdencountu.com		

Chief Financial Officer(1)	Debra DiMattia		
(1) Or person who performs these functions under another Title			
Phone: (ext.)	(856)751-2242	Fax:	(856)566-3105
E-mail:	debra.dimattia@camdencounty.com		

Name of Auditor:	L. Jarred Corn		
Name of Firm:	Bowman & Company, LLP		
Address:	601 White Horse Avenue		
City, State, Zip:	Voorhees	NJ	08043
Phone: (ext.)	(856)435-6200	Fax:	(856)435-0440
E-mail:	jcorn@bowmanllp.com		

AUTHORITY INFORMATIONAL QUESTIONNAIRE

Camden County Improvement Authority

(Name)

FISCAL YEAR: FROM: Jan 1, 2021 TO: Dec 31, 2021

Answer all questions below completely and attach additional information as required.

- 1) Provide the number of individuals employed in (Use Most Recent W-3 Available 2019 or 2020) as reported on the Authority's Form W-3, Transmittal of Wage and Tax Statements: 31
- 2) Provide the amount of total salaries and wages as reported on the Authority's Form W-3, (Use Most Recent W-3 Available 2019 or 2020) Transmittal of Wage and Tax Statements: \$1,933,089.65
- 3) Provide the number of regular voting members of the governing body: 5 (Even if not all commissioners have been appointed (Total Commissioners are either 5 or 7 (Regional Authorities may have more than 7 members) s per statute for your Authority)
- 4) Provide the number of alternate voting members of the governing body: 0 (Maximum is 2)
- 5) Did any person listed on Page N-4 have a family or business relationship with any other person listed on Page N-4 during the current fiscal year? No If "yes," attach a description of the relationship including the names of the individuals involved and their positions at the Authority.
- 6) Did all individuals that were required to file a Financial Disclosure Statement for the current fiscal year (Most Recent Filing that March 31, 2020 or 2021 deadline has passed 2020 or 2021) because of their relationship with the Authority file the form as required? (Checked to see if individuals actually filed at <http://www.state.nj.us/dca/divisions/dlgs/resources/fds.html> before answering) Yes If "no," provide a list of those individuals who failed to file a Financial Disclosure Statement and an explanation as to the reason for their failure to file.
- 7) Does the Authority have any amounts receivable from current or former commissioners, officers, key employees or highest compensated employees? No If "yes," attach a list of those individuals, their position, the amount receivable, and a description of the amount due to the Authority.
- 8) Was the Authority a party to a business transaction with one of the following parties:
 - a. A current or former commissioner, officer, key employee, or highest compensated employee? No
 - b. A family member of a current or former commissioner, officer, key employee, or highest compensated employee? No
 - c. An entity of which a current or former commissioner, officer, key employee, or highest compensated employee (or family member thereof) was an officer or direct or indirect owner? Yes
Yes. A former executive director is not executive director of the HPA of the Battleship of New JerseyIf the answer to any of the above is "yes," attach a description of the transaction including the name of the commissioner, officer, key employee, or highest compensated employee (or family member thereof) of the Authority; the name of the entity and relationship to the individual or family member; the amount paid; and whether the transaction was subject to a competitive bid process.
- 9) Did the Authority during the most recent fiscal year pay premiums, directly or indirectly, on a personal benefit contract? A personal benefit contract is generally any life insurance, annuity, or endowment contract that benefits, directly or indirectly, the transferor, a member of the transferor's family, or any other person designated by the transferor. No If "yes," attach a description of the arrangement, the premiums paid, and indicate the beneficiary of the contract.
- 10) Explain the Authority's process for determining compensation for all persons listed on Page N-4. Include whether the Authority's process includes any of the following: 1) review and approval by the commissioners or a committee thereof; 2) study or survey of compensation data for comparable positions in similarly sized entities; 3) annual or periodic performance evaluation; 4) independent compensation consultant; and/or 5) written employment contract. Attach a narrative of your Authorities procedures for all individuals listed on Page N-4 (2 of 2). Employee compensation determined by review and approval of the commissioners based upon management review of comparable positions.

- 11) Did the Authority pay for meals or catering during the current fiscal year? No If "yes," attach a detailed list of all meals and/or catering invoices for the current fiscal year and provide an explanation for each expenditure listed.
- 12) Did the Authority pay for travel expenses for any employee or individual listed on Page N-4? No If "yes," attach a detailed list of all travel expenses for the current fiscal year and provide an explanation for each expenditure listed.
- 13) Did the Authority provide any of the following to or for a person listed on Page N-4 or any other employee of the Authority?
- First class or charter travel No
 - Travel for companions No
 - Tax indemnification and gross-up payments No
 - Discretionary spending account No
 - Housing allowance or residence for personal use No
 - Payments for business use of personal residence No
 - Vehicle/auto allowance or vehicle for personal use No
 - Health or social club dues or initiation fees No
 - Personal services (i.e.: maid, chauffeur, chef) No
- If the answer to any of the above is "yes," attach a description of the transaction including the name and position of the individual and the amount expended.
- 14) Did the Authority follow a written policy regarding payment or reimbursement for expenses incurred by employees and/or commissioners during the course of Authority business and does that policy require substantiation of expenses through receipts or invoices prior to reimbursement? Yes If "no," attach an explanation of the Authority's process for reimbursing employees and commissioners for expenses. (If your authority does not allow for reimbursements indicate that in answer)
- 15) Did the Authority make any payments to current or former commissioners or employees for severance or termination? No If "yes," attach explanation including amount paid.
- 16) Did the Authority make any payments to current or former commissioners or employees that were contingent upon the performance of the Authority or that were considered discretionary bonuses? No If "yes," attach explanation including amount paid.
- 17) Did the Authority comply with its Continuing Disclosure Agreements for all debt issuances outstanding by submitting its audited annual financial statements, annual operating data, and notice of material events to the Municipal Securities Rulemaking Board's Electronic Municipal Marketplace Access (EMMA) as required? N/A If "no," attach a description of the Authority's plan to ensure compliance with its Continuing Disclosure Agreements in the future. (If no bonded Debt answer is Not Applicable). (New Jersey Infrastructure Trust Loans are not bonded debt of an Authority)
- 18) Did the Authority receive any notices from the Department of Environmental Protection or any other entity regarding maintenance or repairs required to the Authority's systems to bring them into compliance with current regulations and standards that it has not yet taken action to remediate? No If "yes," attach explanation as to why the Authority has not yet undertaken the required maintenance or repairs and describe the Authority's plan to address the conditions identified.
- 19) Did the Authority receive any notices of fines or assessments from the Department of Environmental Protection or any other entity due to noncompliance with current regulations (i.e.: sewer overflow, etc.)? No If "yes," attach a description of the event or condition that resulted in the fine or assessment and indicate the amount of the fine or assessment.

(This page is directions for filling in page (N-4 (2-of 2)) (No answers should be entered on this page)

**AUTHORITY SCHEDULE OF COMMISSIONERS, OFFICERS, KEY EMPLOYEES,
HIGHEST COMPENSATED EMPLOYEES AND INDEPENDENT CONTRACTORS**

Camden County Improvement Authority

(Name)

FISCAL YEAR: FROM: Jan 1, 2021 TO: Dec 31, 2021

Complete the attached table for all persons required to be listed per #1-4 below.

- 1) List all of the Authority's current commissioners and officers and amount of compensation from the Authority and any other public entities as defined below. Enter zero if no compensation was paid.
- 2) List all of the Authority's key employees and highest compensated employees other than a commissioner or officer as defined below and amount of compensation from the Authority and any other public entities.
- 3) List all of the Authority's former officers, key employees and highest compensated employees who received more than \$100,000 in reportable compensation from the Authority and any other public entities during the most recent fiscal year completed.
- 4) List all of the Authority's former commissioners who received more than \$10,000 in reportable compensation from the Authority and any other public entities during the most recent fiscal year completed.

Commissioner: A member of the governing body of the authority with voting rights. Include alternates for purposes of this schedule.

Officer: A person elected or appointed to manage the authority's daily operations at any time during the year, such as the chairperson, vice-chairperson, secretary, or treasurer. For the purposes of this schedule, treat the authority's top management official and top financial official as officers. A member of the governing body may be both a commissioner and an officer for the purposes of this schedule.

Key employee: An employee or independent contractor of the authority (other than a commissioner or officer) who meets both of the following criteria:

- a) The individual received reportable compensation from the authority and other public entities in excess of \$150,000 for the most recent fiscal year completed; and
- b) The individual has responsibilities or influence over the authority as a whole or has power to control or determine 10% or more of the authority's capital expenditures or operating budget.

Highest compensated employee: One of the five highest compensated employees or independent contractors of the authority other than current commissioners, officers, or key employees whose aggregate reportable compensation from the authority and other public entities is greater than \$100,000 for the most recent fiscal year completed.

Compensation: All forms of cash and non-cash payments or benefits provided in exchange for services, including salaries and wages, bonuses, severance payments, deferred payments, retirement benefits, fringe benefits, and other financial arrangements or transactions such as personal vehicles, meals, housing, personal and family education benefits, below-market loans, payment of personal or family travel, entertainment, and personal use of the Authority's property. Compensation includes payments and other benefits provided to both employees and independent contractors in exchange for services.

Reportable compensation: (Use the Most Recent W-2 available 2019 or 2020. The aggregate compensation that is reported (or is required to be reported) on Form W-2, box 1 or 5, whichever amount is greater, and/or Form 1099-MISC, box 7, for the most recent calendar year ended 60 days before the start of the proposed budget year. For example, for fiscal years ending December 31, 2021, the most recent W-2 and 1099 should be used 2020 or 2019 (60 days prior to start of budget year is November 1, 2020, with 2019 being the most recent calendar year ended), and for fiscal years ending June 30, 2021, the calendar year 2020 W-2 and 1099 should be used (60 days prior to start of budget year is May 1, 2021, with 2020 being the most recent calendar year ended).

Other Public Entity: Any municipality, county, local authority, fire district, or other government unit, regardless of whether it is related in any way to the Authority either by function or by physical location.

Schedule of Health Benefits - Detailed Cost Analysis

Camden County Improvement Authority
 For the Period January 1, 2021 to December 31, 2021

If Not Applicable X this box Below

	Annual Cost		Total Cost Estimate Proposed Budget	# of Covered Members (Medical & Rx) Current Year	Annual Cost per Employee Current Year	Total Prior year Year Cost	\$ Increase (Decrease)	% Increase (Decrease)
	# of Covered Members (Medical & Rx) Proposed Budget	Estimate Proposed Budget						
Active Employees - Health Benefits - Annual Cost								
Single Coverage	5	\$ 11,648	\$ 58,240	21	\$ 11,544	\$ 23,088	\$ 35,152	152.3%
Parent & Child	6	20,745	124,470	5	20,662	103,310	21,160	20.5%
Employee & Spouse (or Partner)	5	23,487	117,435	10	23,087	230,870	(113,435)	-49.1%
Family	5	30,564	152,820	4	32,206	128,824	23,996	18.6%
Employee Cost Sharing Contribution (enter as negative -)			(121,790)			(113,546)	(8,244)	7.3%
Subtotal	21		331,175	21		372,546	(41,371)	-11.1%
Commissioners - Health Benefits - Annual Cost								
Single Coverage								#DIV/0!
Parent & Child								#DIV/0!
Employee & Spouse (or Partner)								#DIV/0!
Family								#DIV/0!
Employee Cost Sharing Contribution (enter as negative -)								#DIV/0!
Subtotal	0			0				#DIV/0!
Retirees - Health Benefits - Annual Cost								
Single Coverage	6	7,760	46,560	6	10,397	62,382	(15,822)	-25.4%
Parent & Child								#DIV/0!
Employee & Spouse (or Partner)	1	9,420	9,420	1	7,992	7,992	1,428	17.9%
Family								#DIV/0!
Employee Cost Sharing Contribution (enter as negative -)			(3,643)			(2,624)	(1,019)	38.8%
Subtotal	7		52,337	7		67,750	(15,413)	-22.7%
GRAND TOTAL	28		\$ 383,512	28		\$ 440,296	\$ (56,784)	-12.9%

Is medical coverage provided by the SHBP (Yes or No)? (Place Answer in Box) Yes No
 Is prescription drug coverage provided by the SHBP (Yes or No)? (Place Answer in Box) Yes No

Note: Remember to Enter an amount in rows for Employee Cost Sharing

Schedule of Shared Service Agreements

Camden County Improvement Authority
 January 1, 2021 to December 31, 2021

For the Period
 No Shared Services X this Box

Enter the shared service agreements that the Authority currently engages in and identify the amount that is received/paid for those services.

Name of Entity Providing Service	Name of Entity Receiving Service	Type of Shared Service Provided	Comments (Enter more specifics if needed)	Agreement Effective Date	Agreement End Date	Amount to be Received by/ Paid from Authority
Camden County Impr. Auth.	County of Camden	Administrative Employees		1/1/2012		\$ 775,000
Camden County Impr. Auth.	County of Camden	Project Management Svcs.		7/1/2012		\$ 350,000
Camden County Impr. Auth.	County of Camden	Adm. of HUD Grants		7/1/2013		\$ 225,000
Camden County Impr. Auth.	Township of Waterford	Project Management Svcs.		6/1/2015		\$ 5,000
Camden County Impr. Auth.	City of Gloucester City	Adm. of HUD Grants		6/23/2016		\$ 5,000
Camden County Impr. Auth.	Township of Cherry Hill	Adm. of HUD Grants		5/1/2015		\$ 5,000
Camden County Impr. Auth.	Camden County Tech. School	Project Management Svcs.		11/13/2015		\$ 85,000
Camden County Impr. Auth.	Pine Hill Board of Ed	Project Management Svcs.		6/1/2015		\$ 5,000
Camden County Impr. Auth.	Camden County College	Project Management Svcs.		2/21/2017		\$ 150,000
Camden County Impr. Auth.	Borough of Merchantville	Project Management Svcs.		6/15/2017		\$ 35,000
Camden County Impr. Auth.	Borough of Collingswood	Project Management Svcs.		4/13/2017		\$ 150,000
Camden County Impr. Auth.	Township of Voorhees	Project Management Svcs.		1/24/2017		\$ 1,000
ADDITIONAL ATTACHED						

Name of Entity Providing Service	Name of Entity Receiving Service	Type of Shared Service Provided	Comments (Enter more specifics if needed)	Agreement Effective Date	Agreement End Date	Received by/ Paid from Authority
Camden County Impr. Auth.	City of Camden	Housing Inspections		7/1/2013		\$ 5,000
Camden County Impr. Auth.	Parking Authority of City of Camden	Project Management		8/24/2015		\$ 25,000
Camden County Impr. Auth.	Borough of Stratford	Project Management		7/10/2017		\$ 5,000
Camden County Impr. Auth.	Borough of Barrington	Project Management		2/1/2020		\$ 40,000

2021 (2021-2022) AUTHORITY BUDGET

Financial Schedules Section

SUMMARY

Camden County Improvement Authority
 For the Period January 1, 2021 to December 31, 2021

	FY 2021 Proposed Budget					FY 2020 Adopted Budget Total All Operations	\$ Increase (Decrease) Proposed vs. Adopted	% Increase (Decrease) Proposed vs. Adopted	
	Operations	Parking Centers	Baseball Stadium	N/A	N/A				Total All Operations
	N/A	N/A	N/A	N/A	N/A				All Operations
REVENUES									
Total Operating Revenues	\$ 4,111,223	\$ 4,995,478	\$ -	\$ -	\$ 9,107,701	\$ 9,229,417	\$ (121,716)	-1.3%	
Total Non-Operating Revenues	5,000	2,500	-	-	7,500	7,500	-	0.0%	
Total Anticipated Revenues	4,116,223	4,998,978	-	-	9,115,201	9,236,917	(121,716)	-1.3%	
APPROPRIATIONS									
Total Administration	859,492	15,000	-	-	874,492	925,374	(50,882)	-5.5%	
Total Cost of Providing Services	3,239,390	2,005,667	-	-	5,245,057	4,826,051	419,006	8.7%	
Total Principal Payments on Debt Service in Lieu of Depreciation	-	869,645	-	-	869,645	805,000	64,645	8.0%	
Total Operating Appropriations	4,098,882	2,890,312	-	-	6,989,194	6,556,425	432,769	6.6%	
Total Interest Payments on Debt	-	1,688,945	-	-	1,688,945	1,600,000	88,945	5.6%	
Total Other Non-Operating Appropriations	-	-	-	-	-	-	-	#DIV/0!	
Total Non-Operating Appropriations	-	1,688,945	-	-	1,688,945	1,600,000	88,945	5.6%	
Accumulated Deficit	-	-	-	-	-	-	-	#DIV/0!	
Total Appropriations and Accumulated Deficit	4,098,882	4,579,257	-	-	8,678,139	8,156,425	521,714	6.4%	
Less: Total Unrestricted Net Position Utilized	-	-	-	-	-	-	-	#DIV/0!	
Net Total Appropriations	4,098,882	4,579,257	-	-	8,678,139	8,156,425	521,714	6.4%	
ANTICIPATED SURPLUS (DEFICIT)	\$ 17,341	\$ 419,721	\$ -	\$ -	\$ 437,062	\$ 1,080,492	\$ (643,430)	-59.5%	

Revenue Schedule

Camden County Improvement Authority
For the Period January 1, 2021 to December 31, 2021

	FY 2021 Proposed Budget						FY 2020 Adopted Budget	\$ Increase (Decrease) Proposed vs. Adopted	% Increase (Decrease) Proposed vs. Adopted
	Operations	Parking Centers	Baseball Stadium	N/A	N/A	N/A	Total All Operations	Total All Operations	All Operations
OPERATING REVENUES									
<i>Service Charges</i>									
Residential						\$ -	\$ -	\$ -	#DIV/0!
Business/Commercial						-	-	-	#DIV/0!
Industrial						-	-	-	#DIV/0!
Intergovernmental						-	-	-	#DIV/0!
Other						-	-	-	#DIV/0!
Total Service Charges						-	-	-	
<i>Connection Fees</i>									
Residential						-	-	-	#DIV/0!
Business/Commercial						-	-	-	#DIV/0!
Industrial						-	-	-	#DIV/0!
Intergovernmental						-	-	-	#DIV/0!
Other						-	-	-	#DIV/0!
Total Connection Fees						-	-	-	
<i>Parking Fees</i>									
Meters						-	-	-	#DIV/0!
Permits						-	-	-	#DIV/0!
Fines/Penalties						-	-	-	#DIV/0!
Other						-	-	-	#DIV/0!
Total Parking Fees						-	-	-	
<i>Other Operating Revenues (List)</i>									
Bond Financing Fees	303,000					303,000	303,000	-	0.0%
Project and Grant Management	2,981,223					2,981,223	2,788,675	192,548	6.9%
Parking Fees & Office Rental		4,996,478				4,996,478	5,310,742	(314,264)	-5.9%
Other Revenue	827,000					827,000	827,000	-	0.0%
						-	-	-	#DIV/0!
						-	-	-	#DIV/0!
						-	-	-	#DIV/0!
						-	-	-	#DIV/0!
						-	-	-	#DIV/0!
						-	-	-	#DIV/0!
						-	-	-	#DIV/0!
Total Other Revenue	4,111,223	4,996,478				9,107,701	9,229,417	(121,716)	-1.3%
Total Operating Revenues	4,111,223	4,996,478				9,107,701	9,229,417	(121,716)	-1.3%
NON-OPERATING REVENUES									
<i>Other Non-Operating Revenues (List)</i>									
						-	-	-	#DIV/0!
						-	-	-	#DIV/0!
						-	-	-	#DIV/0!
						-	-	-	#DIV/0!
						-	-	-	#DIV/0!
						-	-	-	#DIV/0!
Total Other Non-Operating Revenue						-	-	-	
<i>Interest on Investments & Deposits (List)</i>									
Interest Earned	5,000	2,500				7,500	7,500	-	0.0%
Penalties						-	-	-	#DIV/0!
Other						-	-	-	#DIV/0!
Total Interest	5,000	2,500				7,500	7,500	-	0.0%
Total Non-Operating Revenues	5,000	2,500				7,500	7,500	-	0.0%
TOTAL ANTICIPATED REVENUES	\$ 4,116,223	\$ 4,998,978	\$ -	\$ -	\$ -	\$ 9,115,201	\$ 9,236,917	\$ (121,716)	-1.3%

Prior Year Adopted Revenue Schedule

Camden County Improvement Authority

	<i>FY 2020 Adopted Budget</i>					Total All Operations	
	Operations	Parking Centers	Baseball Stadium	N/A	N/A		N/A
OPERATING REVENUES							
<i>Service Charges</i>							
Residential						\$	-
Business/Commercial							-
Industrial							-
Intergovernmental							-
Other							-
Total Service Charges							-
<i>Connection Fees</i>							
Residential							-
Business/Commercial							-
Industrial							-
Intergovernmental							-
Other							-
Total Connection Fees							-
<i>Parking Fees</i>							
Meters							-
Permits							-
Fines/Penalties							-
Other							-
Total Parking Fees							-
<i>Other Operating Revenues (List)</i>							
Bond Financing Fees	303,000						303,000
Project and Grant Management	2,788,675						2,788,675
Parking Fees & Office Rental		5,310,742					5,310,742
Other Revenue	827,000						827,000
							-
							-
							-
							-
							-
							-
							-
Total Other Revenue	3,918,675	5,310,742	-	-	-	-	9,229,417
Total Operating Revenues	3,918,675	5,310,742	-	-	-	-	9,229,417
NON-OPERATING REVENUES							
<i>Other Non-Operating Revenues (List)</i>							
Type in							-
Type in							-
Type in							-
Type in							-
Type in							-
Type in							-
Total Other Non-Operating Revenues							-
<i>Interest on Investments & Deposits</i>							
Interest Earned	5,000	2,500					7,500
Penalties							-
Other							-
Total Interest	5,000	2,500	-	-	-	-	7,500
Total Non-Operating Revenues	5,000	2,500	-	-	-	-	7,500
TOTAL ANTICIPATED REVENUES	\$ 3,923,675	\$ 5,313,242	\$ -	\$ -	\$ -	\$ -	\$ 9,236,917

Appropriations Schedule

Camden County Improvement Authority
For the Period January 1, 2021 to December 31, 2021

	FY 2021 Proposed Budget						FY 2020 Adopted Budget	\$ Increase (Decrease) Proposed vs. Adopted	% Increase (Decrease) Proposed vs. Adopted
	Operations	Parking Centers	Baseball Stadium	N/A	N/A	N/A	Total All Operations	Total All Operations	All Operations
							Total All Operations	Total All Operations	All Operations
OPERATING APPROPRIATIONS									
<i>Administration - Personnel</i>									
Salary & Wages	\$ 225,000					\$ 225,000	\$ 268,424	\$ (43,424)	-16.2%
Fringe Benefits	42,242					42,242	55,200	(12,958)	-23.5%
Total Administration - Personnel	267,242					267,242	323,624	(56,382)	-17.4%
<i>Administration - Other (List)</i>									
Office Rental	185,000					185,000	182,000	3,000	1.6%
Professional Services	167,500	15,000				182,500	180,000	2,500	1.4%
Advertising, Mktng, Utilities, Travel, Etc.	209,000					209,000	209,000	-	0.0%
Supplies, Printing, Software, Equipment	30,750					30,750	30,750	-	0.0%
Miscellaneous Administration*						-	-	-	#DIV/0!
Total Administration - Other	592,250	15,000				607,250	601,750	5,500	0.9%
Total Administration	859,492	15,000				874,492	925,374	(50,882)	-5.5%
<i>Cost of Providing Services - Personnel</i>									
Salary & Wages	2,203,000	360,000				2,563,000	2,441,576	151,424	6.3%
Fringe Benefits	992,390	135,000				1,127,390	1,010,975	116,415	11.5%
Total COPS - Personnel	3,195,390	495,000				3,690,390	3,422,551	267,839	7.8%
<i>Cost of Providing Services - Other (List)</i>									
Ground Lease		130,000				130,000	115,000	15,000	13.0%
Professional Services						-	44,000	(44,000)	-100.0%
Advertising, Mktng, Utilities, Travel, Educ	44,000	86,000				130,000	1,244,500	(1,114,500)	-89.6%
Supplies, Printing, Software, Equipment		1,294,667				1,294,667	-	1,294,667	#DIV/0!
Miscellaneous COPS*						-	-	-	#DIV/0!
Total COPS - Other	44,000	1,510,667				1,554,667	1,403,500	151,167	10.8%
Total Cost of Providing Services	3,239,390	2,005,667				5,245,057	4,826,051	419,006	8.7%
Total Principal Payments on Debt Service In Lieu of Depreciation		869,645				869,645	805,000	64,645	8.0%
Total Operating Appropriations	4,098,882	2,890,312				6,989,194	6,556,425	432,769	6.6%
NON-OPERATING APPROPRIATIONS									
Total Interest Payments on Debt		1,688,945				1,688,945	1,600,000	88,945	5.6%
Operations & Maintenance Reserve						-	-	-	#DIV/0!
Renewal & Replacement Reserve						-	-	-	#DIV/0!
Municipality/County Appropriation						-	-	-	#DIV/0!
Other Reserves						-	-	-	#DIV/0!
Total Non-Operating Appropriations		1,688,945				1,688,945	1,600,000	88,945	5.6%
TOTAL APPROPRIATIONS	4,098,882	4,579,257				8,678,139	8,156,425	521,714	6.4%
ACCUMULATED DEFICIT									
TOTAL APPROPRIATIONS & ACCUMULATED DEFICIT	4,098,882	4,579,257				8,678,139	8,156,425	521,714	6.4%
UNRESTRICTED NET POSITION UTILIZED									
Municipality/County Appropriation						-	-	-	#DIV/0!
Other						-	-	-	#DIV/0!
Total Unrestricted Net Position Utilized						-	-	-	#DIV/0!
TOTAL NET APPROPRIATIONS	\$ 4,098,882	\$ 4,579,257	\$ -	\$ -	\$ -	\$ 8,678,139	\$ 8,156,425	\$ 521,714	6.4%

* Miscellaneous line items may not exceed 5% of total operating appropriations shown below. If amount in miscellaneous is greater than the amount shown below, then the line item must be itemized above.

5% of Total Operating Appropriations \$ 204,944.10 \$ 144,515.60 \$ - \$ - \$ - \$ - \$ 349,459.70

Prior Year Adopted Appropriations Schedule

Camden County Improvement Authority

	<i>FY 2020 Adopted Budget</i>						Total All Operations
	Operations	Parking Centers	Baseball Stadium	N/A	N/A	N/A	
OPERATING APPROPRIATIONS							
<i>Administration - Personnel</i>							
Salary & Wages	\$ 268,424						\$ 268,424
Fringe Benefits	55,200						55,200
Total Administration - Personnel	323,624						323,624
<i>Administration - Other (List)</i>							
Office Rental	182,000						182,000
Professional Services	167,500	12,500					180,000
Advertising, Mrktng, Utilities, Travel, Etc.	209,000						209,000
Supplies, Printing, Software, Equipmtn	30,750						30,750
Miscellaneous Administration*							-
Total Administration - Other	589,250	12,500					601,750
Total Administration	912,874	12,500					925,374
<i>Cost of Providing Services - Personnel</i>							
Salary & Wages	2,081,576	330,000					2,411,576
Fringe Benefits	880,975	130,000					1,010,975
Total COPS - Personnel	2,962,551	460,000					3,422,551
<i>Cost of Providing Services - Other (List)</i>							
Ground Lease		115,000					115,000
Professional Services	44,000						44,000
Advertising, Mrktng, Utilities, Travel, Educ		1,244,500					1,244,500
Supplies, Printing, Software, Equipment							-
Miscellaneous COPS*							-
Total COPS - Other	44,000	1,359,500					1,403,500
Total Cost of Providing Services	3,006,551	1,819,500					4,826,051
Total Principal Payments on Debt Service in Lieu of Depreciation		805,000					805,000
Total Operating Appropriations	3,919,425	2,637,000					6,556,425
NON-OPERATING APPROPRIATIONS							
Total Interest Payments on Debt		1,600,000					1,600,000
Operations & Maintenance Reserve							-
Renewal & Replacement Reserve							-
Municipality/County Appropriation							-
Other Reserves							-
Total Non-Operating Appropriations		1,600,000					1,600,000
TOTAL APPROPRIATIONS	3,919,425	4,237,000					8,156,425
ACCUMULATED DEFICIT							
TOTAL APPROPRIATIONS & ACCUMULATED DEFICIT	3,919,425	4,237,000					8,156,425
UNRESTRICTED NET POSITION UTILIZED							
Municipality/County Appropriation							-
Other							-
Total Unrestricted Net Position Utilized							-
TOTAL NET APPROPRIATIONS	\$ 3,919,425	\$ 4,237,000	\$ -	\$ -	\$ -	\$ -	\$ 8,156,425

* Miscellaneous line items may not exceed 5% of total operating appropriations shown below. If amount in miscellaneous is greater than the amount shown below, then the line item must be itemized above.

5% of Total Operating Appropriations \$ 195,971.25 \$ 131,850.00 \$ - \$ - \$ - \$ - \$ 327,821.25

Debt Service Schedule - Principal

Camden County Improvement Authority

If Authority has no debt X this box

	Adopted Budget Year 2020	Proposed Budget Year 2021	Fiscal Year Ending in				Total Principal Outstanding
			2022	2023	2024	2025	
<i>Operations</i>							
Total Principal							
<i>Parking Centers</i>							
2007 Bonds	805,000	860,000	915,000	965,000	1,020,000	1,081,000	1,155,000
2021 Bonds		9,645	864,014	893,388	920,857	954,454	986,274
Total Principal	805,000	869,645	1,779,014	1,858,388	1,940,857	2,035,454	2,141,274
<i>Baseball Stadium</i>							
Total Principal							47,353,368
<i>V/A</i>							
Total Principal							
<i>V/A</i>							
Total Principal							
<i>V/A</i>							
Total Principal							
TOTAL PRINCIPAL ALL OPERATIONS	\$ 805,000	\$ 869,645	\$ 1,779,014	\$ 1,858,388	\$ 1,940,857	\$ 2,035,454	\$ 2,141,274
Total Principal							
TOTAL PRINCIPAL ALL OPERATIONS	\$ 805,000	\$ 869,645	\$ 1,779,014	\$ 1,858,388	\$ 1,940,857	\$ 2,035,454	\$ 2,141,274

Indicate the Authority's most recent bond rating and the year of the rating by ratings service.

	<i>Moody's</i>	<i>Standard & Poors</i>
Bond Rating	<i>Fitch</i>	
Year of Last Rating		

2021 (2021-2022)

Camden County Improvement Authority
(Name)

AUTHORITY
CAPITAL
BUDGET/
PROGRAM

2021 CERTIFICATION OF AUTHORITY CAPITAL BUDGET/PROGRAM

Camden County Improvement Authority
(Name)

FISCAL YEAR: FROM: Jan 1, 2021 TO: Dec 31, 2021

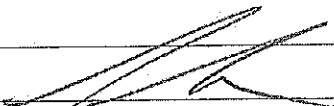
enter X to the left if this paragraph is applicable

It is hereby certified that the Authority Capital Budget/Program annexed hereto is a true copy of the Capital Budget/Program approved, pursuant to N.J.A.C. 5:31-2.2, along with the Annual Budget, by the governing body of the Camden County Improvement Authority, on the 15th day of October, 2020.

OR

enter X to the left if this paragraph is applicable

It is hereby certified that the governing body of the Camden County Improvement Authority have elected **NOT** to adopt a Capital Budget /Program for the aforesaid fiscal year, pursuant to N.J.A.C. 5:31-2.2 for the following reason(s): **Finishing up capital projects from prior years.**

Officer's Signature:			
Name:	Christopher Orlando		
Title:	Interim Executive Director		
Address:	2220 Voorhees Town Center Voorhees, NJ 08043		
Phone Number:	(856)751-2242	Fax Number:	(856)566-3105
E-mail address	chris.orlando@camdencounty.com		

2021 (2021-2022) CAPITAL BUDGET/PROGRAM MESSAGE

Camden County Improvement Authority (Name)

FISCAL YEAR: FROM: Jan 1, 2021 TO: Dec 31, 2021

1. Has each municipality or county affected by the actions of the authority participated in the development of the capital plan and reviewed or approved the plans or projects included within the Capital Budget/Program (This may include the governing body or certain officials such as planning boards, Construction Code Officials) as to these Projects?

Yes

2. Has each capital project/project financing been developed from a specific capital improvement plan or report; does it include full lifecycle costs; and is it consistent with appropriate elements of Master Plans or other plans in the jurisdiction(s) served by the authority?

Yes

3. Has a long-term (5 years or more) infrastructure needs and other capital items (Vehicles, Equipment) needs assessment been prepared?

Yes

4. If amounts are on Page CB-3 in the column Debt Authorizations. Indicate the primary source of funding the debt service for the Debt Authorizations (Example Rate Increases Funding or Other sources)

Revenues generated from the construction of a new parking garage in early 2021. Project was initially scheduled for completion in late 2020. Will not be completed in 2021.

5. Please indicate which capital projects/project financings are being undertaken in the Metropolitan or Suburban Planning Areas as defined in the State Development and Redevelopment Plan.

All of Camden County east of the Pinelands Management Areas lie within the Metropolitan or Suburban Planning areas except for the Pine Valley which is in a Fringe Planning Area. Pinelands municipalities include Waterford Township, Winslow Township, Berlin Township and Berlin Borough.

6. Please indicate which capital projects/project financings are being undertaken within the boundary of a State Planning Commission-designated Center and/or Endorsed Plan and if the project was included in the Plan Implementation Agenda for that Center/Endorsed Plan.

Centers in Camden County include the City of Camden and Gloucester City.

Add additional sheets if necessary.

Proposed Capital Budget

Camden County Improvement Authority
For the Period January 1, 2021 to

December 31, 2021

	Estimated Total Cost	<i>Funding Sources</i>				
		Unrestricted Net Position Utilized	Renewal & Replacement Reserve	Debt Authorization	Capital Grants	Other Sources
<i>Operations</i>						
	\$					
Total						
<i>Parking Centers</i>						
Total						
<i>Baseball Stadium</i>						
Total						
N/A						
Total						
N/A						
Total						
N/A						
Total						
TOTAL PROPOSED CAPITAL BUDGET	\$	\$	\$	\$	\$	\$

Enter brief description of up to four projects for each operation above. For operations with more than four budgeted projects, please attach additional schedules. Input total amount of all projects for the operation on single line and enter "See Attached Schedule" instead of project description.

5 Year Capital Improvement Plan

Camden County Improvement Authority

For the Period January 1, 2021 to December 31, 2021

Fiscal Year Beginning in

	Estimated Total Cost	Current Budget					
		Year 2021	2022	2023	2024	2025	2026
<i>Operations</i>	\$0	\$ -					
	\$0	-					
	\$0	-					
	\$0	-					
Total	-	-	-	-	-	-	-
<i>Parking Centers</i>	\$0	-					
	\$0	-					
	\$0	-					
	\$0	-					
Total	-	-	-	-	-	-	-
<i>Baseball Stadium</i>	\$0	-					
	\$0	-					
	\$0	-					
	\$0	-					
Total	-	-	-	-	-	-	-
<i>N/A</i>	\$0	-					
	\$0	-					
	\$0	-					
	\$0	-					
Total	-	-	-	-	-	-	-
<i>N/A</i>	\$0	-					
	\$0	-					
	\$0	-					
	\$0	-					
Total	-	-	-	-	-	-	-
<i>N/A</i>	\$0	-					
	\$0	-					
	\$0	-					
	\$0	-					
Total	-	-	-	-	-	-	-
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Project descriptions entered on Page CB-3 will carry forward to Pages CB-4 and CB-5. No need to re-enter project descriptions above.

5 Year Capital Improvement Plan Funding Sources

Camden County Improvement Authority
 For the Period January 1, 2021 to December 31, 2021

	Estimated Total Cost	<i>Funding Sources</i>				
		Unrestricted Net Position Utilized	Renewal & Replacement Reserve	Debt Authorization	Capital Grants	Other Sources
<i>Operations</i>	\$0					
	\$0					
	\$0					
	\$0					
Total	-	-	-	-	-	-
<i>Parking Centers</i>	\$0					
	\$0					
	\$0					
	\$0					
Total	-	-	-	-	-	-
<i>Baseball Stadium</i>	\$0					
	\$0					
	\$0					
	\$0					
Total	-	-	-	-	-	-
<i>N/A</i>	\$0					
	\$0					
	\$0					
	\$0					
Total	-	-	-	-	-	-
<i>N/A</i>	\$0					
	\$0					
	\$0					
	\$0					
Total	-	-	-	-	-	-
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total 5 Year Plan per CB-4	\$ -					
Balance check						

- If amount is other than zero, verify that projects listed above match projects listed on CB-4.

Project descriptions entered on Page CB-3 will carry forward to Pages CB-4 and CB-5. No need to re-enter project descriptions above.