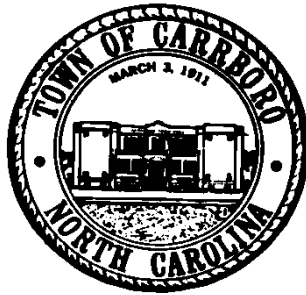


TOWN OF CARRBORO, NORTH CAROLINA



CAPITAL IMPROVEMENTS PROGRAM

FY 2014-15 THROUGH FY 2019-20

**TOWN OF CARRBORO, NORTH CAROLINA
CAPITAL IMPROVEMENTS PROGRAM
FY 2014-15 THROUGH FY 2019-20**

BOARD OF ALDERMEN

Lydia Lavelle, Mayor
Sammy Slade, Mayor Pro-Tempore
Jacquelyn Gist
Ranee Haven-O'Donnell
Michelle Johnson
Damon Seils

TOWN MANAGER

David L. Andrews, ICMA-CM

DEPARTMENT HEADS

Travis Crabtree, Fire Chief
Walter Horton, Police Chief
Anita Jones-McNair, Recreation and Parks Director
Arche L. McAdoo, Finance Director
Patricia McGuire, Planning Director
George Seiz, Public Works Director
Annette Stone, Economic & Community Development Director
Cathy Wilson, Town Clerk

Table of Contents

Message from the Manager	4
Introduction	8
Individual Project Descriptions	11
Current Projects	11
Street Resurfacing	11
Sidewalks	12
Recreation and Parks Facilities Maintenance Fund	14
Greenways	16
Town Commons Grounds Improvements	18
Rogers Road Remediation Project	20
Mandated Projects	21
Storm Water Management	21
Vehicles and Equipment	22
Lease-Purchase Schedule for Vehicles and Equipment	22
Technology Projects	25
Information Technology Schedule	25
New Projects	26
Martin Luther King, Jr. Park	26
Greensboro-Lloyd Bikeway	27
South Greensboro Sidewalk	28
Town Parking Lots	29
Public Works Facility	30
Century Center HVAC	31
Replacement of Street Lights	32
Town Hall Improvements	33
Potential Future Projects	35
Impact on Town's Financial Condition	36
Appendix A – Impact of CIP on Debt Ratios	39
Appendix B – Impact on Annual Operating Budget	40

This page left intentionally blank

Message from the Manager

January 15, 2014

Dear Mayor and Board of Aldermen,

It is with pleasure that I submit to you the Town of Carrboro's Capital Improvements Program (CIP) for FY 2014-15 through FY 2019-20. The CIP represents a best planning effort to identify needed capital developments, renovations or acquisitions necessary to implement the Board of Aldermen's vision and strategic priorities for the Town, with emphasis on quality of life policies such as walkability, environmental protection, recreation and local economic development.

The major goal of the CIP is to assemble a plan that addresses the Town's immediate and long-term capital needs, particularly those related to:

- a. Maintaining the existing infrastructure in order to protect the Town's investments
- b. Expanding the Town's tax base in a way that will benefit both current and future citizens
- c. Complying with state and federal mandates
- d. Incorporating energy and climate protection strategies
- e. Providing Town services in the most efficient and safe manner
- f. Managing and encouraging orderly implementation of Town adopted needs assessments, strategic and program master plans (e.g., Vision 2020, Downtown Visioning Plan, Downtown Traffic Circulation Study, Recreation and Parks Master Plan, etc.)

This CIP marks the first time where staff has identified energy sustainability measures underway or to be incorporated into proposed project activities. Because many of the projects in the CIP represent long-term investments and have been planned or underway for numerous years, we have sought to streamline the CIP plan by focusing more on the project description and project benefits. As in the past, we also seek to gauge the impact of the CIP on future operating budgets and the Town's debt capacity.

Accomplishments and CIP Highlights

Over the past year we have achieved several major capital development milestones. These include the completion of the Wilson Park Multi-Use Path, completion of two more sidewalk projects for a total of 22 projects covering 4.72 miles, purchase of parking lot at 203 South Greensboro Street, acquisition of office condo at 110 East Main Street for economic development purposes, and funding for a new fire truck. The Town appropriated \$450,000 of its \$900,000 commitment for Rogers Road Remediation project to be undertaken with Orange County and Town of Chapel Hill. The Town will also initiate in the current fiscal year a planning study related to improvements to the Town Commons and begin updating the Master Plan for Martin Luther King Jr. Park.

In the current fiscal year the Town established a staff work group on energy and climate protection to identify, evaluate and plan for implementation of energy efficiency strategies in

Town facilities and infrastructure. Thus, new projects proposed in the CIP include replacement of street lights with LED lights, evaluation of Century Center HVAC system, and study of Town Hall infrastructure for more effective use of finished and unfinished space, including energy efficiency measures.

The CIP includes a number of stormwater management projects that must be undertaken by the Town to comply with the Jordan Lake Rules. Under these Rules, the Town is required by 2023 to reduce nitrogen loading from existing development by 8% and beginning in 2014 must install two retrofits per year.

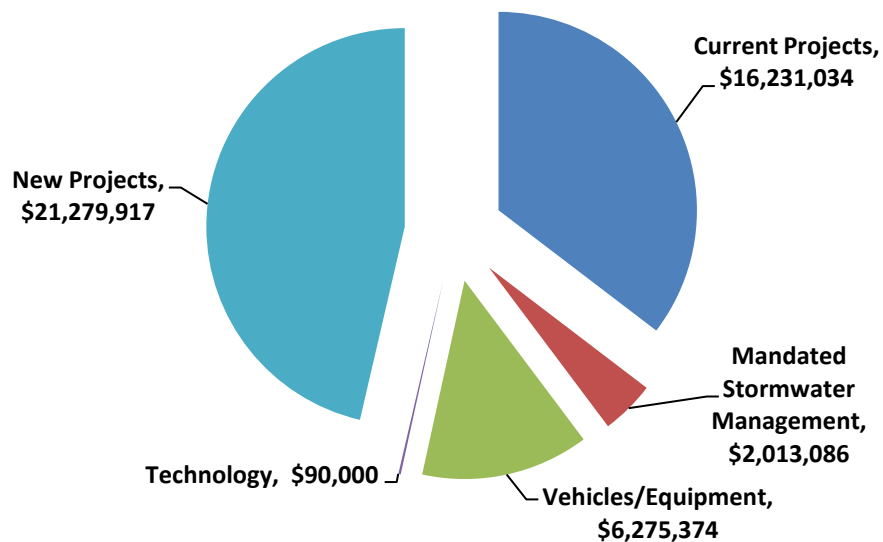
The Town continues its investment in road infrastructure with a planned 15-year cycle street resurfacing program. The CIP for FY 2014-15 through FY 2019-20 also includes schedule for replacement of vehicle and equipment with a focus on economical use, maximum utilization, and evaluation of alternative fuel or hybrid vehicles. All vehicles and equipment acquired in FY 2014-15 and thereafter should reflect energy and climate protection strategies. As is the past, actual vehicles and equipment to be acquired in any year will be dependent upon the Town's financial condition and debt tolerance.

Parking lot construction and a new public works facility are also included for possible funding beyond FY 2019-20. Construction of a new Public Works facility with estimated construction costs of over \$11.8 million would be the most expensive project ever undertaken by the Town.

Estimated Cost

The total estimated cost of the CIP for FY 2014-15 through FY 2019-20 is \$45.9 million. Current projects total \$16.2 million or 35.4% of the total; and \$21.2 million or 46.4% are proposed for new projects. To comply with the Jordan Lake Rules, the estimated cost is \$2.0 million or 4.4%. For vehicles and equipment the CIP includes \$6.2 million or 13.7% over the next six years.

RECOMMENDED CIP PROJECTS BY TYPE THROUGH FY 2019-20



Overall the proposed net increase of costs over the current CIP is \$5.5 million. This is due primarily to increases for current projects, which includes the appropriation of \$450,000 for Rogers Road Remediation, inclusion of the full cost to complete Morgan Creek Multi-Use Path (\$3.1 million compared to \$600,000 for phase one), and Town Commons improvements. Conversely, there is a reduction of almost one million dollars for costs associated with technology, vehicles/equipment, and new projects.

	<u>CURRENT CIP</u> <u>THROUGH FY</u> <u>2018-19</u>	<u>RECOMMENDED</u> <u>CIP THROUGH FY</u> <u>2019-20</u>	<u>CHANGE</u>
Current Projects	\$ 10,757,219	\$ 16,231,034	\$ 5,473,815
Mandated Stormwater Management	979,900	2,013,086	\$ 1,033,186
Vehicles/Equipment	6,894,459	6,275,374	\$ (619,085)
Technology	207,500	90,000	\$ (117,500)
New Projects	21,470,384	21,279,917	\$ (190,467)
TOTAL	\$ 40,309,462	\$ 45,889,411	\$ 5,579,949

Project costs are updated periodically depending on the type of project. For example:

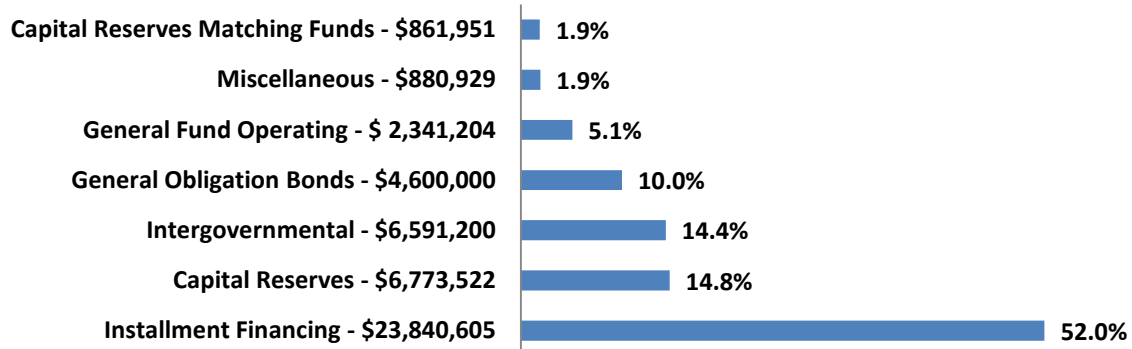
- Street resurfacing costs are adjusted each year due to the fluctuation of petroleum product costs;
- Sidewalk costs are updated based on calculating a cost per foot;
- Proposed Public Works facility projected cost is not based on any final design. The original estimate prepared by a consultant in 2005 has been updated to keep construction estimates as current as possible.
- Greenways costs have increased due to new estimates for construction and the inclusion of the full costs to complete the entire Morgan Creek Multi-Use Path.

Information Technology CIP projects are those that cost \$50,000 or more that are designed to increase or provided new technology capacity. IT projects related to software replacements, upgrades or maintenance costs are provided for in the annual operating budget. Included in the CIP for FY 2014-15 are costs for Mobile Video Recording (MVR) technology for the Police Department. This technology will consist of the installation of MVR units in police vehicles and Body Worn Cameras to officer's uniform.

Funding for CIP

The majority of the proposed funding for the \$45.8 million CIP consists of debt financing. Installment financing comprise 52.0% or \$23.0 million, and general obligation bonds comprise 10% (\$4.6 million) of the proposed funding. While intergovernmental revenues represent 14.4% of total financing, the challenge for the Town will be to provide matching funds for such revenues. General operating funds will comprise 23.7% for capital reserves, operating and miscellaneous.

CIP Funding By Source FY 2014-15 through 2019-20



Should the Town decide to undertake all projects requiring debt financing, debt service as a percentage of the operating budget is projected to increase to 7.3% in FY 2016-17 and gradually decrease to 5.8% in 2019-20. On the other hand, should the Town decide to maintain current debt financing trend, the debt service percent of the operating budget steadily declines from 5.5% to 2.0% in 2019-20. The Town's goal is to keep total debt below 12% of operating budget.

Impact on Town's Annual Operating Budget shows (Appendix B), debt service will increase from \$1.3 million in FY 2013-14 to \$1.7 million in FY 2019-20. The need for Capital Reserve Fund resources for future projects will average \$1.1 million over the next six years. Capital Reserve funds will increase from \$1.5 million in 2013-14 to 2.0 million in 2015-16 and then decline to less than half a million dollars in 2018-19.

As with major financing decisions, there are challenges and choices the Town must make in carrying out its CIP over the coming years. With a tax base comprised of mostly residential properties and limited commercial base, the ability to sustain a large Capital Improvements Program will require a combination of debt financing and the use of capital reserve funds. To minimize increases in the Ad Valorem tax rate for residents, it will require continuous evaluation of capital needs and priorities. Additionally, efforts need to continue to be undertaken to diversify the Town's tax base beyond the heavy reliance on residential property taxes. Such diversification might include impact fees for recreation and/or transportation purposes, meal taxes, special tax districts for economic development, real estate transfer taxes, and grants.

I am proud of the progress the Town has made in implementing its Capital Improvements Program. I look forward to discussing the projects included in the CIP for FY 2014-15 through FY 2019-20 and working to bring to life the vision of our residents and the Board.

Sincerely,

David L. Andrews, ICMA-CM
Town Manager

INTRODUCTION

The major goal of the CIP is to assemble a plan that addresses the Town's immediate and long-term capital needs, particularly those related to:

- a. Maintaining the existing infrastructure in order to protect the Town's investments
- b. Expanding the Town's tax base in a way that will benefit both current and future citizens
- c. Complying with state and federal mandates
- d. Incorporating energy and climate protection strategies
- e. Providing Town services in the most efficient and safe manner
- f. Managing and encouraging orderly implementation of Town adopted needs assessments, strategic and program master plans (e.g., Vision 2020, Downtown Visioning Plan, Downtown Traffic Circulation Study, Recreation and Parks Master Plan, etc.)

The six-year Capital Improvement Program is a planning tool, not a budget. Funding for projects and activities in the CIP is done through appropriation in the operating budget or enactment of project ordinance. Adjustments for anticipated projects may be made each year during development of the annual operating budget.

Town staff develops and maintains a projection of capital projects for the next six years based on previous capital plans, community needs assessments, and projects approved by the Board of Aldermen. Each proposed project in the CIP is tied to projected revenues that equal expenditures.

Future planning considers periods of revenue surplus and shortfall and adjusts future programs accordingly. The CIP includes long-term maintenance and other operational requirements for proposed projects. Each fiscal year, the CIP is updated to include current information for review by the Board of Aldermen.

The CIP includes projects that cost \$100,000 or more; large in size; irregular in frequency; and involve assets that last for many years. Vehicles and capital equipment that cost \$25,000 or more per item for additions and replacements are considered for the Town's lease-purchase schedule based on criteria established in the Town vehicle replacement policy. As a general rule, vehicles with less than 100,000 miles will not be replaced unless it is determined to be a "lemon" and annual repairs in a two year period exceed the cost of a new vehicle. Note: All vehicles for purchase in 2014-15 and thereafter are expected to reflect fuel efficiencies as identified in the Town's Strategic Energy and Climate Protection Plan.

Also included are Information Technology (IT) projects which cost \$50,000 or more and are designed to increase or provide new technological capacity. IT projects related to software replacements, upgrades or maintenance costs are to be provided for in the annual operating budget.

The CIP recognizes the Town's borrowing limitation and debt tolerance. The CIP plan includes a financial analysis and impact of the CIP on the Town's operating budget impact and debt

levels. Issuing debt is appropriate when facilities have a long life. Debt service payments spread the costs over the life of the facility. This ensures intergenerational equity; that is, the facility will be paid for by all citizens who will use and benefit from the facility, both when borrowing occurs and throughout the life of the debt issue.

Summary of CIP Projects by Fiscal Year

	Previous Expenditures	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21 & BEYOND	TOTAL
CURRENT PROJECTS										
Homestead-CHHS MUP (Bolin Creek Phase IB Gway)	214,740	69,444	827,060							1,111,244
Morgan Creek MU Path	124,480	194,628	856,417	-	540,833				1,436,114	3,152,472
Park Maintenance and Repair	46,115	410,025	239,348	221,219	240,460	267,312	113,300	250,000	250,000	2,037,779
Rogers Road Remediation	-	450,000	225,000	225,000	-	-	-	-	-	900,000
Sidewalks	4,314,754	677,678	1,094,224	-	-	-	-	-	-	6,086,656
Street Resurfacing	-	601,400	-	601,400	-	601,400	-	601,400	-	2,405,600
Town Commons	-	10,000	15,000	141,000	-	-	-	-	-	166,000
Wilson Park MUP	356,583	14,700								371,283
TOTAL CURRENT PROJECTS	5,056,672	2,427,875	3,257,049	1,188,619	781,293	868,712	113,300	851,400	1,686,114	16,231,034
MANDATED STORMWATER MANAGEMENT										
Anderson Park				25,000	158,000					183,000
Carrboro Elementary/Shetley Bike Path		20,000	20,000	334,400	-					374,400
Carrboro Plaza				15,000	85,000					100,000
McDougle School Retrofit					82,974	261,625	261,624	194,732	194,731	995,686
MLK Retrofit					10,000	65,000				75,000
Morgran Creek Retrofit		20,000	20,000	122,500	122,500	-				285,000
MANDATED STORMWATER MANAGEMENT	-	40,000	40,000	496,900	458,474	326,625	261,624	194,732	194,731	2,013,086
VEHICLES/EQUIPMENT										
	397,320	745,176	1,784,261	826,260	657,145	647,386	351,624	866,202	-	6,275,374
TECHNOLOGY PROJECTS										
	-	-	90,000	-	-	-	-	-	-	90,000
NEW PROJECTS										
Century Center HVAC	-	-	30,000	180,000	-	-	-	-	-	210,000
Greensboro-Lloyd Street Bike Way	-	-	-	40,000	160,512	-	-	-	-	200,512
Jones Creek Greenway	-	-	29,388	308,569	-	-	-	-	745,167	1,083,124
Martin Luther King Park	596,250	25,000	-	-	205,420	1,711,542	-	-	-	2,538,212
PW Facility	756,236	-	-	-	-	-	-	-	11,814,833	12,571,069
Replacement of Street Lights w/ LED Lights	-	-	96,250	166,250	-	-	-	-	-	262,500
South Greensboro Sidewalk	-	-	105,130	440,896	-	262,500	242,774	-	-	1,051,300
Town Hall Improvements	-	-	60,000	420,480	2,382,720	-	-	-	-	2,863,200
Town Parking Lots	-	-	-	-	-	-	-	-	500,000	500,000
TOTAL NEW PROJECTS	1,352,486	25,000	320,768	1,556,195	2,748,652	1,974,042	242,774	-	13,060,000	21,279,917
TOTAL ALL PROJECTS	6,806,478	3,238,051	5,492,078	4,067,974	4,645,564	3,816,765	969,322	1,912,334	14,940,845	45,889,411

SUMMARY OF CIP REVENUES, FY 2013-14 THROUGH 2019-20

	Previous Expenditures	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21 & BEYOND	TOTAL
Capital Reserves	388,811	1,501,425	280,000	1,464,300	458,474	928,025	261,624	796,132	694,731	6,773,522
Capital Reserves - Matching Funds	-	-	215,171	61,714	140,269	-	-	-	444,797	861,951
General Fund Operating Funds	102,065	35,000	515,598	567,469	240,460	267,312	113,300	250,000	250,000	2,341,204
GO Bonds	3,252,544	556,326	791,130	-	-	-	-	-	-	4,600,000
Installment Financing	1,427,556	745,176	1,784,261	1,246,740	3,245,285	2,358,928	351,624	866,202	11,814,833	23,840,605
Intergovernmental	1,037,700	400,124	1,836,846	614,751	561,076	210,000	194,219	-	1,736,484	6,591,200
Miscellaneous (e.g., Payment in Lieu)	597,802	-	69,072	113,000	-	52,500	48,555	-	-	880,929
TOTAL REVENUES	6,806,478	3,238,051	5,492,078	4,067,974	4,645,564	3,816,765	969,322	1,912,334	14,940,845	45,889,411

This page intentionally left blank

INDIVIDUAL PROJECT DESCRIPTIONS

CURRENT PROJECTS

Street Resurfacing

Project Description

The Town currently maintains approximately 44.16 miles of paved roads and makes an annual allocation for maintaining and resurfacing streets. The street resurfacing schedule is based on a pavement condition survey performed every 3 years. The next study is scheduled for the spring of 2014. Based on the February 2011 study, the Average Pavement Conditions Rating (PCR) for the entire maintained road system was 89.0%. This is higher than the 2008 Average PCR value of 85.7% and is an indication that our program is effective in the short term. Both ratings fall within the Good Category range of 81%-90%.

Project Benefits

Resurfacing each street every 15 years prevents critical surface deterioration and avoids expensive roadway replacement or reconstruction. To maintain the 15 year cycle, approximately 5 to 5 1/2 miles of streets need to be resurfaced every 2 years. A two-year bid cycle reduces administrative time and construction cost.

Energy Sustainability Measures

This project, though necessary and important to the overall health of the Town’s street network, has a negative impact on carbon emissions due to the use of asphalt (a petroleum product) and the heavy equipment needed for resurfacing. However, the use of warm asphalt with an additive that requires less heat for placement than regular asphalt is still in trial stages and under review by the NCDOT. Should NCDOT adopt the use of warm asphalt in the future, this may provide a means to reduce carbon emissions.

Operating Impact

Streets kept in good condition through resurfacing reduce the need for repair and patching which is labor intensive and expensive.

<u>ESTIMATED COSTS</u>	<u>PRIOR YEARS</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE YEARS</u>	<u>TOTAL PROJECT</u>
Planning/Design		\$ 1,400		\$ 1,400		\$ 1,400		\$ 1,400		\$ 5,600
Construction		\$ 600,000		\$ 600,000		\$ 600,000		\$ 600,000		\$ 2,400,000
TOTAL COST	\$ -	\$ 601,400	\$ -	\$ 601,400	\$ -	\$ 601,400	\$ -	\$ 601,400	\$ -	\$ 2,405,600

<u>ESTIMATED FUNDING</u>	<u>PRIOR YEARS</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE YEARS</u>	<u>TOTAL PROJECT</u>
Capital Reserves		\$ 601,400		\$ 601,400		\$ 601,400		\$ 601,400		\$ 2,405,600
TOTAL FUNDING	\$ -	\$ 601,400	\$ -	\$ 601,400	\$ -	\$ 601,400	\$ -	\$ 601,400	\$ -	\$ 2,405,600

Sidewalks

Project Description

In 2003 the citizens approved \$4.6 million of general obligation bonds for a sidewalk and greenway construction program. The list of sidewalks to be constructed is reviewed on occasion by the board. The Town has completed 22 sidewalks covering 4.72 miles.

Sidewalks Completed

Ashe St.	Jones Ferry Rd (at Old Fay.)
Bim St.	Lisa Drive
Bolin Forest	Lloyd St.
Brewer Lane	N. Greensboro St.
Cheek St.	Old Fayetteville Rd.
Davie Rd.	Pine St.
Elm St.	Pleasant
Fowler St.	Quail Roost
Hanna St.	S. Greensboro St.
James St.	West Main St. (near Post Office)
Jones Ferry Rd. (Rt. 54)	Williams St.

Several sidewalks have been supplemented by non-bond funds.

- Safe Routes to School funds were used to help fund the sidewalk construction on Elm Street that was completed in September of 2012.
- Rogers Road sidewalk project (one mile in length) is funded with a combination of bond funds and STP-DA funds. It is currently under design with construction anticipated for FY 2014-15.
- Smith Level Road improvements by NCDOT will include sidewalk installation with the Town providing a 30 % local match, currently estimated at \$42,412. Construction is expected to be completed in FY 2014-15.

Project Benefits

This project increases the safety and convenience of walking throughout the Town's neighborhoods and to major facilities such as schools, bus stops, shopping areas and recreational facilities. The Town encourages all state road improvements to include bike lanes on both sides of the road and, where feasible, sidewalks.

Energy Sustainability Measures

A good sidewalk network reduces the reliance on automobiles and thereby reduces the Town's overall carbon footprint.

Operating Impact

The construction of new sidewalks is not expected to have an immediate impact on the town's

operating budget. In the long-run additional sidewalk facilities will produce an increase in sidewalk maintenance costs.

<u>ESTIMATED COSTS</u>	<u>PRIOR YEARS</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE YEARS</u>	<u>TOTAL PROJECT</u>
Planning/Design	\$ 723,588	\$ 190,278	\$ 125,025							\$ 1,038,891
Construction	\$2,502,328	\$ 380,400	\$ 956,949							\$ 3,839,677
Other	\$1,088,838	\$ 107,000	\$ 12,250							\$ 1,208,088
TOTAL COST	\$4,314,754	\$ 677,678	\$ 1,094,224	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,086,656

<u>ESTIMATED FUNDING</u>	<u>PRIOR YEARS</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE YEARS</u>	<u>TOTAL PROJECT</u>
Capital Reserves	\$ 383,811									\$ 383,811
Pay-As-You-Go	\$ 11,700									\$ 11,700
GO Bond	\$2,931,770	\$ 517,400	\$ 713,702							\$ 4,162,872
Intergovernmental Revenues	\$ 691,642	\$ 160,278	\$ 380,522							\$ 1,232,442
Other	\$ 295,831									\$ 295,831
TOTAL FUNDING	\$4,314,754	\$ 677,678	\$ 1,094,224	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,086,656

Recreation and Parks Facilities Maintenance Fund

Project Description

This is an annual source of funds for recreational parks and facilities maintenance and replacement. This concept, modeled after the Town's street resurfacing funding program, will offset costs such as field maintenance, court resurfacing, and refurbishment of park facilities.

Included in FY 2014-15 are four new projects:

Anderson Park basketball and tennis courts are in need of resurfacing. The gradual wear of tennis and basketball courts can eventually result in hazardous conditions for players and potential liability issues for the Town. For this reason, tennis and basketball courts should be professionally resurfaced every 4-5 years.

Baldwin Park currently has a half-court basketball court which closely borders the Baldwin Park Community Garden. Renovation of the court would make play safer by moving the court away from the garden fencing. Also, extending the court to a full court would bring about a much needed amenity for all age range participants that frequent the park.

The Wilson Park Tennis courts require the complete removal of the playing surface. Irregularities in the sub surface base beneath the courts cause continuous cracks and low spots to develop which is hazardous to players. Patching and filling those areas provides a temporary solution, but the problems reoccur in 6-12 months of being repaired. Complete replacement of the courts will provide a safer playing surface and reduce the need for costly crack repairs during future court resurfacing.

Project Benefits

Historically, park maintenance needs have been deferred and funded without support of a long-range schedule or plan to ensure the orderly upkeep of the Town's parks and recreational facilities. Park infrastructures need to be renovated or replaced on a fixed schedule to minimize liability risk and conform to current safety standards.

Energy Sustainability Measures

Energy sustainability measures will be considered when planning and undertaking replacement and maintenance activities.

Operating Impact

The orderly replacement and maintenance of facilities and associated equipment minimizes the additional maintenance costs incurred compared to when facilities are in a state of disrepair.

<u>ESTIMATED COSTS</u>	<u>PRIOR YEARS</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE YEARS</u>	<u>TOTAL PROJECT</u>
Planning/Design		\$ 10,000								\$ 10,000
Construction		\$ 400,025								\$ 400,025
Equipment/Furnishing	\$ 46,115									\$ 46,115
Other			\$ 239,348	\$ 221,219	\$ 240,460	\$ 267,312	\$ 113,300	\$ 250,000	\$ 250,000	\$ 1,581,639
TOTAL COST	\$ 46,115	\$ 410,025	\$ 239,348	\$ 221,219	\$ 240,460	\$ 267,312	\$ 113,300	\$ 250,000	\$ 250,000	\$ 2,037,779

<u>ESTIMATED FUNDING</u>	<u>PRIOR YEARS</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE YEARS</u>	<u>TOTAL PROJECT</u>
Capital Reserves		\$ 400,025								\$ 400,025
Pay-As-You-Go (General Fund)	\$ 46,115	\$ 10,000	\$ 239,348	\$ 221,219	\$ 240,460	\$ 267,312	\$ 113,300	\$ 250,000	\$ 250,000	\$ 1,637,754
TOTAL FUNDING	\$ 46,115	\$ 410,025	\$ 239,348	\$ 221,219	\$ 240,460	\$ 267,312	\$ 113,300	\$ 250,000	\$ 250,000	\$ 2,037,779

<u>SUMMARY OF PARK MAINTENANCE PROJECTS</u>	<u>PREVIOUS YEARS EXPENSES</u>	<u>FY13-14</u>	<u>FY14-15</u>	<u>FY15-16</u>	<u>FY16-17</u>	<u>FY17-18</u>	<u>FY18-19</u>	<u>FY19-20</u>	<u>FUTURE YEARS</u>	<u>TOTAL</u>
Century Center Drape Replacement	\$ 25,115									\$ 25,115
Century Center LCD TV Installation	\$ 10,000									\$ 10,000
Anderson Park Dog Fence	\$ 11,000									\$ 11,000
Anderson Park Bathroom Facility		\$ 251,459								\$ 251,459
Anderson Multi-purpose Field Renovation		\$ 148,566								\$ 148,566
Planning/Design Work for Anderson Park		\$ 10,000								\$ 10,000
Anderson Park Basketball Court Resurfacing			\$ 12,127							\$ 12,127
Anderson Park Tennis Court Resurfacing			\$ 9,095							\$ 9,095
Baldwin Basketball Court Renovation			\$ 50,039							\$ 50,039
Wilson Park Tennis Court Replacement			\$ 168,087							\$ 168,087
Town Commons Play Equipment				\$ 48,000						\$ 48,000
Anderson Fitness Stations				\$ 45,195						\$ 45,195
Anderson Park Pavilion Replacement				\$ 48,024						\$ 48,024
Anderson Ball Park Fence Replacement				\$ 80,000						\$ 80,000
Anderson and Wilson Playground Renovation					\$ 152,460					\$ 152,460
Century Center Floor Replacement					\$ 88,000					\$ 88,000
Brewer's Lane Basketball Court Renovation						\$ 74,947				\$ 74,947
Century Center Renovation (New Elevator)						\$ 192,365				\$ 192,365
Baldwin Park 2-5 Playground Equipment							\$ 61,800			\$ 61,800
Anderson Park Basketball Lights							\$ 51,500			\$ 51,500
Proposed Funding Level								\$ 250,000		\$ 250,000
Proposed Funding Level									\$ 250,000	\$ 250,000
Total	\$ 46,115	\$ 410,025	\$ 239,348	\$ 221,219	\$ 240,460	\$ 267,312	\$ 113,300	\$ 250,000	\$ 250,000	\$ 2,037,779

Greenway Trails

Project Description

A system of multi-use greenways in Carrboro's Planning Area, will link existing and planned trails in Chapel Hill and Orange County, as well as Town neighborhoods and park facilities. The development of these greenways is proposed by the Carrboro Recreation and Parks Comprehensive Master Plan and supported by the Carrboro Vision 2020 and Carrboro Comprehensive Bicycle Transportation Plan. Through the Metropolitan Planning Organization project funding process, the Town has secured partial financing for construction of Morgan Creek Greenway for the portion from University Lake to Smith Level Road; and, Bolin Creek Greenway from Estes Drive to Homestead Road.

The Bolin Creek Greenway system has the potential to link with Chapel Hill's system and will eventually stretch seven miles throughout Carrboro's northern planning area. The construction for Phase 1A, Wilson Park Multi-Use Path, is complete. Preliminary engineering for Bolin Creek Phase 1B and Morgan Creek is underway with construction anticipated to begin by summer 2014.

In addition to those recommended in the Comprehensive Master Plan, one new trail is proposed: Jones Creek Greenway which will extend the Town's greenway network north of Homestead Road connecting with the Twin Creeks Greenway and Bolin Creek Greenway Phase 1B. A Congestion Mitigation and Air Quality grant has allocated \$308,569 for design but a non-federal match of \$67,592 has not been identified.

Project Benefits

Overall, the construction of greenways provides an option for walking and cycling to school, as well as not being in close proximity to moderate-speed and-volume automobile traffic. Morgan Creek greenway will connect with sidewalks and bike lanes under construction on Smith Level Rd. A bridge over Morgan Creek and a connector path to BPW Club Rd. would allow pedestrian and bicycle access between several neighborhoods and destinations such as Carrboro High School, Jones Ferry Park-and-Ride, Renee Lynne Court offices, University Lake recreation area, and Chapel Hill Tennis Club. When combined with the ultimate build-out of the 2.2-mile Morgan Creek Greenway, cyclists and pedestrians will have an off-road option to reach Frank Porter Graham Elementary School. When the westernmost Chapel Hill segment of the greenway is constructed, options will expand to destinations east of Carrboro.

Bolin Creek Greenway will connect existing and future neighborhoods north and south of Homestead Rd. with the area where three schools are located: Chapel Hill High School, Smith Middle School, and Seawell Elementary School. The greenway would allow for a grade-separated crossing of Homestead Rd. and provide an alternative to walking and bicycling down Homestead and High School Roads. This could help alleviate the spot congestion that occurs during peak high school drop-off time.

Energy Sustainability Measures

Construction of greenways will reduce emissions by providing safe walking and cycling options between origins and destinations. It is estimated that these projects will result in an annual reduction of 3082 kg of carbon monoxide emissions, 153 kg of volatile organic compound emissions, and 191 kg of nitrogen oxides emissions. The project will also reduce greenhouse gas emissions.

Operating Impact

Additional personnel and equipment for maintenance as well as the possibility of police personnel for added security may be needed. Some maintenance may be needed if extreme weather or flooding damages a portion of the greenway.

<u>ESTIMATED COSTS</u>	<u>PRIOR YEARS</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE YEARS</u>	<u>TOTAL PROJECT</u>
Planning/Design	\$ 393,696	\$ 264,072	\$ 141,095		\$ 70,543				\$ 399,322	\$ 1,268,728
Construction	\$ 302,107	\$ 14,700	\$ 1,571,770	\$ 308,569	\$ 470,290				\$ 1,771,284	\$ 4,438,720
Equipment/Furnishing										\$ -
Other									\$ 10,675	\$ 10,675
TOTAL COST	\$ 695,803	\$ 278,772	\$ 1,712,865	\$ 308,569	\$ 540,833	\$ -	\$ -	\$ -	\$ 2,181,281	\$ 5,718,123

<u>ESTIMATED FUNDING</u>	<u>PRIOR YEARS</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE YEARS</u>	<u>TOTAL PROJECT</u>
Capital Reserves	\$ 5,000									\$ 5,000
Capital Reserves-Matching Funds			\$ 215,171	\$ 61,714	\$ 108,167				\$ 444,797	\$ 829,849
Pay-As-You-Go	\$ 1,000									\$ 1,000
GO Bond	\$ 320,774	\$ 38,926	\$ 77,428							\$ 437,128
Intergovernmental Revenues	\$ 346,058	\$ 239,846	\$ 1,372,220	\$ 246,855	\$ 432,666				\$ 1,736,484	\$ 4,374,129
Payment in Lieu			\$ 48,046							\$ 48,046
Other	\$ 22,971									\$ 22,971
TOTAL FUNDING	\$ 695,803	\$ 278,772	\$ 1,712,865	\$ 308,569	\$ 540,833	\$ -	\$ -	\$ -	\$ 2,181,281	\$ 5,718,123

Town Commons Grounds Improvements

Project Description

Farmer's Market representatives have approached Town staff about the possibility of doing some major grounds improvements since the additional foot traffic and vendors vehicle traffic is taking its toll on the turf and grounds. The Town Commons area, built in 2001, is host to Weekly Farmer's Markets, Recreation and Parks annual events such as Carrboro Day, July 4th, Music Festival, and Halloween with activities taking place under the shelters and on the grounds. Special events such as the Tift Merritt concert in 2012 are also held on the Commons grounds. The usage of the Town Commons by the Farmer's Market has increased over time, not only in terms of the number of vendors, but also in frequency (Wed. & Sat.) and length of season (Saturday market is now year round).

A comprehensive planning/engineering study is expected to be completed in FY 2013-14 that will identify needs and possibilities. The specific improvements are unknown at this time, but it is anticipated that the improvements will include some re-grading and seeding, storm sewer modification along with the possible addition of pervious pavers. Electrical upgrades, plumbing upgrades and the installation of an irrigation system may also be considered.

In the FY 2013-14 operating budget \$10,000 was included for the engineering study. For future years, approximately \$15,000 will be needed for engineering design in FY 2014-15; \$100,000 for construction in FY 2015-16; and, \$15,000 for construction inspection engineering in FY 2015-16.

Project Benefit

It is anticipated the improvements will improve turf conditions, provide a better area for market vendors not located next to the shelters, provide an adequate area for youth activities during special events and an overall aesthetic improvement of the commons.

Energy Sustainability Measures

The installation of LED lights or the replacement of existing fixtures with LED lights will be considered to either reduce energy usage or maintain levels of energy usage if additional lights are warranted. Increased bicycle racks would seek to reduce the number of vehicles traveled to Town Commons.

Operating Impact

These improvements may result in reduced operational maintenance costs currently associated with maintaining this facility. Additional infrastructure (irrigation system, storm drainage) could possibly increase annual operating costs. More energy efficient lighting would reduce electric use.

<u>ESTIMATED COSTS</u>	<u>PRIOR</u> <u>YEARS</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE</u> <u>YEARS</u>	<u>TOTAL</u> <u>PROJECT</u>
Planning/Design		\$ 10,000	\$ 15,000	\$ 15,000						\$ 40,000
Construction				\$ 100,000						\$ 100,000
Other				\$ 26,000						\$ 26,000
TOTAL COST		<u>\$ -</u>	<u>\$ 10,000</u>	<u>\$ 15,000</u>	<u>\$ 141,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 166,000</u>

<u>ESTIMATED FUNDING</u>	<u>PRIOR</u> <u>YEARS</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE</u> <u>YEARS</u>	<u>TOTAL</u> <u>PROJECT</u>
Capital Reserves		\$ 10,000	\$ 15,000	\$ 141,000						\$ 166,000
TOTAL FUNDING		<u>\$ -</u>	<u>\$ 10,000</u>	<u>\$ 15,000</u>	<u>\$ 141,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 166,000</u>

Rogers Road Remediation Project

Project Description

This project is a joint effort with Chapel Hill and Orange County to undertake remedial activities in the Rogers Eubanks Road Neighborhood due to closure of the County Landfill. Remediation activities include installation of a public sewer system and construction of a community center. The Town has committed up to \$900,000 for its share of anticipated remedial costs. The Town will enter into a cost sharing inter-local agreement with Chapel Hill and Orange County.

Project Benefit

The Remediation effort will allow homes to connect to the public water and sewer system.

Energy Sustainability Measures

N/A

Operating Impact

None.

<u>ESTIMATED COSTS</u>	<u>PRIOR YEARS</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE YEARS</u>	<u>TOTAL PROJECT</u>
Construction		\$ 450,000	\$ 225,000	\$ 225,000						\$ 900,000
TOTAL COST	\$ -	\$ 450,000	\$ 225,000	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 900,000

<u>ESTIMATED FUNDING</u>	<u>PRIOR YEARS</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE YEARS</u>	<u>TOTAL PROJECT</u>
Capital Reserves		\$ 450,000	\$ 225,000	\$ 225,000	\$ -	\$ -	\$ -	\$ -		\$ 900,000
TOTAL FUNDING	\$ -	\$ 450,000	\$ 225,000	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 900,000

MANDATED PROJECTS

Stormwater Management

Project Description

The Jordan Lake Rules require the Town to reduce nitrogen loading from existing development by 8% by 2023. To comply with these Rules the Town is required to install two retrofits per year beginning in FY 2013-14. Six sites have been identified as possible retrofit projects that are either on or adjacent to: 1) Carrboro Elementary School and the Frances Shetley bike path; 2) Morgan Creek, the Public Works facility and land owned by the Canterbury Town Homes Home Owners Association; 3) Anderson Park between/behind the recreational fields, 4) Carrboro Plaza, 5) McDougle Middle School, and 6) Martin Luther King, Jr. Park.

Project Benefits

These requirements are designed to improve water quality in Jordan Lake, and should have the added benefit of improving water quality and reduced flooding in Bolin Creek, Toms Creek, and Morgan Creek.

Energy Sustainability Measures

N/A

Operating Impact

The stormwater wetlands will have to be maintained after installation. Maintenance costs could include personnel and material costs, and/or the cost of contracting out these services. Annual maintenance activities can include minor grading, monitoring condition of vegetation and replanting, if necessary.

<u>ESTIMATED COSTS</u>	<u>PRIOR YEARS</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE YEARS</u>	<u>TOTAL PROJECT</u>
Planning/Design		\$ 40,000	\$ 40,000	\$ 40,000	\$ 92,974					\$ 212,974
Construction				\$ 456,900	\$ 365,500	\$ 326,625	\$ 261,624	\$ 194,732	\$ 194,731	\$ 1,800,112
TOTAL COST	\$ -	\$ 40,000	\$ 40,000	\$ 496,900	\$ 458,474	\$ 326,625	\$ 261,624	\$ 194,732	\$ 194,731	\$ 2,013,086

<u>ESTIMATED FUNDING</u>	<u>PRIOR YEARS</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE YEARS</u>	<u>TOTAL PROJECT</u>
Capital Reserves		\$ 40,000	\$ 40,000	\$ 496,900	\$ 458,474	\$ 326,625	\$ 261,624	\$ 194,732	\$ 194,731	\$ 2,013,086
TOTAL FUNDING	\$ -	\$ 40,000	\$ 40,000	\$ 496,900	\$ 458,474	\$ 326,625	\$ 261,624	\$ 194,732	\$ 194,731	\$ 2,013,086

VEHICLES AND EQUIPMENT

Lease-Purchase Schedule for Vehicles and Equipment

Project Description

The Town's policy and practice is to provide adequate maintenance of Town vehicles and equipment and for their orderly rehabilitation and replacement, within available revenue and budgetary limits. The Town funds vehicle and equipment exceeding \$25,000 per item using installment financing. In regards to vehicles, the Town evaluates whether there are suitable hybrids or alternative fuel vehicles available before purchasing non-hybrids or non-alternative vehicles. The Public Works Department reviews all vehicle requests and makes recommendations based on replacement criteria identified in the Town's policies.

The schedule for FY 2014-15 totals \$1.7 million and includes additions to the fleet of a vacuum leaf loader truck and a VBox salt spreader. Each year when the operating budget is developed, the vehicle and equipment schedule is reviewed and re-prioritized based on the Town's anticipated revenues and debt tolerance.

Project Benefits

Regular and appropriate replacement cycles ensure an efficient service delivery system that is not hampered by time lost to repairs, broken parts, or maintaining outdated equipment or vehicles.

Energy Sustainability Measures

Every effort is being made to review and evaluate the Town's Vehicle and Equipment Replacement Schedule to include vehicles that use less fossil fuels, vehicles that use alternative fuels, and vehicles or equipment that allow for more efficient service and reduce the total equipment needs for the Town.

The Town's carbon emissions from the vehicle and equipment fleet have been decreasing over the past few years. Emissions, expressed as Metric Tons of Carbon Dioxide Equivalent (MTCDE), were 685.09 MTCDE in FY10-11, 682.10 (-0.44%) in FY11-12 and 672.27 (-1.44%) in FY12-13. As older vehicles are replaced with newer, more efficient models, this trend should continue.

It is too early to estimate the emissions for FY13-14, but based on early information the increase in emissions due to transporting Solid Waste to Durham may not be as large as expected. For FY 14-15, if vehicles are replaced, added and deleted as planned, the vehicle fleet should produce 658.19 MTCDE, a decrease of 2.09% from FY12-13. That metric assumes the removal of two vehicles from the fleet, the addition of one fuel-using vehicle (a Vacuum Leaf Loader that performs the work currently requiring four pieces of equipment), the replacement of 3 police vehicles with newer, more-efficient vehicles and a more efficient Fire Engine. Other vehicles and equipment are assumed to consume the same amount of fuel as the pieces they replace. Additional opportunities to decrease GHG emissions in the Town's fleet in FY14-15 include receipt of grant funding for a hybrid MSW collection vehicle (decreasing emissions to 653.41 MTCDE or a reduction of 2.81% from FY 12-13 levels); increased foot patrols and reduced

vehicle idling in the Police Department; and use of supplementary battery systems in Police vehicles that allow the vehicle's systems to run without the engine. Additional strategies under consideration for future years include downsizing/rightsizing vehicles up for replacement and converting portions of the fleet to LP gas (or another alternative fuel).

Operating Impact

Replacement vehicles should be acquired with the goal of minimizing operational costs by replacing the vehicles in a timely manner.

<u>ESTIMATED COSTS</u>	<u>PRIOR YEARS</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE YEARS</u>	<u>TOTAL PROJECT</u>
Equipment/Furnishing	\$397,320	\$ 745,176	\$1,784,261	\$826,260	\$657,145	\$647,386	\$351,624	\$866,202		\$ 6,275,374
TOTAL COST	\$397,320	\$ 745,176	\$1,784,261	\$826,260	\$657,145	\$647,386	\$351,624	\$866,202	\$ -	\$ 6,275,374

<u>ESTIMATED FUNDING</u>	<u>PRIOR YEARS</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE YEARS</u>	<u>TOTAL PROJECT</u>
Installment Financing	\$397,320	\$ 745,176	\$1,784,261	\$826,260	\$657,145	\$647,386	\$351,624	\$866,202	\$ -	\$ 6,275,374
TOTAL FUNDING	\$397,320	\$ 745,176	\$1,784,261	\$826,260	\$657,145	\$647,386	\$351,624	\$866,202	\$ -	\$ 6,275,374

Fiscal Year 2014-2015				
Replacement	Public Works	Streets-New Holland Tractor Replace #044/Boom Mower-Replace #040	\$	104,000
Replacement	Public Works	Streets-Sweeper Truck-Replace vehicle #008	\$	240,000
Replacement	Public Works	Solid Waste-Condor Labire #800	\$	282,240
Replacement	Police	Patrol Vehicles-Replace vehicle #224	\$	40,845
Replacement	Police	Patrol Vehicles-Replace vehicle #225	\$	40,845
Replacement	Police	Patrol Vehicles-Replace vehicle #226 K-9	\$	40,845
Replacement	Police	Investigations-Replace # 227	\$	32,965
Replacement	Fire-Rescue	Engine-1998 Ferrara-Replace #931	\$	729,678
Addition	Public Works	Vacuum Leaf Loader Truck	\$	210,000
Addition	Public Works	Monroe Salt/Brine Spreader	\$	33,075
Replacement	Public Works	Ventrac Tractor Edger/72" Mower - Replaces Units #091 and #098	\$	29,768
			TOTAL	\$ 1,784,261
Fiscal Year 2015-2016				
Replacement	Public Works	Solid Waste - Replace #801	\$	282,240
Replacement	Public Works	Fleet Maintenance-Hybrid Sedan-Replace vehicle #220	\$	28,000
Replacement	Public Works	Streets-F-350 4x4 Truck-Replace vehicle #041	\$	36,465
Replacement	Public Works	L&G-Dump Truck-Replace vehicle #031	\$	53,600
Replacement	Public Works	L&G John Deere Tractor-Replace vehicle #064	\$	41,000
Replacement	Rec & Parks	Ford E-350 Van-Replace vehicle # 701	\$	33,700
Replacement	Police	Patrol Vehicles-Replace vehicle #230	\$	40,845
Replacement	Police	Patrol Vehicles-Replace vehicle #231	\$	40,845
Replacement	Police	Patrol Vehicles-Replace vehicle #235 K-9	\$	40,845
Addition	Police	Patrol Vehicle	\$	40,845
Replacement	Police	Investigations-Replace #234	\$	33,000
Replacement	Police	Community Services-Replace vehicle #228	\$	40,845
Replacement	Police	Community Services-Replace vehicle #232	\$	40,845
Replacement	Police	Community Services-Replace vehicle #233	\$	40,845
Replacement	Planning	Hybrid Honda Civic	\$	32,340
			TOTAL	\$ 826,260
Fiscal Year 2016-2017				
Replacement	Public Works	Fleet Maintenance-Ford Ranger 4x4 Replace vehicle #700	\$	24,441
Replacement	Public Works	Streets-580/Case Backhoe Super M #060	\$	87,106
Replacement	Public Works	L&G-Ford F350 With Flat Bed Utility #602	\$	32,162
Replacement	Public Works	Solid Waste-Condor Labire #802	\$	334,000
Replacement	Police	Investigations-Replace vehicle # 237	\$	34,842
Addition	Police	Patrol Vehicle	\$	42,880
Replacement	Fire-Rescue	Ford F-250 HD 4x4 Shift Comander Replace vehicle # 987	\$	53,470
Replacement	Public Works	Streets - Replace Lee Boy Roller #039	\$	48,244
			TOTAL	\$ 657,145
Fiscal Year 2017-2018				
Replacement	Public Works	Streets - Dump Truck Replace vehicle #033	\$	108,000
Replacement	Public Works	L&G-Ford F-250 HD 4 X 2 Replace vehicle #604	\$	28,670
Replacement	Public Works	Solid Waste - Autocar Frontloader #804	\$	294,000
Replacement	Police	Patrol Vehicles-Replace vehicle #202	\$	45,024
Replacement	Police	Patrol Vehicles-Replace vehicle #236 K-9	\$	45,024
Replacement	Police	Patrol Vehicles-Replace vehicle #238	\$	45,024
Addition	Police	Patrol Vehicle	\$	45,024
Replacement	Fire-Rescue	Supervision-Ford Expedition #986	\$	36,620
			TOTAL	\$ 647,386
Fiscal Year 2018-2019				
Replacement	Public Works	Streets - Dump Truck Replace vehicle # 501	\$	162,524
Replacement	Police	Patrol Vehicles-Replace vehicle #239	\$	47,275
Replacement	Police	Patrol Vehicles-Replace vehicle #240	\$	47,275
Replacement	Police	Patrol Vehicles-Replace vehicle #241	\$	47,275
Replacement	Police	Patrol Vehicles-Replace vehicle #242	\$	47,275
			TOTAL	\$ 351,624
Fiscal Year 2019-2020				
Replacement	Police	Patrol Vehicles-Replace vehicle #244	\$	49,639
Replacement	Police	Patrol Vehicles-Replace vehicle #245	\$	49,639
Replacement	Police	Patrol Vehicles-Replace vehicle #246	\$	49,639
Replacement	Police	Patrol Vehicles-Replace vehicle #247	\$	49,639
Replacement	Police	Patrol Vehicles-Replace vehicle #248	\$	49,639
Replacement	Police	Patrol Vehicles-Replace vehicle #249	\$	49,639
Replacement	Fire-Rescue	Fire- Ford Expedition #988	\$	40,373
Replacement	Planning	Pickup F-150 #708	\$	31,907
Replacement	Planning	Pickup F-150 #709	\$	31,907
Replacement	Public Works	Fleet Maintenance-Pool #711	\$	35,398
Replacement	Public Works	Building and Maintenance #710	\$	35,000
Replacement	Public Works	Streets #503	\$	67,000
Replacement	Public Works	Streets #061	\$	100,826
Replacement	Public Works	L&G #605	\$	58,708
Replacement	Public Works	Sold Waste Pickup F-250 #803	\$	29,142
Replacement	Public Works	Solid Waste Boom Truck #805	\$	138,107
			TOTAL	\$ 866,202

TECHNOLOGY PROJECTS

Information Technology Schedule

Project Description

Information Technology projects that cost \$50,000 or greater are included on the Information Technology Schedule. Upgrades for existing technology products and funding are included in the annual operating budget. Included in FY 2014-15 are costs for Mobile Video Recording technology (MVR) within the Carrboro Police Department by implementing In-car and Body Worn Cameras (BWC). In-car MVR technology is installed in the interior of the patrol vehicle, and BWC's will be attached to the officer's uniform. Five MVR systems will be purchased initially and thirty (30) BWC will be purchased for Patrol Officers, Community Service Officers, and School Resource Officers.

Project Benefits

MVR will be used to document encounters and provide an objective record of police officers' interactions with citizens. MVR would enhance officers' and the court's ability to obtain convictions and increase the number of guilty pleas. This would reduce court case loads and reduce officer court time. MVR would allow officers to review recorded incidents and prepare detailed accounts of actions that transpired. This will allow officers to reduce the time they actually spend in court and allow them to remain in the community protecting and serving the citizens.

Having objective video documentation of incidents would assist in the investigation of these incidents. Reviewing previous incidents could be used to train and develop officers on tactics that keep them safer.

Energy Sustainability Measures

With the reduction of travel time to and from court, fuel usage and carbon emissions should be reduced.

Operating Impact

The operating impact is the cost of annual software support and upgrades.

<u>ESTIMATED COSTS</u>	<u>PRIOR</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE</u>	<u>TOTAL</u>
	<u>YEARS</u>								<u>YEARS</u>	<u>PROJECT</u>
Equipment/Furnishing	\$ -	\$ -	\$ 90,000							\$ 90,000
TOTAL COST	\$ -	\$ -	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,000

<u>ESTIMATED FUNDING</u>	<u>PRIOR</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE</u>	<u>TOTAL</u>
	<u>YEARS</u>								<u>YEARS</u>	<u>PROJECT</u>
Pay-As-You-Go			\$ 90,000							\$ 90,000
TOTAL FUNDING	\$ -	\$ -	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,000

NEW PROJECTS

Martin Luther King, Jr. Park

Project Description

The Town purchased 9.5 acres of land in the Hillsborough Road/Pathway Drive area in December 1999 and designated it as a neighborhood park. On June 15, 2004, the Board of Aldermen approved a park design and officially named the park Martin Luther King, Jr. Park. While the original master plan and design has not been implemented, a community garden has been established at the park. Requests for space to hold art and vendor-oriented events have increased. The original master plan is currently being updated to document the needs/wishes of the community. Therefore, staff is proposing an alternative plan be considered. In addition to the community garden, possible amenities to be considered for the park are a spray ground, restroom, picnic shelter, two pavilions, ping pong tables, farm-themed playground, amphitheatre, sculpture garden, adult fitness circuit, and skate park.

Project Benefit

Wilson Park is the closest neighborhood park in this area; however, the service radius neither serves the neighborhoods that the MLK Park is intended to serve. The development of Martin Luther King, Jr. Park will serve neighborhoods in the northern area and accommodate the ultimate growth north of Hillsborough Road from the Old Fayetteville to Calvander intersection. Currently, there is not a neighborhood park available for the northern area of Town.

Energy Sustainability Measures

Energy sustainability measures will be considered and incorporated with the update of the park master plan.

Operating Impact

Additional personnel and equipment will be required to maintain the park grounds.

<u>ESTIMATED COSTS</u>	<u>PRIOR YEARS</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE YEARS</u>	<u>TOTAL PROJECT</u>
Planning/Design	\$ 42,533	\$ 25,000			\$205,420	\$ 80,778				\$ 353,731
Construction						\$1,630,764				\$ 1,630,764
Other	\$553,717									\$ 553,717
TOTAL COST	\$596,250	\$ 25,000	\$ -	\$ -	\$205,420	\$1,711,542	\$ -	\$ -	\$ -	\$ 2,538,212

<u>ESTIMATED FUNDING</u>	<u>PRIOR YEARS</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE YEARS</u>	<u>TOTAL PROJECT</u>
Pay-As-You-Go	\$ 43,250	\$ 25,000								\$ 68,250
Installment Financing	\$274,000				\$205,420	\$1,711,542				\$ 2,190,962
Payment in Lieu	\$279,000									\$ 279,000
TOTAL FUNDING	\$596,250	\$ 25,000	\$ -	\$ -	\$205,420	\$1,711,542	\$ -	\$ -	\$ -	\$ 2,538,212

Greensboro-Lloyd Bikeway

Project Description

Construct a multi-use (bicycle and pedestrian) path connecting Greensboro and Lloyd Streets, including a railroad crossing. The project would serve as a spur to the Campus-to-Campus Bicycle Connector Project. A feasibility study is expected to be conducted in FY15-16 to determine the best location for the bikeway.

Project Benefits

Provide a safe east-west access for bicycle and pedestrian traffic that is an alternative to segments of E. Main St., Weaver St., and N. Greensboro St. that experience heavy motor vehicle traffic. The connector would traverse two traffic analysis zones (TAZs) estimated to have approximately 1,200 jobs and 400 residents.

Energy Sustainability Measures

The project is projected to achieve daily reductions of 1.1 kg of carbon monoxide, 100 g of volatile organic compounds, and 100 g of nitrogen oxides.

Operating Impact

Additional maintenance costs would be incurred from the additional length of path. However, the costs could be mitigated with an adopt-a-path sponsorship program, and by using a durable surface such as concrete.

<u>ESTIMATED COSTS</u>	<u>PRIOR YEARS</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE YEARS</u>	<u>TOTAL PROJECT</u>
Planning/Design				\$ 40,000	\$ 36,748					\$ 76,748
Construction					\$ 123,764					\$ 123,764
TOTAL COST	\$ -	\$ -	\$ -	\$ 40,000	\$ 160,512	\$ -	\$ -	\$ -	\$ -	\$ 200,512

<u>ESTIMATED FUNDING</u>	<u>PRIOR YEARS</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE YEARS</u>	<u>TOTAL PROJECT</u>
Capital Reserves-Matching Funds					\$ 32,102					\$ 32,102
Intergovernmental Revenues				\$ 32,000	\$ 128,410					\$ 160,410
Payment in Lieu				\$ 8,000						\$ 8,000
TOTAL FUNDING	\$ -	\$ -	\$ -	\$ 40,000	\$ 160,512	\$ -	\$ -	\$ -	\$ -	\$ 200,512

South Greensboro Sidewalk

Project Description

Construct a sidewalk on the west side of S. Greensboro St. from the northern end of Old Pittsboro Rd. to the NC-54 eastbound off-ramp.

Project Benefits

The sidewalk would fill a major gap for pedestrians from the higher-density area along Smith Level Rd., south of NC-54 bypass, to downtown. It will provide access to downtown transit service for residents along S. Greensboro St. and Smith Level Rd., as well as access to the J bus stop on S. Greensboro St. across from Rand Rd. It will contribute to a safer and more comfortable walking environment for pedestrians traveling north and south on S. Greensboro St. and underneath NC-54 bypass.

Energy Sustainability Measures

This may serve to reduce reliance on motor vehicles for access and thus reduce motor vehicle emissions.

Operating Impact

Additional maintenance and policing staff hours may be necessary as a result of the project, although the exact extent of hours cannot be predicted at this time.

<u>ESTIMATED COSTS</u>	<u>PRIOR</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE</u>	<u>TOTAL</u>
	<u>YEARS</u>								<u>YEARS</u>	<u>PROJECT</u>
Planning/Design			\$ 105,130							\$ 105,130
Construction				\$ 420,896		\$ 262,500	\$ 242,774			\$ 926,170
Other				\$ 20,000						\$ 20,000
TOTAL COST	\$ -	\$ -	\$ 105,130	\$ 440,896	\$ -	\$ 262,500	\$ 242,774	\$ -	\$ -	\$ 1,051,300

<u>ESTIMATED FUNDING</u>	<u>PRIOR</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE</u>	<u>TOTAL</u>
	<u>YEARS</u>								<u>YEARS</u>	<u>PROJECT</u>
Intergovernmental Revenues			\$ 84,104	\$ 335,896		\$ 210,000	\$ 194,219			\$ 824,219
Other			\$ 21,026	\$ 105,000		\$ 52,500	\$ 48,555			\$ 227,081
TOTAL FUNDING	\$ -	\$ -	\$ 105,130	\$ 440,896	\$ -	\$ 262,500	\$ 242,774	\$ -	\$ -	\$ 1,051,300

Town Parking Lots

Project Description

The Regional Technology Strategies (RTS) report that assesses Carrboro’s economic development needs, recommends providing more adequate parking downtown and that a more comprehensive study of downtown parking be done to find the most cost-effective, environmentally appropriate, and business friendly parking structure.

To date the Town has purchased two parking lots - one at the corner of Rosemary Street and Sunset Drive and the other at 203 S. Greensboro Street. The Town also leases lots at 106 E. Main St., 108 E. Main St., 200 E. Main St., 105 Laurel Ave., 303 Weaver St., and 100 Roberson St., and spaces in the new parking deck at 300 E. Main Street. A comprehensive study of parking is proposed for FY 2014-15.

Project Benefits

Parking in the downtown has always been limited to private parking facilities associated with businesses until the Town developed the parking lots currently under its control. As vacant properties in downtown are developed for commercial use, the lots that are currently leased by the Town as parking lots become more attractive to developers for building purposes. This project will maintain public parking in the downtown area to support the commercial business district.

Energy Sustainability Measures

Energy sustainability measures will be considered when the comprehensive parking study is done.

Operating Impact

The operating budget impact is unknown at this time due to the fact that no specific decisions have been made regarding the parking arrangements in the downtown area. Maintenance and upkeep would vary depending on whether the lots would be paved or gravel. If a parking deck is considered, it would cost approximately \$20,000 per space to develop.

<u>ESTIMATED COSTS</u>	<u>PRIOR</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE</u>	<u>TOTAL</u>
	<u>YEARS</u>								<u>YEARS</u>	<u>PROJECT</u>
Planning/Design									\$ 500,000	\$ 500,000
TOTAL COST	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000

<u>ESTIMATED FUNDING</u>	<u>PRIOR</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE</u>	<u>TOTAL</u>
	<u>YEARS</u>								<u>YEARS</u>	<u>PROJECT</u>
Capital Reserves									\$ 500,000	\$ 500,000
TOTAL FUNDING	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000

Public Works Facility

Project Description

The Town purchased 23 acres of land off Old NC 86 in anticipation of constructing a new public works facility to move it from its Smith Level Rd. location and provide a more modern structure to improve operations and adequate storage. The current facility is on 2.5 acres with approximately 40 percent of the site located within a designated flood plain on Smith Level Road.

Project Benefits

A new facility would provide more storage for vehicles and equipment so they aren't exposed to the elements, larger office space with better lighting, a larger fleet maintenance garage with floor drains, updated bathroom and locker room facilities and additional rooms for crew leaders, storage and meetings.

Energy Sustainability Measures

The current metal building is more than 30 years old and is not energy efficient. A new facility, even though likely to be larger than the current one, will include energy efficient measures, including potentially solar hot water heaters, LED light fixtures, and thermal envelope sealing.

Operating Impact

Daily and annual operating costs would depend upon facility size. Estimated increase in annual operating costs is approximately \$7,000 to \$8,000.

<u>ESTIMATED COSTS</u>	<u>PRIOR YEARS</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE YEARS</u>	<u>TOTAL PROJECT</u>
Planning/Design	\$ 4,355								\$ 1,700,727	\$ 1,705,082
Construction									\$ 8,503,635	\$ 8,503,635
Equipment/Furnishing									\$ 1,455,339	\$ 1,455,339
Other	\$ 751,881								\$ 155,132	\$ 907,013
TOTAL COST	\$ 756,236	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,814,833	\$ 12,571,069

<u>ESTIMATED FUNDING</u>	<u>PRIOR YEARS</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE YEARS</u>	<u>TOTAL PROJECT</u>
Installment Financing	\$ 756,236								\$ 11,814,833	\$ 12,571,069
TOTAL FUNDING	\$ 756,236	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,814,833	\$ 12,571,069

Century Center HVAC Replacement

Project Description

This project is an engineering study for replacement of the HVAC system at the Century Center. The system is comprised of a boiler and chiller that are controlled by electronic sensors and a web based interface for making adjustments. The controls (i.e. sensors and thermostats) are outdated; and, parts are becoming difficult to obtain creating service outages when parts need to be replaced.

Project Benefits

The building has a number of meeting and recreational rooms which are controlled at a constant rate throughout the day and year. Significant savings could be achieved by changing the control parameters based on use and weather; however the existing interface used to adjust the controls is highly technical preventing the users of the rooms to adjust the temperature. This study would provide recommendations for a control system that would allow the building to be adjusted based on weather and use.

This study would also provide replacement and/or maintenance recommendations for the entire HVAC system to ensure that the unit is functioning at the highest efficiency.

Energy Sustainability Measures

The Century Center comprised of 16.8% of total municipal emissions in 2012. This study will seek to find areas to reduce emissions within the HVAC system and provide more comprehensive recommendations than those previously provided in limited studies by Waste Reduction Partners (2009) and Big Woods Engineering (2010).

Operating Impact

A new control system for the HVAC unit would decrease natural gas use at the facility, resulting in a cost savings. Exact savings would not be known until the study is completed.

<u>ESTIMATED COSTS</u>	<u>PRIOR</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE</u>	<u>TOTAL</u>
	<u>YEARS</u>								<u>YEARS</u>	<u>PROJECT</u>
Planning/Design			\$ 30,000	\$ 54,000						\$ 84,000
Construction				\$126,000						\$ 126,000
TOTAL COST	\$ -	\$ -	\$ 30,000	\$180,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 210,000

<u>ESTIMATED FUNDING</u>	<u>PRIOR</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE</u>	<u>TOTAL</u>
	<u>YEARS</u>								<u>YEARS</u>	<u>PROJECT</u>
Pay-As-You-Go			\$ 30,000	\$180,000						\$ 210,000
TOTAL FUNDING	\$ -	\$ -	\$ 30,000	\$180,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 210,000

Replacement of Streetlight Fixtures with LED Lights

Project Description

This project involves replacing existing streetlights (currently leased from utility companies) on Town maintained streets with LED fixtures. The project assumes that a rate option and structure will be available that allows the Town to own street light fixtures; and, that the fee schedule will make the project fiscally beneficial for the Town. The initial plan is to replace the roughly 700 fixtures on Town maintained streets starting in FY 14-15 and completing the project in FY 2015-16. The remaining 200 fixtures on the state maintained system would be considered for replacement in the future.

Project Benefits

LED lights typically last over 100,000 hours, or 20+ years, and feature a “plug and play” electrical system which lowers maintenance costs. The LED lamps would be owned by the Town, rather than leased from the utility company, which would result in operational savings. It is anticipated that the LED streetlights would have a relatively rapid payback that could result in roughly a 10% municipal footprint reduction for the year(s) in which fixture replacement occurs.

Energy Sustainability Measures

This project offers significant energy efficiency improvements. LED lighting is on average 50% more efficient than current standard lighting fixtures (High Pressure Sodium or Mercury Vapor), yielding a relatively short payback period for capital investment (3 years or less). This offers the potential to capitalize future energy savings with the cost savings for LED lighting.

Street lighting is a large contribution to all municipal emissions (22%). In FY10-11, street lighting accounted for 408.72 Metric Tons of Carbon Dioxide Equivalent (MTCDE). In FY11-12, street lighting decreased slightly to 408.58 MTCDE (-0.03%), and in FY12-13 it decreased again to 406.66 MTCDE (-0.47%). Installation of LED lighting could reduce carbon emissions due to street lighting to approximately 204 MTCDE in FY 16-17 when fully installed.

Operating Impact

It is anticipated that the overall impact would result in savings in the annual operating budget equivalent to the capital cost incurred within roughly three years. It will be necessary for the Town to utilize a contractor to maintain the fixtures.

<u>ESTIMATED COSTS</u>	<u>PRIOR</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE</u>	<u>TOTAL</u>
	<u>YEARS</u>								<u>YEARS</u>	<u>PROJECT</u>
Planning/Design			\$ 26,250	\$ 26,250						\$ 52,500
Construction			\$ 70,000	\$ 140,000						\$ 210,000
TOTAL COST	\$ -	\$ -	\$ 96,250	\$ 166,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 262,500

<u>ESTIMATED FUNDING</u>	<u>PRIOR</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE</u>	<u>TOTAL</u>
	<u>YEARS</u>								<u>YEARS</u>	<u>PROJECT</u>
Pay-As-You-Go			\$ 96,250	\$ 166,250						\$ 262,500
TOTAL FUNDING	\$ -	\$ -	\$ 96,250	\$ 166,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 262,500

Town Hall Improvements

Project Description

The last comprehensive building study of the Town Hall was done in 1995 and intended to provide a space needs analysis through 2010. Since the 1995 study, the use of Town Hall has changed. Police and Recreation and Parks departments have moved into the Century Center. Other Town departments that remain in Town Hall have expanded. This study seeks to provide a long-term plan for usability, energy efficiency and infrastructure utilization of existing finished and unfinished space. It will identify work that would need to be done to use unfinished space, as well as improvements to bring the building up to code.

There has been interest in exploring installing photoelectric solar panels on roofs at Town facilities, similar to what was done on the Town Commons structure. This study will look at the roof at Town Hall and other facilities and make a recommendation on the feasibility of installing solar panels at Town Hall and other facilities. The estimate for the initial cost for the evaluation study is \$60,000. Based on a renovation cost of \$150 per square feet, the total cost to renovate Town Hall is estimated to be \$2,803,200.

Project Benefits

The infrastructure at the Town Hall needs to be evaluated to determine the upgrades needed to allow for other improvements. Any significant upgrades or changes to the building will likely result in substantial infrastructure improvements. Additionally, the building, built in 1922 as Carrboro Town School, has been upgraded over the years and may have infrastructure items in need of repair and/or upgrades for existing use.

Energy Sustainability Measures

Town Hall comprised of 3.8% of total municipal emissions in 2012. This study will seek to find areas to reduce emissions, and to provide more comprehensive recommendations through remodeling or retrofitting than those previously provided as part of limited studies by Waste Reduction Partners (2009) and Big Woods Engineering (2010). These include (but are not limited to) lighting, HVAC controls, roofing materials and roofing insulation, and water fixtures.

Public Works staff has taken steps to reduce emissions within Town Hall by replacing older (T-12 fluorescent) lighting ballasts and bulbs with higher efficiency (T-8) ballasts and bulbs, installing programmable HVAC thermostats, and installing motion-sensing water faucets; these efforts will continue until in the near future.

Operating Impact

Any upgrades to Town Hall will have an impact on the operating budget.

<u>ESTIMATED COSTS</u>	<u>PRIOR</u> <u>YEARS</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE</u> <u>YEARS</u>	<u>TOTAL</u> <u>PROJECT</u>
Planning/Design			\$ 60,000	\$ 420,480	\$ 420,480					\$ 900,960
Construction					\$ 1,962,240					\$ 1,962,240
TOTAL COST	\$ -	\$ -	\$ 60,000	\$ 420,480	\$ 2,382,720	\$ -	\$ -	\$ -	\$ -	\$ 2,863,200

<u>ESTIMATED FUNDING</u>	<u>PRIOR</u> <u>YEARS</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>FUTURE</u> <u>YEARS</u>	<u>TOTAL</u> <u>PROJECT</u>
Pay-As-You-Go			\$ 60,000							\$ 60,000
Installment Financing				\$ 420,480	\$ 2,382,720					\$ 2,803,200
TOTAL FUNDING	\$ -	\$ -	\$ 60,000	\$ 420,480	\$ 2,382,720	\$ -	\$ -	\$ -	\$ -	\$ 2,863,200

Potential Future Projects

Gymnasium

The Town's Comprehensive Parks and Recreation Master Plan strongly recommends the construction of a gymnasium to include two basketball courts, a meeting room, and office and storage spaces. During the public input process, citizens identified a facility such as this as the top priority for Carrboro as critical to meeting general and athletic programming needs in the community.

Outdoor Swimming Pool

The Town's Comprehensive Master Parks and Recreation Plan recommends one public pool for each set of 25,000 people. Carrboro is currently without a swimming facility. Several public input sessions within the community have expressed support for an outdoor pool.

Roberson Street Improvements

The Downtown Carrboro: New Vision report recommends improvements to Roberson Street. These improvements have the potential to enliven the downtown core and will highlight Roberson Street as a priority location for development. The improvements include underground utilities, sidewalk improvements, on-street parking, lighting, and connections throughout the area.

Impact on Town's Financial Condition and Operating Budget

To understand the potential impact of the CIP on the Town's overall financial condition and annual operating budget, the CIP planning process includes an estimation of debt burden and debt service ratios. These debt ratios are monitored by the Local Government Commission and credit rating agencies in assessing the financial condition of the Town. The Town currently has the following credit ratings: AA+ with Standard and Poor's; Aa2 with Moody's; and 83 with North Carolina Municipal Council. These are considered very favorable ratings for municipalities similar in size to Carrboro.

The Town's current debt portfolio consists of GO debt for sidewalk and greenways, installment financing for fire station #2, and vehicle/lease purchases. As Appendix A shows, the Town's current debt service cost is expected to steadily decline through FY 2019-20. Additional debt of \$23.0 million would be necessary to fund capital projects through FY 2020-21. The issuance of additional General Obligation Bond debt is not proposed for any of the projects. Installment financing debt with various beginning dates is proposed for the Martin Luther King Jr. Park (\$1.7 million), Town Hall Improvements (2.8 million), Town Parking (\$.5 million), and Public Works Facility (\$11.8 million) with terms of 15 years and an assumed average interest rate of 5%. For vehicles and equipment, installment lease purchases will total \$6.2 million with terms from five to seven year at an annual rate of 3%. Actual financing rates for vehicles and equipment for past two years have been less than 2%.

One measure of a debt capacity calculated by the Local Government Commission (LGC) is the *percent of outstanding principal (debt) to assessed valuation*, and the other is *debt per capita basis*. The Town compares these two debt ratios to its peer group (i.e., towns with population of 10,000 to 24,999). The LGC calculates the debt-to-assessed valuation ratio for each jurisdiction and determines the overall debt-to-assessed valuation ratio as being low, average, or high. The Town strives to avoid the "high" debt burden.

Debt to Assessed Valuation

The Town's debt-to-assessed valuation ratio is above the average and considerably below the high level, for municipalities comparable in size. As of June 30, 2012 the average outstanding principal (debt) as percent of assessed valuation ratio for municipalities with population 10,000-24,999, was .253% with a high level being 1.475%. Carrboro's ratio at June 30, 2012 was .458% and is projected to gradually decrease to .17% by FY 2019-20. With the additional proposed CIP and steadily declining to .35% in 2019-20.

Overall the Town's debt is well below the legal limit required by NC General Statutes, GS 159-55 which limits net debt to eight percent (8%) or less of a local government's total property valuation. For Carrboro the legal debt limit is \$152,417,005 based on the June 30, 2012 audited financial statements with a valuation of \$11,972,777,796.

Debt Per Capita

At June 30, 2012 the Town's per capita debt reported by the LGC was \$454 compared to the average of \$242 for peer group. The peer group high was \$1,580. The estimated per capita debt ratio for the Town in FY 2013-14 is \$355. With no additional debt this ratio estimate will

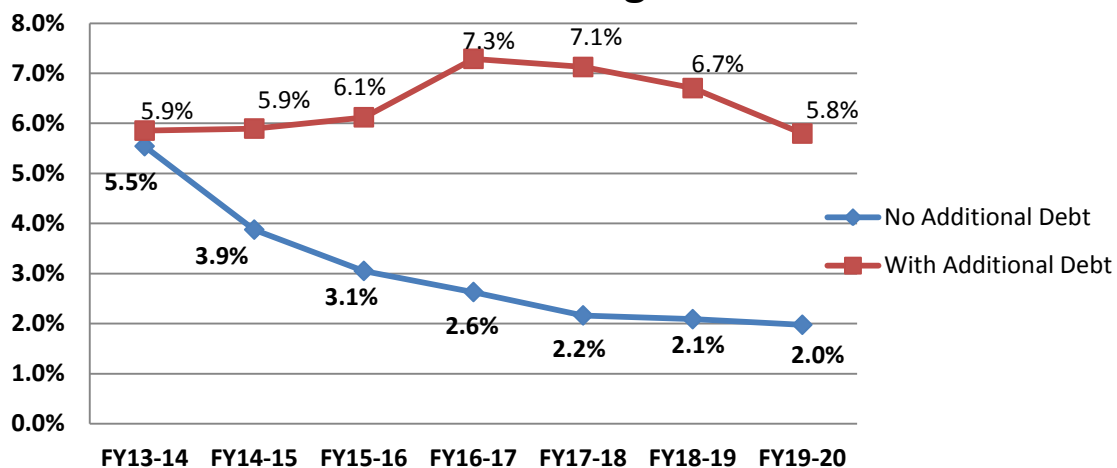
gradually decrease to \$170 in FY 2019-20. With the CIP proposed additional debt, this ratio will peak in 2016-17 at \$554 and gradually decrease to \$364 in FY 2019-20.

Debt Burden and Operating Budget

Debt service can be a major part of a government’s operating budget fixed costs. Credit firms consider debt exceeding 20% of operating revenues as a potential problem while 10% is considered an acceptable debt burden. The LGC advises that local governments should have a reasonable debt burden. A heavy debt burden may be evidenced by a ratio of General Fund Debt Service to General Fund Expenditures exceeding 15%, or a Debt per Capita or Debt to Appraised Property Value exceeding that of similar units. The Town’s goal is to keep total debt service at or below 12%, considering this to be a moderate level of debt.

The Town’s current debt service as a percentage of the FY 2013-14 operating budget is estimated to be 5.5%. With the issuance of \$4.6 million Sidewalk and Greenway General Obligation Bonds in December 2012 with first year debt service costs of \$359,667, the Town opted to retire some of its older debt at higher interest rates in the spring of 2013 to minimize the impact of the GO debt on the operating budget. Without any additional debt, the percent of debt service to operating budget is expected to decrease to less than 2% in 2019-20. With the additional debt service proposed in the CIP, the percentage of debt service in the operating budget is anticipated to increase to 7.3% in FY 2016-17 and gradually decrease to 5.8% in 2019-20.

**Debt Service % to Operating Budget
FY 2013-14 through 2019-20**



The most significant impact of the CIP is the potential property tax burden that may occur over the next six years *should* the Town implement all of the projects proposed. As the Impact on Town’s Annual Operating Budget shows (Appendix B), debt service will increase from \$1.3 million in FY 2013-14 to \$2.0 million in 2016-17 when installment financing is proposed for construction of the Martin Luther King, Jr. Park and Town Hall improvements.

The need for Capital Reserve Fund resources for future projects is estimated to increase from \$1.5 million in 2013-14 to over \$2.0 million in 2015-16. This is necessary primarily for

mandated storm water management compliance projects and/or funds needed to match other federal or state grants.

As with most financing decisions, there are challenges and choices the Town must make in carrying out its CIP over the coming years. With a tax base consisting mainly of residential properties and limited commercial base, the ability to sustain the CIP yet minimize increases in the tax rate for citizens will require a continuous on-going evaluation of capital needs and priorities. Financing this CIP will require a reasonable and careful balance of debt financing and the use of general fund balance resources that may be dedicated in the Capital Reserve Fund. Funding for actual CIP projects will depend upon the Town's overall financial condition during a given fiscal year, as well as its ability to cover any new debt service costs.

Impact of CIP on Debt Ratios

CURRENT DEBT SERVICE COSTS	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21 AND BEYOND
General Obligation Debt	\$ 359,667	\$ 350,000	\$ 345,000	\$ 340,000	\$ 332,500	\$ 327,500	\$ 322,500	\$ 3,300,625
Installment Purchase Debt, Long Term	\$ 315,873	\$ 307,055	\$ 298,236	\$ 289,418	\$ 280,600	\$ 271,781	\$ 262,963	\$ 1,182,539
Installment Purchase Debt, Vehicles & Equipment	\$ 514,976	\$ 241,890	\$ 143,648	\$ 81,924	\$ -			\$ -
TOTAL CURRENT DEBT SERVICE	\$ 1,190,516	\$ 898,945	\$ 786,884	\$ 711,342	\$ 613,100	\$ 599,281	\$ 585,463	\$ 4,483,164

ADDITIONAL DEBT SERVICE COSTS, RECOMMENDED IN CIP								
General Obligation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Installment Purchase Debt, Long Term	\$ -	\$ -	\$ 130,664	\$ 440,036	\$ 440,395	\$ 440,035	\$ 440,036	\$ 21,510,427
Installment Purchase Debt, Vehicles & Equipment	\$ 157,973	\$ 540,194	\$ 717,194	\$ 857,965	\$ 996,649	\$ 913,999	\$ 717,335	\$ 1,386,333
FUTURE DEBT SERVICE	\$ 157,973	\$ 540,194	\$ 847,858	\$ 1,298,001	\$ 1,437,044	\$ 1,354,034	\$ 1,157,371	\$ 22,896,760
TOTAL CURRENT & FUTURE DEBT SERVICE OBLIGATIONS	\$ 1,348,489	\$ 1,439,139	\$ 1,634,743	\$ 2,009,343	\$ 2,050,144	\$ 1,953,315	\$ 1,742,834	\$ 27,379,924

TOTAL DEBT (OUTSTANDING PRINCIPAL)								
GO Bond, Long Term Debt	\$ 4,350,000	\$ 4,100,000	\$ 3,850,000	\$ 3,600,000	\$ 3,350,000	\$ 3,100,000	\$ 2,850,000	\$ 2,850,000
Installment Purchase, Long Term Debt	\$ 2,275,000	\$ 2,058,333	\$ 1,841,667	\$ 1,625,000	\$ 1,408,333	\$ 1,191,667	\$ 975,000	\$ 758,333
Installment Purchase, Vehicles & Equipment	\$ 455,882	\$ 221,170	\$ 81,008	\$ -	\$ -	\$ -	\$ -	\$ -
CURRENT OUTSTANDING PRINCIPAL	\$ 7,080,882	\$ 6,379,503	\$ 5,772,675	\$ 5,225,000	\$ 4,758,333	\$ 4,291,667	\$ 3,825,000	\$ 3,608,333

ADDITIONAL DEBT (OUTSTANDING PRINCIPAL):								
Installment Purchase, Long Term Debt	\$ -	\$ -	\$ -	\$ 4,456,480	\$ 4,236,554	\$ 4,005,494	\$ 3,762,736	\$ 1,598,097
Installment Purchase, Vehicles & Equipment	\$ 587,203	\$ 2,013,946	\$ 2,186,283	\$ 2,055,668	\$ 1,772,793	\$ 1,267,601	\$ 609,977	\$ 1,267,601
FUTURE OUTSTANDING PRINCIPAL	\$ 587,203	\$ 2,013,946	\$ 2,186,283	\$ 6,512,148	\$ 6,009,347	\$ 5,273,095	\$ 4,372,713	\$ 2,865,698
TOTAL OUTSTANDING PRINCIPAL, CURRENT & ADDITIONAL DEBT	\$ 7,668,085	\$ 8,393,449	\$ 7,958,957	\$ 11,737,148	\$ 10,767,681	\$ 9,564,762	\$ 8,197,713	\$ 6,474,031

Population (Assumes 2% growth)	19,974	20,373	20,781	21,196	21,620	22,053	22,494	22,053
Projected Assessed Valuation (Assumes 2% growth)	\$ 2,052,478,019	\$ 2,093,527,579	\$ 2,135,398,131	\$ 2,178,106,094	\$ 2,221,668,215	\$ 2,266,101,580	\$ 2,311,423,611	\$ 2,266,101,580

WITHOUT ADDITIONAL DEBT								
Projected Budget - 2% growth w/short term debt and w/o additional long-term debt only + CIP PAYG only	\$ 21,474,790	\$ 23,187,470	\$ 25,780,859	\$ 27,037,549	\$ 28,333,856	\$ 28,697,590	\$ 29,628,090	\$ 35,062,459

ESTIMATED RATIOS								
% Outstanding Principal to Assessed Valuation	0.34%	0.30%	0.27%	0.24%	0.21%	0.19%	0.17%	N/A
% Debt Service to Total Budget	5.54%	3.88%	3.05%	2.63%	2.16%	2.09%	1.98%	N/A
Debt Per Capita	\$ 355	\$ 313	\$ 278	\$ 247	\$ 220	\$ 195	\$ 170	N/A

Note: LGC report shows Town ratios at .458% to assessed valuation and per capita at \$454 for FY 2011-12

WITH ADDITIONAL DEBT								
Projected Budget + Additional Debt Service + CIP PAYG and Operating Impact Costs	\$ 23,029,465	\$ 24,410,174	\$ 26,706,497	\$ 27,567,659	\$ 28,774,251	\$ 29,137,625	\$ 30,068,126	N/A

ESTIMATED RATIOS								
% Outstanding Principal to Assessed Valuation	0.37%	0.40%	0.37%	0.54%	0.48%	0.42%	0.35%	N/A
% Debt Service to Total Budget	5.86%	5.90%	6.12%	7.29%	7.12%	6.70%	5.80%	N/A
Debt Per Capita	\$ 384	\$ 412	\$ 383	\$ 554	\$ 498	\$ 434	\$ 364	N/A

LGC DEBT RATIOS Population (10,000-24,999) FY 2011-12	AVERAGE	HIGH
Outstanding Principal (Debt) as % of Assessed Valuation	0.25	1.48
Outstanding Principal (Debt) Per Capita	\$ 242	\$ 1,580

CREDIT RATING AGENCY ACCEPTABLE STANDARD	
Debt Service % of the Operating Budget	10%

Appendix B

Impact on Annual Operating Budget

CURRENT DEBT SERVICE	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21 & BEYOND
SIDEWALK AND GREENWAYS GO BONDS	359,667	350,000	345,000	340,000	332,500	327,500	322,500	3,300,625
FIRE SUBSTATION	315,873	307,055	298,236	289,418	280,600	271,781	262,963	1,182,539
VEHICLE AND EQUIPMENT	514,976	241,890	143,648	81,924	-	-	-	-
CURRENT DEBT SERVICE	\$ 1,190,516	\$ 898,945	\$ 786,884	\$ 711,342	\$ 613,100	\$ 599,281	\$ 585,463	\$ 4,483,164

FUTURE INSTALLMENT DEBT SERVICE								
MARTIN LUTHER KING JR. PARK	\$ -	\$ -	\$ -	\$ 178,708	\$ 178,708	\$ 178,708	\$ 178,708	\$ 2,055,145
TOWN HALL IMPROVEMENTS			\$ 130,664	\$ 261,328	\$ 261,687	\$ 261,327	\$ 261,328	\$ 3,005,257
PUBLIC WORKS FACILITY								15,950,025
TOWN PARKING								500,000
FUTURE INSTALLMENT DEBT SERVICE	\$ -	\$ -	\$ 130,664	\$ 440,036	\$ 440,395	\$ 440,035	\$ 440,036	\$ 21,510,427

FUTURE VEHICLE & EQUIPMENT DEBT	\$ 157,973	\$ 540,194	\$ 717,194	\$ 857,965	\$ 996,649	\$ 913,999	\$ 717,335	\$ 1,386,333
--	-------------------	-------------------	-------------------	-------------------	-------------------	-------------------	-------------------	---------------------

TOTAL CURRENT & FUTURE DEBT	\$ 1,348,489	\$ 1,439,139	\$ 1,634,743	\$ 2,009,343	\$ 2,050,144	\$ 1,953,315	\$ 1,742,834	\$ 27,379,924
--	---------------------	---------------------	---------------------	---------------------	---------------------	---------------------	---------------------	----------------------

CAPITAL RESERVE FUND - FUTURE PROJECTS	\$ 1,554,675	\$ 1,219,504	\$ 2,093,483	\$ 839,203	\$ 1,195,337	\$ 374,924	\$ 1,046,132	\$ 750,000
---	---------------------	---------------------	---------------------	-------------------	---------------------	-------------------	---------------------	-------------------

OPERATING IMPACT OF CIP PROJECTS - ADDITIONAL \$\$ NEEDED

GREENWAYS	\$ -	\$ -	\$ -	\$ -	\$ 9,800	\$ 9,800	\$ 9,800	\$ 9,800
INFORMATION TECHNOLOGY	\$ -	\$ 3,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MARTIN LUTHER KING JR. PARK	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,674
STORMWATER MANAGEMENT	\$ -	\$ -	\$ 1,000	\$ 1,500	\$ 3,000	\$ 4,500	\$ 3,500	\$ 3,500
OPERATING IMPACT OF PROJECTS	\$ -	\$ 3,200	\$ 1,000	\$ 1,500	\$ 12,800	\$ 14,300	\$ 13,300	\$ 44,974

GRAND TOTAL COSTS FOR CIP IMPLEMENTATION	\$ 2,903,164	\$ 2,661,843	\$ 3,729,226	\$ 2,850,046	\$ 3,258,281	\$ 2,342,539	\$ 2,802,266	\$ 28,174,898
---	---------------------	---------------------	---------------------	---------------------	---------------------	---------------------	---------------------	----------------------

LESS FUNDS ALREADY SET ASIDE IN CAPITAL RESERVE/DESIGNATED FUND BALANCE	2,000,000	2,000,000	-	-	-	-	-	-
---	-----------	-----------	---	---	---	---	---	---

CAPITAL AND OPERATING COSTS

DIFFERENCE FROM PRIOR FISCAL YEAR	905,047	(241,321)	(932,617)	(879,179)	408,235	(915,742)	459,727	24,916,618
REVENUE PER PENNY OF TAX	\$ 201,164	\$ 205,187	\$ 209,291	\$ 213,477	\$ 217,746	\$ 222,101	\$ 226,543	\$ 222,101
TAX RATE EQUIVALENT (CENTS) FOR BOTH CAPITAL AND OPERATING COSTS	4.50	(1.18)	(4.46)	(4.12)	1.87	(4.12)	2.03	N/A

CAPITAL COSTS ONLY

DIFFERENCE IN CAPITAL COSTS FROM PRIOR FISCAL YEAR	\$ 905,047	\$ (244,521)	\$ 1,069,583	\$ (879,679)	\$ 396,935	\$ (917,242)	\$ 460,727	\$ 24,884,444
REVENUE PER PENNY OF TAX	\$ 201,164	\$ 205,187	\$ 209,291	\$ 213,477	\$ 217,746	\$ 222,101	\$ 226,543	\$ 231,074
TAX RATE EQUIVALENT (CENTS) - CAPITAL COSTS ONLY	4.50	(1.19)	5.11	(4.12)	1.82	(4.13)	2.03	N/A

Revenue per penny of tax for FY13-14 as stated in adopted budget

Revenue per penny of tax assumes 2% growth after 2013-14