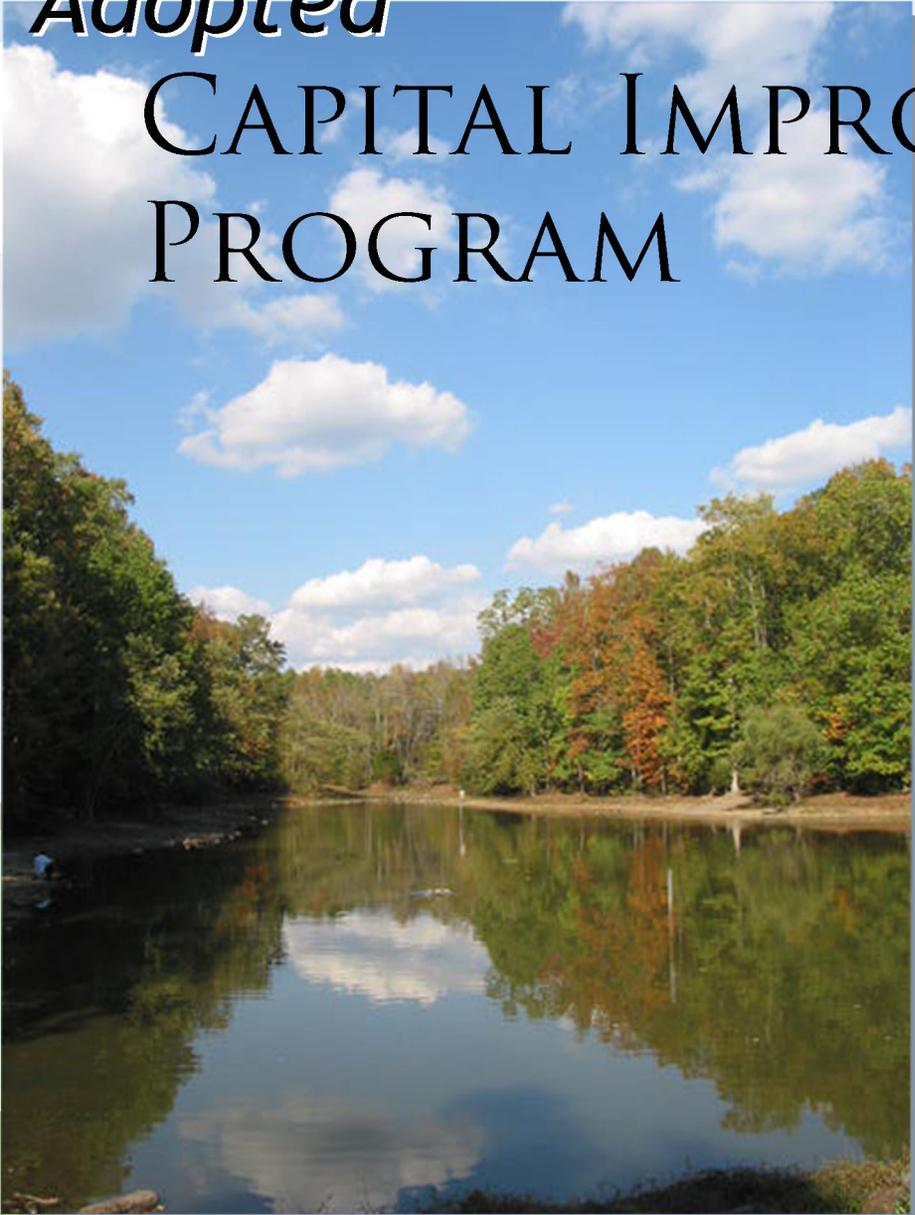


*Adopted*  
CAPITAL IMPROVEMENT  
PROGRAM



TOWN OF CARRBORO

FISCAL YEAR 2008-2009  
THROUGH  
FISCAL YEAR 2013-2014



**TOWN OF CARRBORO, NORTH CAROLINA**  
**CAPITAL IMPROVEMENTS PROGRAM**  
**FY2008-2009 THROUGH FY2013-2014**

**BOARD OF ALDERMEN**

Mark Chilton, Mayor  
Joal Hall Broun, Mayor Pro-Tempore  
Dan Coleman, Alderman  
Jacquelyn Gist, Alderman  
Randee Haven-O'Donnell, Alderman  
John Herrera, Alderman  
Alex Zaffron, Alderman

**TOWN MANAGER**

Steven E. Stewart

**CIP ADVISORY COMMITTEE**

L. Bingham Roenigk, Assistant Town Manager  
Anita Jones-McNair, Recreation and Parks Director  
George Seiz, Public Works Director  
Travis Crabtree, Fire Chief  
Andy Vogel, Information and Technology Manager  
Roy Williford, Planning Director  
Sandra Svoboda, Budget and Purchasing Analyst, CIP Coordinator

Thanks to Jeff Kleaveland, Planning Department, for the cover design.

## *A Message from the Manager*

November 13, 2007

Dear Mayor and Board of Aldermen,

It is with pleasure that I submit to you the Adopted FY08-09 Capital Improvements Program (CIP) that updates last year's comprehensive revision of the town's capital needs. The FY08-09 CIP reflects the reality of moving from plans to construction and implementation of services long envisioned. This annual CIP is homage to the provision of services and capital investments for current and future generations to enjoy. Construction of sidewalks and greenways voted on by residents, provision of proactive fire protection services, ongoing street and park maintenance, and vehicle replacement are critical to our present and future quality of life. Underlying every decision about capital investments is "think green" focusing on how to create a cost-effective infrastructure that has the least damaging impact on our physical environment.

As mentioned in previous updates, this Capital Improvements Program is simply a planning tool to forecast and match estimated revenues and major capital needs over a six-year period and beyond. Due to new or shifting service needs, special financing opportunities, emergency needs, or other directives or priorities established by the Mayor and Board of Aldermen, this plan is updated annually and projects included in later planning years are not guaranteed for funding. Overall, however, we believe that while capital planning in this manner is not an exact science, it is a proven approach to building a forward-looking community while vigilantly protecting the town's fiscal health.

Through a methodical review of the town's capital inventory and needs, staff again prioritized and ranked projects within a six-year time frame based upon numerous criteria that considered public health and safety, legal mandates, project timing and linkages, economic impact, maintaining current level of service, improving access, service improvement, service addition, community support and long-term plans, and efficiency. A view of unfunded town needs identified during this capital planning process is presented in the Appendix on page 3.6. The unfunded projects primarily address administrative facility needs, parks and recreation needs, and road improvements. Pedestrian and Bicycle Improvements has been added to the unfunded projects.

The CIP includes short and long-term maintenance and other operational requirements for planned projects. Provisions will be made for adequate maintenance of the capital plant and equipment and for their orderly rehabilitation and replacement within available revenue and budgetary limits. Capital purchases including vehicles and equipment that exceed \$25,000 per item shall be considered for the town's lease-purchase schedule identified in the CIP. For the vehicles, the Public Works Department will also make every effort to evaluate department vehicle requests for appropriate size and economy and will assess whether there are suitable hybrids or alternative fuel vehicles available before purchasing non-hybrids or non-alternative vehicles. The Information Technology costs continue to be refined. Costs recorded in the CIP focus on the addition of special projects and departmental applications. Ongoing technology replacements and upgrades are annual costs and are considered in the annual operating budget.

### **FY08-09 Capital Improvements Plan - Overview**

The Adopted Capital Improvements Plan (CIP) totals \$33,808,660. Approximately \$27,718,342, or 82%, of the \$33.8 million total is or will be funded through debt financing instruments such as general obligation bonds and installment financings. Of the total debt to be financed, 6,679,479 represents installment financing needed to maintain the town's rolling stock and equipment to provide Town services. The increase in vehicle costs is primarily due to the replacement of three new vehicles for fire service needs including two pumper trucks and a rescue/brush truck and three replacement solid waste vehicles.

The overall CIP budget has increased \$1,879,468, primarily due to equipment and vehicle lease purchases including solid waste vehicles and fire truck replacements. Increases are largely attributable to inflation costs for materials for Street Resurfacing (\$333,086) and engineering and construction costs for the Weaver Street reconstruction project. (\$208,000). Park Maintenance costs (\$261,514) increased primarily due to the insertion of numerous needs identified over the past year in addition to inflation. Information Technology costs, in this CIP, decreased due to careful consideration of what is considered in the CIP. Ongoing upgrades and replacements, such as the upgrades for aerial photography and GIS planimetrics and the replacements of computer workstations in police and fire vehicles (Mobile Data Terminals, MDTs), are now in the operating budget. In FY09-10, installation of new MDTs in police vehicles and select fire vehicles will be complete. The decrease in Martin Luther King, Jr. Park is due to the completion of the land purchase therefore taking that off the books.

Many of the projects identified in the CIP reflect ongoing operational needs that directly affect service delivery provided by town departments or reflect infrastructure project efforts that are currently underway. For instance, maintaining our streets and parks through an annual allocation from the General Fund ensures the orderly replacement and rehabilitation of infrastructure in a timely manner and minimizes additional maintenance costs incurred when infrastructure is in a state of disrepair.

The Weaver Street Reconstruction project, as presented in the CIP, has increased significantly in terms of construction costs, and does not project land right-of-way costs at this time given the original intent of this project was to reconstruct the road way and not widen it. However, the Board will be presented with other options at the CIP work session on November 13th, with graduated price tags attached. The planned purchase of parking lots in the downtown area has been delayed to FY13-14 and is in need of future discussion on options to consider as recommended by the RTS economic development study.

<b>Projects</b>	<b>CIP 08-09</b>	<b>CIP 07-08</b>	<b>Difference</b>
<b>Gary Road Storm Sewer</b>	\$ 90,000	\$90,000	\$0
<b>Greenways</b>	\$ 1,457,500	\$1,457,500	\$0
<b>Martin Luther King, Jr. Park</b>	\$ 1,679,582	\$ 2,226,911	-\$547,329
<b>Northern Area Fire Substation</b>	\$ 2,749,703	\$ 2,749,703	\$0
<b>Park Maintenance and Repair</b>	\$ 898,804	\$ 637,290	\$261,514
<b>Public Works Facility</b>	\$ 9,699,501	\$9,699,501	\$0
<b>Sidewalks</b>	\$ 4,902,015	\$ 4,891,183	\$10,832
<b>Street Resurfacing</b>	\$ 1,780,086	\$ 1,447,000	\$333,086
<b>Town Parking Lots</b>	\$ 500,000	\$500,000	\$0
<b>Weaver Street Reconstruction</b>	\$ 1,303,000	\$ 1,095,000	\$208,000
<b>Information Technology</b>	\$ 741,900	\$ 943,965	-\$202,065
<b>Equipment/Vehicle Lease-Purchase</b>	\$ 8,006,569	\$ 6,191,138	\$1,815,431
<b>Total Projects</b>	<b>\$33,808,660</b>	<b>\$31,929,191</b>	<b>\$1,879,468</b>

The implementation of the sidewalk and greenways program, and construction of the Northern Area Fire Substation, and departmental software applications in addition to the ongoing vehicle and equipment replacement schedule are presented in the next fiscal year budget (FY08-09), creating a significant expense to be considered along with the annual operating budget to be adopted in June 2008. In later years, the Weaver Street reconstruction project, development of the Martin Luther King, Jr. Park, parking lot construction, and the planned public works facility over the next six years mark another significant phase of the town's aggressive capital planning whereby the town moves beyond purchasing land for future facilities and begins to focus on implementing the vision created by residents and documented by town staff in various needs assessments including Vision

2020, the Downtown Visioning Plan, Downtown Traffic Circulation Study, and the recent economic development assessment, and various master plans for parks and recreation and greenways.

In regards to the Northern Area Fire Substation, the Town sought public input and presented two charettes for residents' comments. The Town's architect has submitted schematic designs for review by the Board. To date, six of fifteen fire personnel have been hired that will be committed to the substation. The CIP envisions phased hiring with the addition of three firefighters in FY08-09, four in FY09-10 as construction is completed, and 2 in FY10-11 as the station is fully operational. The sidewalk and greenways plan emanates a bond referendum in November 2003 that validates residents' desire to have a walkable community that provides for safe and convenient transit through means other than single-occupancy vehicles. The sidewalk and greenways plan also honors various needs assessments, including the Carrboro Vision 2020 long-range comprehensive plan that identifies a commitment to implementing a pedestrian network plan. The Town will continue prioritizing the placement of sidewalks and greenways as time and costs permit. The town plans to issue bond anticipation notes until the spending on sidewalks reaches the amount authorized by the voters (\$4,600,000) or any lesser amount that the Board of Aldermen desires. Currently, the Town has issued \$2,590,000 in bond anticipation notes and sidewalk construction is underway. In October 2007 the Board of Aldermen established the Greenways Commission which is composed of representatives from surrounding jurisdictions, agencies, advocacy groups and Carrboro citizens. Together they will provide guidance for the planning processes for both the Bolin Creek and Morgan Creek greenways and help fulfill the Town's goal of a connected series of greenways as established by Carrboro Vision 2020. In addition, Town staff has begun the process of establishing the necessary agreements with NCDOT to enable the hiring of a consultant to plan and design the greenways beginning in early 2008. Town staff, in updating cost estimates for sidewalks as projects come close to fruition, is concerned that the Town may need funds beyond what is available with bond financing. In addition, greenway estimates are several years old and do not include any anticipated inflationary impact. The costs may ultimately affect the design of greenways as well as what is actually constructed in both greenways and sidewalks. Staff observations will be presented to the Board at the CIP work session on November 13th.

While the overall Information Technology (IT) needs show a decrease over the previous year, the IT needs identified in this CIP include online recreation program registration capability, completion of MDT installations in all police and selected fire vehicles; Public Works maintenance management software, WEB EOC software for the Fire Department that will enable communications between Carrboro, other jurisdictions, and the State in major disasters, and the inclusion of fiber alongside traffic lights as the system is upgraded by NCDOT. This project, estimated at \$200,000, takes advantage of work planned by NCDOT in 2011 to connect many of the existing traffic signals in the Carrboro/Chapel Hill area with multi-mode fiber optics. NCDOT is offering to place fiber purchased by the Town alongside the fiber that they will be putting in place for the traffic signals at a much reduced cost. This fiber will facilitate communication and high bandwidth link between new town facilities such as the fire substation and provide redundancy for current town facilities.

Also included in the CIP is the continuation of the annual General Fund allocation for park maintenance and replacement that will provide for much needed perennial maintenance needs on a consistent basis. This concept, modeled after the town's street resurfacing funding program, offsets costs such as field maintenance, Anderson Dam overflow maintenance/repairs, court resurfacing, and refurbishment of the Wilson Park restroom facilities. Maintaining parks in a preventive manner reduces the safety and liability concerns that result when infrastructure is in a state of disrepair. The Park Maintenance and Repair projects increased by \$261,514 over the prior year, identifying several new park needs, including playground equipment in Wilson Park for children ages 2-5, a disc golf course and fitness stations at Anderson Park, Town Commons play equipment, Baldwin Park basketball court renovation, and an elevator at the Century Center for use by patrons, vendors, and staff to move food, supplies, and equipment needed for programs.

Martin Luther King, Jr. Park is also considered a primary capital initiative that is important to residents. The master plan approved by the Board In September 2004 is complete. Actual development of the park is proposed for FY10-11 following the construction and operational implementation of the Fire Substation and the issuance of bonds for sidewalks and greenways in order to minimize any potential impact or ballooning effect on the potential tax burden.

As mentioned earlier, the CIP largely relies on debt financing as a means to build infrastructure. The town's ability to fund infrastructure projects for the next six years plays a significant role in the implementation of its CIP. Implementation of all of the projects listed in the adopted CIP may affect the current property tax rate beyond what is acceptable to the community. Looking forward, however, there are factors that may mitigate the debt burden created by the adopted CIP, such as expanded tax base through growth, adjustment of spending priorities, or new grant funding.

Financing capital needs means that a revenue stream must exist to pay for the debt service costs. The tax impact of the CIP (shown on page 3.4) is significant and points to the need for diversification of the town's tax base and consideration of revisiting revenue-generating possibilities with the North Carolina General Assembly to avoid a heavy reliance on property taxes, one of the very few revenue sources under control of local governments in North Carolina. A menu of revenue options exists, including impact fees for recreation and transportation purposes, meal taxes, special tax districts for economic development, real estate transfer taxes, and grants.

The systematic and comprehensive manner, in which staff, the community, and the Board assesses the town's needs as presented in the Adopted CIP enables informed and conscious choices about the town's many needs in light of limited resources. I look forward to discussing the projects recommended in the CIP and ultimately bringing to life the vision of our residents and the Board.

Sincerely,

A handwritten signature in black ink, appearing to read "S. Stewart".

Steven Stewart  
Town Manager

SES/SLS

The following resolution was introduced by Alderman Randy Haven-O'Donnell and duly seconded by Alderman Alex Zaffron.

A RESOLUTION TO CONSIDER AND ADOPT THE RECOMMENDED  
CAPITAL IMPROVEMENTS PROGRAM  
FISCAL YEAR 2008-2009 THROUGH FISCAL YEAR 2013-2014  
Resolution No. 44/2007-08

WHEREAS, the Town of Carrboro recognizes that a Capital Improvements Plan enables staff and the Board to plan for a vibrant community; and

WHEREAS, the Capital Improvements Plan is a six-year planning tool designed to help the Town plan for the repair, replacement, and acquisition of capital items; to assist in financial planning; to ensure better coordination and evaluation of projects; to provide necessary lead time for project planning, permitting, design; and to maintain or improve the Town's credit rating and fiscal health; and

WHEREAS, the Recommended FY2008-09 Capital Improvements Program updates last year's comprehensive revision of the Town's capital needs; and

WHEREAS, this plan is updated annually for Board review; and

WHEREAS, adjustments for anticipated projects can also be made each year during the annual revision of the Town's budget; and

WHEREAS, this flexibility in the planning and implementation of capital needs makes Carrboro's Capital Improvements Plan responsive to the changing needs of its diverse community.

THEREFORE BE IT RESOLVED that the Town of Carrboro Board of Aldermen has received the *Recommended Capital Improvements Program – Fiscal Year 2008-2009 through Fiscal Year 2013-2014* and adopts this capital program with the following changes and recommendations:

- Keep the Weaver Street project in the CIP as proposed by staff;
- Fund sidewalks and greenways as proposed by staff; and
- Pursue SPTDA funding for the Rogers Road sidewalk.

The foregoing resolution having been submitted to a vote received the following vote and was duly adopted this 13th day of November 2007:

Ayes: Mark Chilton, Dan Coleman, Randee Haven-O'Donnell, John Herrera, Alex Zaffron

Noes: None

Absent or Excused: Joal Hall Broun, Jacquelyn Gist

# **Carrboro Capital Improvements Plan**

## **Table of Contents**

### **Section I - Summary**

The Capital Improvements Program .....	1.1
CIP Document Organization.....	1.2
Summary Table of CIP Projects by Fiscal Year.....	1.4

### **Section II - Individual Project Descriptions**

Street Resurfacing.....	2.1
Northern Area Fire Station .....	2.2
Sidewalks .....	2.3
Park Maintenance and Replacement Fund .....	2.5
Town Parking Lots.....	2.7
Public Works Facility .....	2.8
Greenways .....	2.9
Martin Luther King, Jr. Park.....	2.10
Lease-Purchase Schedule for Vehicles and Equipment.....	2.11
Weaver Street Reconstruction .....	2.14
Gary Road Sewer Replacement.....	2.15
Information Technology Schedule .....	2.16

### **Section III - Appendix**

Impact of CIP on Operating Budget and the Town's Fiscal Health .....	3.1
Summary Table of the Impact of CIP on Debt Ratios.....	3.3
Potential Tax Rate Impact of the CIP .....	3.4
Unfunded Projects .....	3.6

***SUMMARY OF CAPITAL IMPROVEMENTS PLAN  
PROJECT EXPENDITURES AND OPERATING IMPACT***

# *The Capital Improvements Program*

Projects submitted through the Capital Improvement Program (CIP) differ from the annual operating expenses primarily in that they are of a high dollar threshold (more than \$100,000); large in size; and irregular in frequency. Also, they involve the development of assets that last for many years. Major capital decisions tend to have a fiscal and operational impact more extensive than that required of annual operating and maintenance decisions and require different planning and budgetary methods.

Vehicles and capital equipment (exceeding \$25,000) - both additions and replacements - shall be considered for the town's lease-purchase schedule identified in the CIP. The vehicle replacement schedule enumerated in the lease-purchase schedule within the CIP document is based on criteria established in the recently implemented town vehicle replacement policy. Also, Information Technology (IT) projects with costs equal to or greater than \$15,000 are evaluated, prioritized and included in the Information Technology Schedule in the CIP. IT projects emphasized in the CIP focus on the significant IT needs not previously funded, whereas the annual operating budget assumes the responsibility for replacements, upgrades and maintenance costs.

## **Functions of the CIP**

The six-year CIP schedule is a planning tool, not a budget. Adjustments for anticipated projects can be made each year during the annual review of the town's budget. The CIP

is revised as needed until individual projects are formally adopted. This flexibility in the planning and implementation of capital needs makes Carrboro's CIP responsive to the changing needs of its diverse community. The CIP achieves five (5) major objectives:

1. To help the town plan for the repair, replacement, and acquisition of capital items and facilities that are necessary in providing high quality services to residents.
2. To assist in financial planning by forecasting capital demands together with future revenues and expenditures.
3. To insure better coordination, evaluation, prioritization, and planning of projects to serve the community and its needs.
4. To provide lead time for project planning, regulatory permitting, design, land acquisition, and construction to assure projects will be ready when needed.
5. To maintain or improve the town's credit rating and fiscal health through promoting strong budgetary and financial management planning.

## **CIP Planning Process**

Town staff develops and maintains a projection of capital projects for the next six years based on the previous capital plans, community needs assessments, and on projects approved by the Board of Aldermen. The CIP should be tied to projected revenue and expenditure constraints. Future planning should consider periods of revenue surplus and short-fall and adjust 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 town's capital program recognizes the borrowing limitation and debt tolerance of the town. In addition, the CIP budget process includes a financial analysis and narrative of the impact of the CIP on the town's financial condition, including but not limited to, debt levels and operating budget. 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. Debt levels are discussed in detail in the Appendix.

Any capital item that has not been included in the CIP or recurring lease-purchase schedule but because of its critical or emergency need where timing was not anticipated in the CIP or budgetary process or is mandated immediately by either state or federal requirements will be considered for approval for debt financing.

The CIP Document provides information in three sections:

## **Section I, Summary**

This section of the document consists of a transmittal message and summary spread-

## CIP Document Organization

sheets that describe what is proposed in the CIP plan, changes in the town's capital program, and a discussion of the impact of the CIP on debt, operating costs, tax, and revenue implications of the plan.

### Section II, Individual Project Descriptions

This section describes each project individually, identifies various components of expenditures and revenue. The expenditure categories used are described below:

- *Planning*: These costs include architect plans, site testing, and other pre-building issues.
- *Land/ROW*: Estimated costs for land or right-of-ways.
- *Construction*: Estimated costs for buildings related to specific projects.
- *Equipment/Furnishings*: Estimated costs for equipment such as chillers, alarm systems, and safety equipment. Furnishings include desks, chairs, and other items that will be used by employees and patrons.
- *Other*: This allocation includes costs not easily fit into other categories. Examples include computer hardware and software purchases, attorney's fees, and ongoing park maintenance needs.
- *Contingencies*: This is generally a percentage of the total project construction costs and represents funds available for unforeseen costs or cost increases.

Project revenues are largely dependent upon

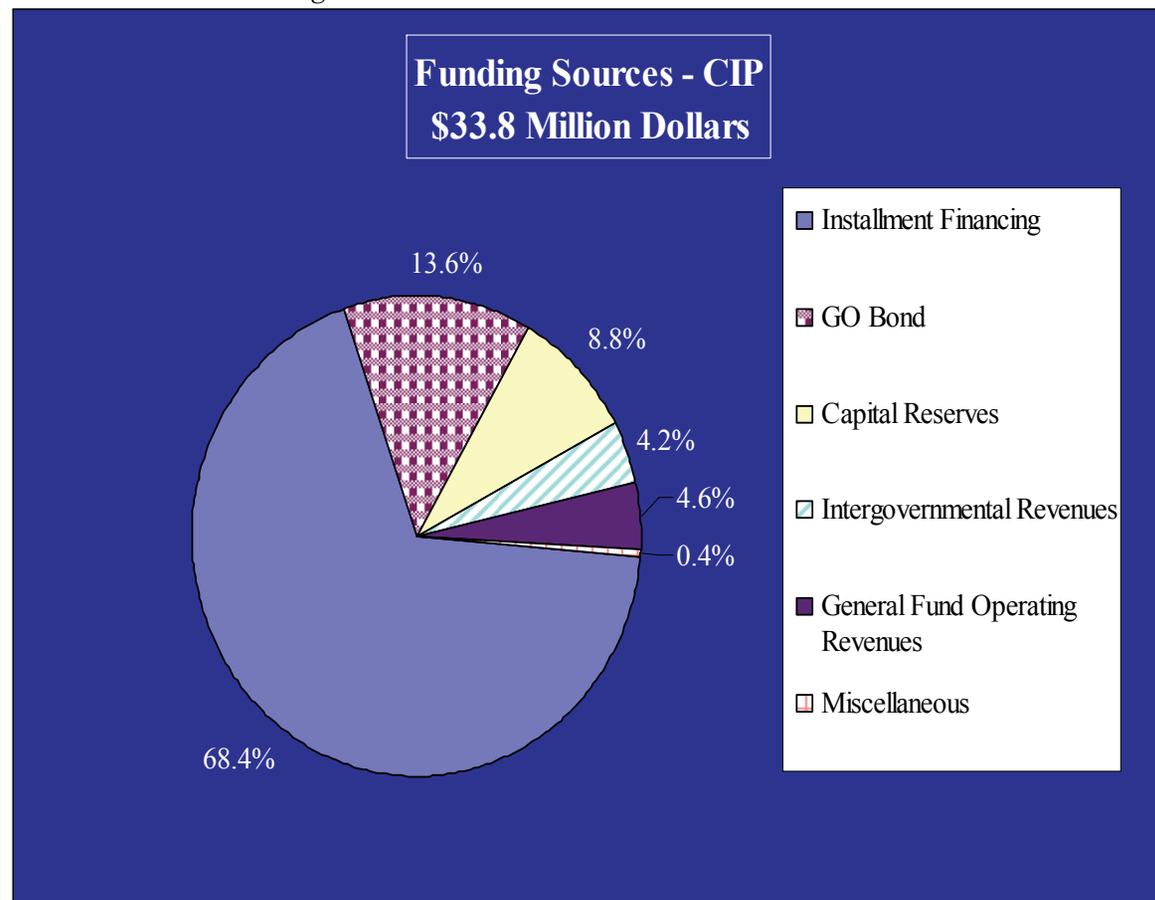
financing through various debt instruments such as general obligation bonds or installment financing. The graph below illustrates the revenue stream needed to finance the town's CIP. Approximately, 82 percent of the CIP is financed through debt, requiring revenue to support debt payments.

Below is a list of the types of funding:

- *Installment Financing*: This is a debt fi-

ancing source that does not require voter approval. Debt payments generally extend fifteen years. The town has used installment financing to fund short-term vehicle and equipment purchases and for land and facilities.

- *General Obligation Bonds*: This is a form of debt financing that requires voter approval. The ability to get funds follows a bond referendum. This is the



strongest form of security that a local government can pledge for debt, its full faith and credit, making the debt general obligation. Debt payments for GO bonds generally have twenty-year terms.

- *Capital Reserves*: Capital reserve funds are created to set aside funds for any purposes for which a local government may issue bonds. A certain amount of funds is set aside via an allocation from the town's primary operating fund, the General Fund, to accumulate to pay for large capital items. The town has largely used capital reserves for its street resurfacing program and to pay the local match toward sidewalk construction along state roads.
- *Intergovernmental Revenues* – This represents grants or support from other local, federal, or state governmental jurisdictions.
- *General Fund Operating Revenues* – This represents funding directly from the town's General Fund for each year. There is no debt associated with this funding.

- *Miscellaneous* – The revenue includes various small miscellaneous contributions including funds received directly from developers and reserves set aside as required by the town's payment-in-lieu program for recreation and open space.
- *Operating Budget Effects* – This reflects the annual additional operating impact in each fiscal year.

### **Section III, Appendix**

This section includes detailed analysis of the impact of the recommended CIP on the town's financial condition and a discussion of projects that currently remain unfunded.

## Summary Table of CIP Projects by Fiscal Year

The following table shows a summary of project expenditures over the next five years and the operating impact of each project on the annual budget.

Projects	ACTUAL 6/30-07	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14 AND BEYOND	TOTAL PROJECTS	OPERATING IMPACT	FTES
Street Resurfacing	\$ 118,086	\$ 200,000	\$ -	\$ 441,000	\$ -	\$ 486,000	\$ -	\$ 535,000	\$ 1,780,086	\$ -	0.0
Northern Area Fire Substation	\$ 14,044	\$ 199,036	\$ 2,536,623	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,749,703	\$ 1,000,626	15.0
Sidewalks	\$ 1,262,866	\$ 711,400	\$ 2,146,949	\$ 688,856	\$ -	\$ 66,300	\$ -	\$ 25,643	\$ 4,902,015	\$ -	0.0
Park Maintenance and Repair	\$ 16,189	\$ 167,300	\$ 70,730	\$ 84,185	\$ 80,575	\$ 84,175	\$ 229,150	\$ 166,500	\$ 898,804	\$ -	0.0
Town Parking Lots	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ -	0.0
Public Works Facility	\$ 756,486	\$ 10,514	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,932,501	\$ 9,699,501	\$ 7,300	0.0
Greenways	\$ -	\$ 60,000	\$ 60,000	\$ 668,750	\$ 668,750	\$ -	\$ -	\$ -	\$ 1,457,500	\$ -	0.0
Martin Luther King, Jr. Park	\$ -	\$ -	\$ -	\$ -	\$ 1,369,937	\$ 309,645	\$ -	\$ -	\$ 1,679,582	\$ 102,606	2.0
Weaver Street Reconstruction	\$ -	\$ -	\$ 130,000	\$ 1,173,000	\$ -	\$ -	\$ -	\$ -	\$ 1,303,000	\$ -	0.0
Gary Road Storm Sewer Replacement	\$ -	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,000	\$ -	0.0
Equipment/Vehicle Lease-Purchase	\$ 1,327,090	\$ 2,094,912	\$ 913,172	\$ 932,518	\$ 495,691	\$ 552,348	\$ 460,844	\$ 1,229,994	\$ 8,006,569	\$ -	0.0
Information Technology	\$ 324,670	\$ 74,680	\$ 134,350	\$ 208,200	\$ -	\$ -	\$ -	\$ -	\$ 741,900	\$ 84,560	0.0
<b>Total Projects</b>	<b>\$ 3,819,431</b>	<b>\$ 3,607,842</b>	<b>\$ 5,991,824</b>	<b>\$ 4,196,509</b>	<b>\$ 2,614,953</b>	<b>\$ 1,498,468</b>	<b>\$ 689,994</b>	<b>\$ 11,389,638</b>	<b>\$ 33,808,660</b>	<b>\$ 1,195,092</b>	<b>17.0</b>
<b>OPERATING BUDGET EFFECTS</b>											
Funding Source	ACTUAL 6/30-07	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14 AND BEYOND	TOTAL FUNDING	% of Funding	
Installment Financing	\$ 2,376,927	\$ 2,508,142	\$ 3,449,795	\$ 932,518	\$ 1,865,628	\$ 861,993	\$ 460,844	\$ 10,662,495	\$ 23,118,342	68.4%	
GO Bond	\$ 942,986	\$ 589,708	\$ 2,206,949	\$ 860,356	\$ -	\$ -	\$ -	\$ -	\$ 4,600,000	13.6%	
Capital Reserves	\$ 221,555	\$ 242,000	\$ 130,000	\$ 1,354,000	\$ -	\$ 486,000	\$ -	\$ 535,000	\$ 2,968,555	8.8%	
Intergovernmental Revenues	\$ 61,233	\$ 181,692	\$ -	\$ 497,250	\$ 668,750	\$ -	\$ -	\$ -	\$ 1,408,925	4.2%	
General Fund Operating Revenues	\$ 73,252	\$ 86,300	\$ 205,080	\$ 552,385	\$ 80,575	\$ 150,475	\$ 229,150	\$ 192,143	\$ 1,569,360	4.6%	
Miscellaneous	\$ 143,478	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 143,478	0.4%	
<b>Total Funding</b>	<b>\$ 3,819,431</b>	<b>\$ 3,607,842</b>	<b>\$ 5,991,824</b>	<b>\$ 4,196,509</b>	<b>\$ 2,614,953</b>	<b>\$ 1,498,468</b>	<b>\$ 689,994</b>	<b>\$ 11,389,638</b>	<b>\$ 33,808,660</b>	<b>100.0%</b>	
<b>OPERATING BUDGET EFFECTS</b>											
Elements	ACTUAL 6/30-07	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14 AND BEYOND	TOTAL PROJECT		
Personnel Costs	\$ 58,483	\$ 188,943	\$ 190,011	\$ 208,073	\$ 89,006	\$ 66,494	\$ -	\$ -	\$ 801,010		
Operating and Maintenance	\$ 34,211	\$ 42,310	\$ 96,547	\$ 105,691	\$ 71,911	\$ 5,677	\$ -	\$ 7,300	\$ 363,647		
Capital Outlays	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,435	\$ -	\$ -	\$ 30,435		
<b>Total Operating Costs</b>	<b>\$ 92,694</b>	<b>\$ 231,253</b>	<b>\$ 286,558</b>	<b>\$ 313,764</b>	<b>\$ 160,917</b>	<b>\$ 102,606</b>	<b>\$ -</b>	<b>\$ 7,300</b>	<b>\$ 1,195,092</b>		
<i>Minus New Revenues*</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
<b>Net Operating Effect</b>	<b>\$ 92,694</b>	<b>\$ 231,253</b>	<b>\$ 286,558</b>	<b>\$ 313,764</b>	<b>\$ 263,523</b>	<b>\$ 102,606</b>	<b>\$ -</b>	<b>\$ 7,300</b>	<b>\$ 1,195,092</b>		
New Personnel (FTE)	5.0	1.0	3.0	4.0	2.0	2.0	0.0	0.0	17.0		

***INDIVIDUAL PROJECT DESCRIPTIONS***  
***PROJECT DESCRIPTIONS AND EXPENDITURE SCHEDULE***

# Street Resurfacing

## Project Description

Many years ago the town acknowledged the importance of maintaining streets by appropriating an annual allocation for street resurfacing. The schedule for street resurfacing is in accordance with a pavement evaluation study performed by US Infrastructure of Carolina, Inc. The evaluations are done every 3 years.

## Define Problem

The town has avoided the issues faced many years ago when streets were in poor condition. Resurfacing each street every 15 years prevents critical surface deterioration and avoids expensive roadway replacement or reconstruction. To maintain the 15 year cycle, approximately four-five miles of streets are resurfaced every 2-3 years. The town currently maintains 37 miles of paved roads. A two-year bid cycle reduces administrative time and reduces con-

struction cost with the increased quantities.

## Project Alternatives

Lower cost surface treatments are available but the extended service life resulting from these treatments is much less than resurfacing.

## Recommended Solution

Continue annual allocation from the General Fund to support the timely and orderly repair of the town's streets.

Expenditures	ACTUAL 6/30-07	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14 AND BEYOND	TOTAL PROJECT
Planning/Arch/Eng									\$ -
Land/ROW									\$ -
Construction	\$ 118,086	\$ 200,000		\$ 441,000		\$ 486,000		\$ 535,000	\$ 1,780,086
Equip/Furnishing									\$ -
Other									\$ -
Contingencies									\$ -
<b>TOTAL</b>	<b>\$ 118,086</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ 441,000</b>	<b>\$ -</b>	<b>\$ 486,000</b>	<b>\$ -</b>	<b>\$ 535,000</b>	<b>\$ 1,780,086</b>
<b>FUNDING SOURCES</b>									
Revenue Source	ACTUAL 6/30-07	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14 AND BEYOND	TOTAL PROJECT
Installment Financing									\$ -
GO Bond									\$ -
Capital Reserves	\$ 118,086	\$ 200,000	\$ -	\$ 441,000	\$ -	\$ 486,000	\$ -	\$ 535,000	\$ 1,780,086
Intergovernmental Revenues									\$ -
General Fund Operating Revenues									\$ -
Miscellaneous - Payment in Lieu									\$ -
<b>Total Funding</b>	<b>\$ 118,086</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ 441,000</b>	<b>\$ -</b>	<b>\$ 486,000</b>	<b>\$ -</b>	<b>\$ 535,000</b>	<b>\$ 1,780,086</b>
<b>OPERATING BUDGET EFFECTS</b>									
Elements	ACTUAL 6/30-07	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14 AND BEYOND	TOTAL PROJECT
Personnel Costs									\$ -
Operating and Maintenance									\$ -
Capital Outlays									\$ -
<b>Total Operating Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<i>Minus New Revenues*</i>									\$ -
<b>Net Operating Effect</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
New Personnel (FTE)									0.0

# Northern Area Fire Substation

## Project Description

To ensure continued adequate and effective fire coverage in all areas of town, a fire substation is proposed for Homestead Road. In FY06-07, the Town hired Stewart Cooper Newell Architects for the design and construction management of the new fire station. Construction is planned to begin in the summer of 2008.

## Define Problem

Construction of a fire substation is needed in the Northern Transition Area to maintain ap-

propriate fire coverage in this area.

## Project Alternatives

There are no good alternatives at this time. In order to continue to provide adequate fire protection and emergency medical response in the future, it will be necessary to add this substation. In the meantime, excellent mutual aid agreements with the New Hope Volunteer Fire Department and the Town of Chapel Hill Fire Department ensure appropriate coverage.

## Recommended Solution

To ensure continued adequate and effective fire coverage, a fire substation is proposed for Homestead Road.

## Operating Impact

Once the substation is fully operational, it will require a minimum of 15 firefighter positions and miscellaneous operating costs including uniforms, utilities, and departmental supplies.

Expenditures	ACTUAL 6/30-07	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14 AND BEYOND	TOTAL PROJECT
Planning/Arch/Eng	\$ 10,964	\$ 199,036							\$ 210,000
Land/ROW									\$ -
Construction			\$ 1,587,765						\$ 1,587,765
Equip/Furnishing			\$ 360,000						\$ 360,000
Other	\$ 3,080		\$ 193,720						\$ 196,800
Contingencies			\$ 395,138						\$ 395,138
<b>TOTAL</b>	<b>\$ 14,044</b>	<b>\$ 199,036</b>	<b>\$ 2,536,623</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,749,703</b>
<b>FUNDING SOURCES</b>									
Revenue Source	ACTUAL 6/30-07	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14 AND BEYOND	TOTAL PROJECT
Installment Financing	\$ 14,044	\$ 199,036	\$ 2,536,623	\$ -	\$ -				\$ 2,749,703
GO Bond									\$ -
Capital Reserves									\$ -
Intergovernmental Revenues									\$ -
General Fund Operating Revenues									\$ -
Miscellaneous - Payment in Lieu									\$ -
<b>Total Funding</b>	<b>\$ 14,044</b>	<b>\$ 199,036</b>	<b>\$ 2,536,623</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,749,703</b>
<b>OPERATING BUDGET EFFECTS</b>									
Elements	ACTUAL 6/30-07	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14 AND BEYOND	TOTAL PROJECT
Personnel Costs	\$58,483	\$ 188,943	\$ 190,011	\$ 208,073	\$ 89,006				\$ 734,516
Operating and Maintenance	\$34,211	\$ (21,010)	\$ 81,067	\$ 99,931	\$ 71,911				\$ 266,110
Capital Outlays					\$ -				\$ -
<b>Total Operating Costs</b>	<b>\$ 92,694</b>	<b>\$ 167,933</b>	<b>\$ 271,078</b>	<b>\$ 308,004</b>	<b>\$ 160,917</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000,626</b>
Minus New Revenues*									\$ -
<b>Net Operating Effect</b>	<b>\$ 92,694</b>	<b>\$ 167,933</b>	<b>\$ 271,078</b>	<b>\$ 308,004</b>	<b>\$ 160,917</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000,626</b>
New Personnel (FTE)	5	1.0	3.0	4.0	2.0				15.0

NOTE: The negative amount for operating and maintenance in FY07-08 is due to the one time expenses in 06-07 that have an impact on the 07-08 expenses.

# Sidewalks

## Project Description

The purpose of this project is to increase 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. Included in the sidewalk projects are state road improvements that serve the arterial needs of the community.

The town has recommended all state road improvements include bike lanes on both sides

of the road and, where feasible, sidewalks.

The community, in 2003, voted to use general obligation bond funds to finance a comprehensive sidewalk construction project. In conjunction with state agencies and developers, the Board has crafted a plan to finance sidewalk construction over a period of six years provided the town's fiscal position and the economy remain healthy. The list of sidewalks funded is reviewed on occasion by the

board and is updated as construction is completed and costs are known. The Town completed Phase 1A of sidewalk construction including sidewalks along S. Greensboro St., Hanna St., Bolin Forest Drive, Quail Roost, Lisa Drive, Lloyd St., Fowler St., Williams St, and Jones Ferry Road. Construction is currently underway for part of Phase 1B ( Cheek St, Pleasant Dr., N. Greensboro St.- Fitch ) and Enhancement Projects, including Jones Ferry Rd., Main

Expenditures	ACTUAL							FY13-14 AND BEYOND	TOTAL PROJECT
	6/30-07	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13		
Planning/Arch/Eng	\$ 367,296	\$ 111,000	\$ 110,600	\$ 73,100					\$ 661,996
Land/ROW	\$ 8,358		\$ 112,000						\$ 120,358
Construction	\$ 869,937	\$ 588,900	\$ 1,894,000	\$ 615,756		\$ 66,300		\$ 25,643	\$ 4,060,536
Equip/Furnishing									\$ -
Other	\$ 17,276	\$ 11,500	\$ 30,349						\$ 59,125
Contingencies	\$ -								\$ -
<b>TOTAL</b>	<b>\$ 1,262,866</b>	<b>\$ 711,400</b>	<b>\$ 2,146,949</b>	<b>\$ 688,856</b>	<b>\$ -</b>	<b>\$ 66,300</b>	<b>\$ -</b>	<b>\$ 25,643</b>	<b>\$ 4,902,015</b>
<b>FUNDING SOURCES</b>									
Revenue Source	ACTUAL							FY13-14 AND BEYOND	TOTAL PROJECT
	6/30-07	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13		
Installment Financing	\$ -								\$ -
GO Bond	\$ 942,986	\$ 529,708	\$ 2,146,949	\$ 688,856					\$ 4,308,500
Capital Reserves	\$ 103,469	\$ -							\$ 103,469
Intergovernmental Revenues	\$ 61,233	\$ 181,692							\$ 242,925
General Fund Operating Revenues	\$ 11,700	\$ -				\$ 66,300		\$ 25,643	\$ 103,643
Miscellaneous - Payment in Lieu	\$ 143,478								\$ 143,478
<b>Total Funding</b>	<b>\$ 1,262,866</b>	<b>\$ 711,400</b>	<b>\$ 2,146,949</b>	<b>\$ 688,856</b>	<b>\$ -</b>	<b>\$ 66,300</b>	<b>\$ -</b>	<b>\$ 25,643</b>	<b>\$ 4,902,015</b>
<b>OPERATING BUDGET EFFECTS</b>									
Elements	ACTUAL							FY13-14 AND BEYOND	TOTAL PROJECT
	6/30-07	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13		
Personnel Costs									\$ -
Operating and Maintenance									\$ -
Capital Outlays									\$ -
<b>Total Operating Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<i>Minus New Revenues*</i>									\$ -
<b>Net Operating Effect</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
New Personnel (FTE)									<b>0.0</b>

St., Old Fayetteville Road and Brewer Lane. It is projected that the rest of Phase 1B will be completed by 08-09.

**Define Problem**

The town’s sidewalk system has not expanded to a point where sidewalks are available along the major streets that connect neighborhoods with each other as well as with commercial centers, parks, schools and similar activity centers. Suitable urban roadways are needed to handle and sustain the development of the town and region as well as the demand for public transit, bikeway, and pedestrian systems. Currently, the North Carolina Department of Transportation, when making improvements to the state roads that cross the town’s jurisdiction, allows the town to provide a local match to obtain sidewalks, if desired. There are two road improvements in the future whereby the Town plans sidewalks – Smith Level Road (FY11-12) and Old Fayetteville Road (FY13-14). Estimated NCDOT share for constructing these two projects is estimated at \$7,255,000.

**Project Alternatives**

Alternatives to this project include the status quo and the provision of temporary gravel or asphalt paths.

**Recommended Solutions**

Arterials or state roads, local collector and subcollector roads should have five-foot wide sidewalks constructed along both sides

whereas local roads serving from 10 to 25 units should have five-foot wide sidewalks only along one side.

**Operating Impact**

The construction of new sidewalks will impact the town’s operating budget in proportion to the amount of sidewalks constructed. Additional sidewalk facilities will produce an increase in sidewalk maintenance costs.

# Park Maintenance and Replacement Fund

## Project Description

Providing for an annual allocation for park maintenance and replacement will provide for much needed perennial maintenance requirements on a consistent basis. This concept, modeled after the town's street resurfacing funding program, will offset costs such as

field maintenance, court resurfacing, and refurbishment of the Wilson Park restroom facilities. A list of projects by fiscal year are included on the following page.

## Define Problem

In the past, park maintenance needs have been

deferred and then funded without support of a long-range schedule or plan to ensure the orderly rehabilitation of the town's parks. This approach can pose liability risks and time constraints in managing park infrastructure that is in a state of disrepair. Court resurfacing for park tennis courts and basket

ball courts are needed every five to seven years. Ongoing contingency funds of \$7,000 per year are requested to fund small park repairs as needed.

## Project Alternatives

Continue to budget when needed and continue to pursue funding for needs until resources are identified.

## Recommended Solutions

Set aside an annual allocation to ensure funding for ongoing park maintenance and replacement needs.

## Operating Impact

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

Expenditures	ACTUAL							FY13-14 AND BEYOND	TOTAL PROJECT
	6/30-07	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13		
Planning/Arch/Eng									\$ -
Land/ROW									\$ -
Construction		\$ 154,000							\$ 154,000
Equip/Furnishing									\$ -
Other	\$ 16,189	\$ 6,300	\$ 63,730	\$ 77,185	\$ 73,575	\$ 77,175	\$ 222,150	\$ 152,500	\$ 688,804
Contingencies		\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 14,000	\$ 56,000
<b>TOTAL</b>	<b>\$ 16,189</b>	<b>\$ 167,300</b>	<b>\$ 70,730</b>	<b>\$ 84,185</b>	<b>\$ 80,575</b>	<b>\$ 84,175</b>	<b>\$ 229,150</b>	<b>\$ 166,500</b>	<b>\$ 898,804</b>
<b>FUNDING SOURCES</b>									
Revenue Source								FY13-14 AND BEYOND	TOTAL PROJECT
Installment Financing		\$ 154,000							\$ 154,000
GO Bond									\$ -
Capital Reserves									\$ -
Intergovernmental Revenues									\$ -
General Fund Operating Revenues	\$ 16,189	\$ 13,300	\$ 70,730	\$ 84,185	\$ 80,575	\$ 84,175	\$ 229,150	\$ 166,500	\$ 744,804
Miscellaneous - <i>Payment in Lieu</i>									\$ -
<b>Total Funding</b>	<b>\$ 16,189</b>	<b>\$ 167,300</b>	<b>\$ 70,730</b>	<b>\$ 84,185</b>	<b>\$ 80,575</b>	<b>\$ 84,175</b>	<b>\$ 229,150</b>	<b>\$ 166,500</b>	<b>\$ 898,804</b>
<b>OPERATING BUDGET EFFECTS</b>									
Elements								FY13-14 AND BEYOND	TOTAL PROJECT
Personnel Costs									\$ -
Operating and Maintenance									\$ -
Capital Outlays									\$ -
<b>Total Operating Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<i>Minus New Revenues*</i>									\$ -
<b>Net Operating Effect</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
New Personnel (FTE)									0.0

## ***Park Maintenance and Replacement Fund, continued***

The following table shows a summary of the park maintenance projects:

Dog Park Fence Renovations	\$ 10,500
Wilson Park Tennis Court Resurfacing	\$ 13,230
Wilson Park Equipment (2-5 year old)	\$ 30,000
Disc Golf Course	\$ 10,000
Repair Contingency	\$ 7,000
	FY08-09 \$ 70,730
Anderson Dam Overflow Maintenance/Repair	\$ 30,325
Anderson & Wilson Bleacher Replacement	\$ 46,860
Repair Contingency	\$ 7,000
	FY09-10 \$ 84,185
Anderson Park Baseball Field (#4) Renovation	\$ 39,375
Anderson Multi-Purpose Field Renovation	\$ 34,200
Repair Contingency	\$ 7,000
	FY10-11 \$ 80,575
Lights at the Anderson Park Multi-Purpose Field	\$ 77,175
Repair Contingency	\$ 7,000
	FY11-12 \$ 84,175
Anderson Park Bathroom Facility	\$ 161,700
Town Commons Play Equipment	\$ 30,000
Baldwin Basketball Court Renovation	\$ 30,450
Repair Contingency	\$ 7,000
	FY12-13 \$ 67,450
Anderson Fitness Stations	\$ 27,500
Century Center Renovation (Elevator)	\$ 125,000
Repair Contingency	\$ 7,000
	FY13-14 \$ 159,500

# Town Parking Lots

## Project Description

This project will satisfy the need to maintain public parking in the downtown to support the commercial business district while maintaining the current number of parking spaces in the central business district. In the 1999 CIP, three parking lots were identified in the downtown area as suitable for public parking. One parking lot at the corner of Rosemary Street and Sunset Drive was purchased in FY03-04 at a cost of \$114,000. The town is experiencing difficulty in finding affordable land space in the downtown area. The recent Regional Technology Strategies (RTS) report that

assesses Carrboro's economic development needs, recommends allowing for more adequate parking downtown and recommends that a more comprehensive study of downtown parking to find the most cost-effective, environmentally appropriate, and business friendly parking structure. Other alternatives including parking decks have been considered and may be reviewed in the future.

## Define Problem

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 the 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. The current lots are leased with a 90-day clause that would allow either the lessee or the lessor to terminate the contract without penalty.

Over time, the available properties will only become more expensive to buy and develop.

## Project Alternative

An alternative to buying the properties would be to change the ordinance so that the properties in the downtown could be developed to mitigate parking needs. Another option would be to develop a parking facility that could be financed via a public-private partnership. The parking facility might be in the form of a parking deck. Parking deck space costs approximately \$16,000 per space to develop.

## Recommended Solution

Continue to pursue parking options for the downtown area and perform a comprehensive study to determine best options.

## 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.

Expenditures	ACTUAL							FY13-14	
	6/30-07	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	AND BEYOND	TOTAL PROJECT
Planning/Arch/Eng	\$ -							\$ 500,000	\$ 500,000
Land/ROW	\$ -								\$ -
Construction									\$ -
Equip/Furnishing									\$ -
Other									\$ -
Contingencies									\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>						
<b>FUNDING SOURCES</b>									
Revenue Source								FY13-14	
	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	AND BEYOND	TOTAL PROJECT	
Installment Financing	\$ -		\$ -		\$ -		\$ 500,000	\$ 500,000	
GO Bond								\$ -	
Capital Reserves	\$ -							\$ -	
Intergovernmental Revenues								\$ -	
General Fund Operating Revenues								\$ -	
Miscellaneous - Payment in Lieu								\$ -	
<b>Total Funding</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>						
<b>OPERATING BUDGET EFFECTS</b>									
Elements								FY13-14	
	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	AND BEYOND	TOTAL PROJECT	
Personnel Costs								\$ -	
Operating and Maintenance								\$ -	
Capital Outlays								\$ -	
<b>Total Operating Costs</b>	<b>\$ -</b>	<b>\$ -</b>							
<i>Minus New Revenues*</i>								\$ -	
<b>Net Operating Effect</b>	<b>\$ -</b>	<b>\$ -</b>							
New Personnel (FTE)								0.0	

# Public Works Facility

## Project Description

A new facility is needed to move the Public Works Department from its current location which is located within a designated flood plain. In addition, a more modern structure is needed to improve operations and provide adequate storage. This project budget was estimated in 2005 with the help of MHA-works Architects. Given the uncertain timeline for construction, no attempt has been made to project cost increases in the current year CIP.

## Define Problem

Located on 2.5 acres, approximately 40 percent of the current public works facility is located within a designated flood plain. The Public Works Director also projects that the department has outgrown the current facility and has reached maximum storage capacity. Due to the inadequacy of the facility, the town must leave pieces of equipment and vehicles unprotected from the elements of the weather.

## Project Alternatives

Remain in current facility.

## Recommended Solution

The town has committed to constructing a public works facility in the future and has demonstrated this commitment with the recent purchase of approximately 23 acres off of Old NC 86. Construction of the facility is included in FY13-14 and Beyond.

## Operating Budget

Daily and annual operating costs would increase in correlation with the increase in facility size. Estimated increase is approximately \$7,000 to \$8,000 annually.

Expenditures	ACTUAL 6/30-07	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14 AND BEYOND	TOTAL PROJECT
Planning/Arch/Eng	\$ 4,355							\$ 1,073,145	\$ 1,077,500
Land/ROW	\$ 751,881								\$ 751,881
Construction	\$ -	\$ -						\$ 7,469,356	\$ 7,469,356
Equip/Furnishing								\$ 290,000	\$ 290,000
Other	\$ 250	\$ 5,000						\$ -	\$ 5,250
Contingencies		\$ 5,514						\$ 100,000	\$ 105,514
<b>TOTAL</b>	<b>\$ 756,486</b>	<b>\$ 10,514</b>	<b>\$ -</b>	<b>\$ 8,932,501</b>	<b>\$ 9,699,501</b>				
<b>FUNDING SOURCES</b>									
Revenue Source		FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14 AND BEYOND	TOTAL PROJECT
Installment Financing	\$ 756,486	\$ 10,514						\$ 8,932,501	\$ 9,699,501
GO Bond									\$ -
Capital Reserves									\$ -
Intergovernmental Revenues									\$ -
General Fund Operating Revenues									\$ -
Miscellaneous - Payment in Lieu									\$ -
<b>Total Funding</b>	<b>\$ 756,486</b>	<b>\$ 10,514</b>	<b>\$ -</b>	<b>\$ 8,932,501</b>	<b>\$ 9,699,501</b>				
<b>OPERATING BUDGET EFFECTS</b>									
Elements		FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14 AND BEYOND	TOTAL PROJECT
Personnel Costs									\$ -
Operating and Maintenance								\$ 7,300	\$ 7,300
Capital Outlays									\$ -
<b>Total Operating Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,300</b>	<b>\$ 7,300</b>
<i>Minus New Revenues*</i>									\$ -
<b>Net Operating Effect</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,300</b>	<b>\$ 7,300</b>
New Personnel (FTE)									0.0

# Greenway Trails

## Project Description

The objective of this project is to provide a system of trails along major creeks in Carrboro's Planning Area, to coordinate these improvements to link with existing and planned trails in Chapel Hill and Orange County, and to link neighborhoods and park facilities. The development of these trails is proposed by the Carrboro Recreation and Parks Comprehensive Master Plan and supported by the Carrboro Vision 2020. Through the Metropolitan Planning Organization project funding process, the town has secured financing for two greenways

proposed for construction: the Morgan Creek Greenway from University Lake to Smith Level Road, and the Bolin Creek Greenway from Estes Drive to Homestead Road.

## Define Problem

The town has acquired a number of properties or public access easements along major creek corridors and has adopted as an element of the Parks and Recreation Master Plan a plan for greenways. If the town wishes to establish a system of trails

along these corridors, then the activities proposed by this project should be implemented.

## Project Alternatives

An alternative to creating a system of greenways is to create selected linear parks or to simply continue without greenway facilities. In either event, the town may wish to continue accepting the donation of easements and/or property along major streams for environmental protection and flood control purposes.

Expenditures	ACTUAL							FY13-14 AND BEYOND	TOTAL PROJECT
	6/30-07	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13		
Planning/Arch/Eng		\$ 60,000	\$ 60,000						\$ 120,000
Land/ROW									\$ -
Construction				\$ 668,750	\$ 668,750				\$ 1,337,500
Equip/Furnishing									\$ -
Other									\$ -
Contingencies									\$ -
<b>TOTAL</b>	\$ -	\$ 60,000	\$ 60,000	\$ 668,750	\$ 668,750	\$ -	\$ -	\$ -	\$ 1,457,500
<b>FUNDING SOURCES</b>									
Revenue Source								FY13-14 AND BEYOND	TOTAL PROJECT
Installment Financing									\$ -
GO Bond		\$ 60,000	\$ 60,000	\$ 171,500				\$ -	\$ 291,500
Capital Reserves									\$ -
Intergovernmental Revenues				\$ 497,250	\$ 668,750				\$ 1,166,000
General Fund Operating Revenues									\$ -
Miscellaneous - Payment in Lieu									\$ -
<b>Total Funding</b>	\$ -	\$ 60,000	\$ 60,000	\$ 668,750	\$ 668,750	\$ -	\$ -	\$ -	\$ 1,457,500
<b>OPERATING BUDGET EFFECTS</b>									
Elements								FY13-14 AND BEYOND	TOTAL PROJECT
Personnel Costs									\$ -
Operating and Maintenance									\$ -
Capital Outlays									\$ -
<b>Total Operating Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Minus New Revenues*</i>									\$ -
<b>Net Operating Effect</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Personnel (FTE)									0.0

## Recommended Solutions

Two separate trail systems are proposed by the Carrboro Recreation and Parks Comprehensive Master Plan: the Morgan Creek Greenway and the Bolin Creek Greenway. The Morgan Creek Greenway is three miles in length, connects with Chapel Hill's system at Smith Level Road and continues west to link with the University Lake Property. The Bolin Creek Greenway system also has the potential to link with Chapel Hill's system and will eventually stretch seven miles throughout Carrboro's northern planning area. Other phases of greenway trails have been proposed but are currently unfunded.

## Operating Impact

The creation of a greenway system may over time require additional personnel and equipment for maintenance as well as police personnel for added security.

# Martin Luther King, Jr. Park

## Project Description

In November 1999, the Town of Carrboro purchased 9.5 acres of land in the Hillsborough Road/Pathway Drive area and designated it as a neighborhood park. A committee was appointed and Site Solutions was selected to serve as the consultant to design the park. In October 2003, the Board approved a road alignment concept and requested the design committee work with the consultant to complete the park design. On June 15, 2004, the

Board of Aldermen approved the park design and officially named the park Martin Luther King, Jr. Park.

## Define Problem

A neighborhood park is recommended for the Hillsborough Road area to accommodate the surrounding neighborhoods. Wilson Park is the closest neighborhood park in this area; however, the service radius neither serves the neighborhoods that the proposed park project

is intended to serve nor accommodates 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, making this site a suitable project.

## Project Alternatives

None

## Recommended Solution

Develop a neighborhood park on Hillsborough Road.

## Operating Impact

The Public Works Department will need to hire two (2) full-time positions and seasonal help to maintain the park. Mowers and other supplies will be needed to maintain the park grounds.

Expenditures	ACTUAL							FY13-14		TOTAL PROJECT
	6/30-07	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	AND BEYOND		
Planning/Arch/Eng					\$ 131,241	\$ 51,607			\$ 182,848	
Land/ROW									\$ -	
Construction					\$ 1,238,696	\$ 258,038			\$ 1,496,734	
Equip/Furnishing									\$ -	
Other									\$ -	
Contingencies									\$ -	
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ 1,369,937	\$ 309,645	\$ -	\$ -	\$ 1,679,582	
<b>FUNDING SOURCES</b>										
Revenue Source								FY13-14		TOTAL PROJECT
	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	AND BEYOND			
Installment Financing		\$ -	\$ -	\$ 1,369,937	\$ 309,645	\$ -	\$ -	\$ 1,679,582		
GO Bond								\$ -		
Capital Reserves								\$ -		
Intergovernmental Revenues								\$ -		
General Fund Operating Revenues								\$ -		
Miscellaneous - Payment in Lieu								\$ -		
<b>Total Funding</b>	\$ -	\$ -	\$ -	\$ 1,369,937	\$ 309,645	\$ -	\$ -	\$ 1,679,582		
<b>OPERATING BUDGET EFFECTS</b>										
Elements								FY13-14		TOTAL PROJECT
	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	AND BEYOND			
Personnel Costs					\$ 66,494			\$ 66,494		
Operating and Maintenance					\$ 5,677			\$ 5,677		
Capital Outlays					\$ 30,435			\$ 30,435		
<b>Total Operating Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ 102,606		\$ -	\$ 102,606		
<i>Minus New Revenues*</i>			\$ -					\$ -		
<b>Net Operating Effect</b>	\$ -	\$ -	\$ -		\$ 102,606	\$ -	\$ -	\$ 102,606		
New Personnel (FTE)					2.0			2.0		

# Lease-Purchase Schedule for Vehicles and Equipment

## Project Description

The town's fiscal policy and practices are such that provisions will be made for 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) additions and replacements using installment financing. An inventory of these needs is presented on the following pages. In regards to vehicles, the Public Works Department will make every effort to evaluate whether there are suitable hybrids or alternative fuel vehicles available before purchasing non-hybrids or non-alternative vehicles.

## Define Problem

Maintenance of capital assets is one of many important criteria used by credit rating agencies to assess the fiscal health and credit rating of an organization. In addition, 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. The town has traditionally used installment financing to ensure regular replacement of the town's rolling stock and on occasion to purchase high-cost equipment that is replaced or needed on an infrequent basis.

## Project Alternatives

When vehicles or equipment are not replaced on a consistent schedule, excessive downtime or staff labor may be used toward maintaining broken equipment or vehicles. This could disrupt services provided by the town in a detrimental way that affects service delivery or causes safety or liability concerns for the town.

## Recommended Solution

The town should provide for the adequate maintenance of vehicles and equipment to ensure efficient and effective service delivery. The Public Works Department reviews all vehicle requests and makes recommendations based on replacement criteria identified in the town's policies.

## Operating Impact

The majority of items requested are replacement vehicles and operational costs are minimized by replacing the vehicles in a timely manner. Two new vehicles, an aerial fire truck and a rescue/brush truck have been added to the fleet maintenance schedule as the result of a more thorough review of fire apparatus.

Expenditures	ACTUAL 6/30-07	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14 AND BEYOND	TOTAL PROJECT
Planning/Arch/Eng									\$ -
Land/ROW									\$ -
Construction									\$ -
Equip/Furnishing	\$ 1,327,090	\$ 2,094,912	\$ 913,172	\$ 932,518	\$ 495,691	\$ 552,348	\$ 460,844	\$ 1,229,994	\$ 8,006,569
Other									\$ -
Contingencies									\$ -
<b>TOTAL</b>	<b>\$ 1,327,090</b>	<b>\$ 2,094,912</b>	<b>\$ 913,172</b>	<b>\$ 932,518</b>	<b>\$ 495,691</b>	<b>\$ 552,348</b>	<b>\$ 460,844</b>	<b>\$ 1,229,994</b>	<b>\$ 8,006,569</b>
<b>FUNDING SOURCES</b>									
Revenue Source	ACTUAL 6/30-07	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14 AND BEYOND	TOTAL PROJECT
Installment Financing	\$ 1,327,090	\$ 2,094,912	\$ 913,172	\$ 932,518	\$ 495,691	\$ 552,348	\$ 460,844	\$ 1,229,994	\$ 8,006,569
GO Bond									\$ -
Capital Reserves									\$ -
Intergovernmental Revenues									\$ -
General Fund Operating Revenues									\$ -
Miscellaneous - Payment in Lieu									\$ -
<b>Total Funding</b>	<b>\$ 1,327,090</b>	<b>\$ 2,094,912</b>	<b>\$ 913,172</b>	<b>\$ 932,518</b>	<b>\$ 495,691</b>	<b>\$ 552,348</b>	<b>\$ 460,844</b>	<b>\$ 1,229,994</b>	<b>\$ 8,006,569</b>
<b>OPERATING BUDGET EFFECTS</b>									
Elements	ACTUAL 6/30-07	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14 AND BEYOND	TOTAL PROJECT
Personnel Costs									\$ -
Operating and Maintenance									\$ -
Capital Outlays									\$ -
<b>Total Operating Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<i>Minus New Revenues*</i>									\$ -
<b>Net Operating Effect</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
New Personnel (FTE)									0.0

## ***Lease-Purchase Schedule, continued***

The following table provides a breakdown, by fiscal year, of the cost estimates provided in the previous table.

<b>Fiscal Year 2008-2009</b>			
Replacement	Police	Patrol Vehicles (4)	\$ 113,624
Replacement	Police	Investigations Vehicle - replace vehicle # 188	\$ 26,544
Replacement	Police	Animal Control Vehicle - replace #K-9	\$ 14,544
Replacement	Fire	4X4 Brush Truck-Replace #985	\$ 258,734
Replacement	Fire	Mid size SUV-replace vehicle #984	\$ 37,244
Addition	Fire	Mid size SUV-for the new Shift Commander	\$ 36,974
Replacement	Public Works	Administration - mid size SUV - replace vehicle #001	\$ 31,244
Replacement	Public Works	L&G - replace Tractor #45	\$ 25,000
Replacement	Public Works	Solid Waste - full size pick up - replace vehicle #47	\$ 27,424
Replacement	Public Works	Solid Waste - front end loader - replace vehicle #50	\$ 213,994
Replacement	Public Works	Central Svcs - pick up - replace #14	\$ 21,604
Replacement	Public Works	Streets - utility truck - replace vehicle #38	\$ 41,034
Replacement	Public Works	Streets-replace roller #39	\$ 36,000
Replacement	Inspections	Small Pickup Truck - replace vehicle #137	\$ 14,604
Addition	IT	Small Pickup Truck/Van	\$ 14,604
		<b>TOTAL</b>	<b>\$ 913,172</b>
<b>Fiscal Year 2009-2010</b>			
Replacement	Police	Patrol Vehicles (4)	\$ 121,624
Replacement	Police	Patrol Vehicle, replace #190	\$ 28,544
Replacement	Police	Investigations Vehicle - replace #193	\$ 28,544
Replacement	Fire	Pumper Truck-replaces #934	\$ 618,994
Replacement	Public Works	Fleet Maintenance-Hybrid Sedan-replace vehicle #009	\$ 24,274
Replacement	Public Works	Solid Waste - boom truck - replace #57	\$ 91,994
Replacement	Inspections	Small Pick up - replace # 136	\$ 18,544
		<b>TOTAL</b>	<b>\$ 932,518</b>

## *Lease-Purchase Schedule, continued*

<b>Fiscal Year 2010-2011</b>			
Replacement	Police	Patrol Vehicles (6)	\$ 194,184
Replacement	Police	Investigations Vehicles (2)- replace #197 & #198	\$ 64,956
Replacement	Fire	Sedan - replaces #982	\$ 26,544
Addition	Public Works	Streets, 1-ton Dump Truck	\$ 40,974
Replacement	Public Works	L&G - Full Size Truck - replace #003	\$ 24,274
Replacement	Rec & Parks	Small Pick up - replace #015	\$ 20,574
Replacement	Rec & Parks	Full Size Pick up - replace #016	\$ 23,513
Replacement	Public Works	Streets - utility truck - replace #042	\$ 42,944
Replacement	Public Works	Streets - pickup - replace #043	\$ 22,514
Replacement	Planning	Mid size SUV - replace #135	\$ 35,214
		<b>TOTAL</b>	<b>\$ 495,691</b>
<b>Fiscal Year 2011-2012</b>			
Replacement	Police	Patrol Vehicles (6)	\$ 206,184
Replacement	Police	Investigations - replace #204 & #004	\$ 64,956
Replacement	Police	Chief - replace #203	\$ 37,214
Replacement	Public Works	Solid Waste - fully automated - replace #54	\$ 218,994
Replacement	Public Works	L&G-Leaf Loader	\$ 25,000
		<b>TOTAL</b>	<b>\$ 552,348</b>
<b>Fiscal Year 2012-2013</b>			
Replacement	Police	Patrol Vehicles (5)	\$ 181,850
Replacement	Public Works	Streets - tractor/side arm mower - replace #044	\$ 60,000
Replacement	Public Works	Solid Waste - replace #56	\$ 218,994
		<b>TOTAL</b>	<b>\$ 460,844</b>
<b>Fiscal Year 2013-2014</b>			
Replacement	Police	Patrol Vehicles (6)	\$218,184
Replacement	Fire	Replacement-Pump Truck-#931	\$648,994
Replacement	Public Works	Replacement-Hybrid-#220	\$26,274
Replacement	Public Works	L&G-Replace Full size truck-#30	\$25,274
Replacement	Public Works	L&G-Replacement Tractor-#64	\$35,000
Replacement	Public Works	Solid Waste-Side Loader-#800	\$248,994
Replacement	Planning	Replacement-Hybrid-#702	\$27,274
		<b>TOTAL</b>	<b>\$1,229,994</b>

# Weaver Street Reconstruction

## Project Description

The Weaver Street Reconstruction project runs from East Main Street to North Greensboro Road and from North Greensboro Road to West Main Street. Phase I of the project involves installation and adjustment of all utilities. Phase II is the removal and reconstruction of pavement and curb and gutter and the installation of new sidewalk.

## Define Problem

It was determined in 1997 that due to the poor condition of the existing sub-grade and base that the removal and replacement of all the

pavement, base materials, sub-grade materials and curb & gutter would be necessary. Sun-gate and Town staff were working on finalizing design plans in Summer of 2000 when the project was put on hold knowing that a Downtown Vision Report was anticipated. It was decided at the time it would be prudent to delay work so that any recommendations for design consideration that might come from the report could be considered as part of the construction project. This way Weaver Street could include suggested items such as decorative street lights, benches, and wider sidewalks, etc. As of April 2003, no decisions

had been made from the Downtown Vision Report on what suggestions should be included in the project.

A Downtown Transportation Circulation Study was being discussed in early 2003. Subsequently, the project was put on hold again pending the outcome of the study. A resolution was adopted in April of 2003 that recommended the re-examination of the Weaver Street reconstruction project when the Downtown Transportation Circulation Study was completed.

Expenditures	ACTUAL 6/30-07	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14 AND BEYOND	TOTAL PROJECT
Planning/Arch/Eng			\$ 130,000	\$ 130,000					\$ 260,000
Land/ROW									\$ -
Construction				\$1,043,000					\$ 1,043,000
Equip/Furnishing									\$ -
Other									\$ -
Contingencies									\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ 130,000	\$1,173,000	\$ -	\$ -	\$ -	\$ -	\$ 1,303,000
<b>FUNDING SOURCES</b>									
Revenue Source		FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14 AND BEYOND	TOTAL PROJECT
Installment Financing									\$ -
GO Bond									\$ -
Capital Reserves			\$ 130,000	\$ 913,000					\$ 1,043,000
Intergovernmental Revenues									\$ -
General Fund Operating Revenues				\$ 260,000					\$ 260,000
Miscellaneous - <i>Payment in Lieu</i>									\$ -
Total Funding	\$ -	\$ -	\$ 130,000	\$1,173,000	\$ -	\$ -	\$ -	\$ -	\$ 1,303,000
<b>OPERATING BUDGET EFFECTS</b>									
Elements		FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14 AND BEYOND	TOTAL PROJECT
Personnel Costs									\$ -
Operating and Maintenance									\$ -
Capital Outlays									\$ -
Total Operating Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Minus New Revenues*									\$ -
Net Operating Effect	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Personnel (FTE)									0.0

The Downtown Traffic Circulation Study, as prepared by Kimley-Horn and Associates, was presented to the BOA in June of 2005. Kimley-Horn recommended several street projects as a result of the study including the repaving and re-striping of Weaver Street. In essence, the recommendation suggests repaving of Weaver Street (maintain existing cross section) and re-striping to narrow the travel lanes to ten feet creating a four-foot wide bicycle lane between the travel lanes and the gutter pan. Other suggestions include the installation of three new mid-block crossings, upgrade signage, bike detectors at intersections to trigger changes in traffic signals, ADA compliant wheelchair ramps, hedge-screens between the public right-of-way and private parking lots.

The basic repaving of Weaver Street was first programmed in the CIP beginning with the FY 2006/07 plan. Design for the project was scheduled for 2007/08 and construction slated for 2008/09. The cost estimate for the basic road improvements was adjusted up considerably while preparing the CIP in fall of 2005 and again in fall of 2006. Items such as sidewalk improvements, decorative lighting, architectural amenities (e.g. benches, trash receptacles), landscaping, raised crosswalks, and bike detectors have not been added to the project cost at this time.

The Public Works department will present options at the CIP work session on November 13, 2007.

**Project Alternatives**

None.

**Recommended Solutions**

The current condition of Weaver Street continues to worsen and the project cannot be postponed indefinitely. The longer reconstruction is delayed, the more expensive temporary repairs will be.

**Operating Impact**

These two blocks of Weaver Street are in poor condition and in the last several years have required annual maintenance in terms of asphalt patching. Reconstruction of the roadway will reduce this routine maintenance requirement.

# Gary Road Storm Sewer Replacement

## Project Description

This project calls for the removal and replacement of an existing corrugated metal culvert that runs under Gary Road at the intersection with Keith Road. The road surface will need to be open cut, the existing pipe removed, and new reinforced concrete pipe installed.

rusted and is need of replacement within the next couple of years.

## Operating Impact

Not applicable.

## Project Alternatives

None.

## Recommended Solutions

The project will be completed in FY2007-2008.

## Define Problem

The existing corrugated metal culvert is badly

Expenditures	ACTUAL 6/30-07	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14 AND BEYOND	TOTAL PROJECT
Planning/Arch/Eng		\$ 15,000							\$ 15,000
Land/ROW									\$ -
Construction		\$ 75,000							\$ 75,000
Equip/Furnishing									\$ -
Other									\$ -
Contingencies									\$ -
<b>TOTAL</b>	\$ -	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,000
<b>FUNDING SOURCES</b>									
Revenue Source		FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14 AND BEYOND	TOTAL PROJECT
Installment Financing									\$ -
GO Bond									\$ -
Capital Reserves		\$ 42,000							\$ 42,000
Intergovernmental Revenues									\$ -
General Fund Operating Revenues		\$ 48,000							\$ 48,000
Miscellaneous - Payment in Lieu									\$ -
<b>Total Funding</b>	\$ -	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,000
<b>OPERATING BUDGET EFFECTS</b>									
Elements		FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14 AND BEYOND	TOTAL PROJECT
Personnel Costs									\$ -
Operating and Maintenance									\$ -
Capital Outlays									\$ -
<b>Total Operating Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Minus New Revenues*</i>									\$ -
<b>Net Operating Effect</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Personnel (FTE)									0.0

# Information Technology Schedule

## Project Description

All new Information Technology projects with costs equal to or greater than \$15,000 are included on the Information Schedule (individual projects are listed in the schedule on the following page).

## Define Problem

Maintenance and upgrades of information technology are critical to the efficient and effective operations of the town. In addition, regular and appropriate replacement cycles ensure a service delivery system that is not hampered by time lost to repairs, broken parts, or maintaining outdated equipment.

## Project Alternatives

When information technology is not updated or replaced on a consistent schedule, excessive downtime or staff time may be used toward maintaining outdated equipment. This could disrupt services provided by the town in a detrimental way that affects service delivery.

## Recommended Solution

The town should provide for the maintenance and upgrade of information technology to ensure efficient and effective service delivery.

## Operating Impact

FY06-07 marked the purchase of the Police De-

partment records management system, continuing implementation of Police and Fire mobile data terminals, and the eGov Initiative. Numerous departmental applications are proposed, including online recreation program registration, Public Works maintenance management software, additional Police mobile data terminals, and fiber outlay along traffic signal fiber. This project, estimated at \$150,000, takes advantage of work planned by NCDOT in 2011 to connect many of the existing traffic signals in the Carrboro/Chapel Hill area with multi-mode fiber optics. NCDOT is offering to place fiber purchased by the Town alongside the fiber that they will be putting in place for the traffic signals at a much reduced cost. This fiber-optic network can provide a high bandwidth link between Town Hall and the new fire substation as well as the future Public Works facility. It can also provide a redundant fiber link between Town Hall and the Century Center.

Expenditures	ACTUAL 6/30-07	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14 AND BEYOND	TOTAL PROJECT
Planning/Arch/Eng		\$ 25,000							\$ 25,000
Land/ROW									\$ -
Construction									\$ -
Equip/Furnishing	\$ 324,670	\$ 49,680	\$ 134,350	\$ 208,200	\$ -	\$ -	\$ -	\$ -	\$ 716,900
Other									\$ -
Contingencies									\$ -
<b>TOTAL</b>	<b>\$ 324,670</b>	<b>\$ 74,680</b>	<b>\$ 134,350</b>	<b>\$ 208,200</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 741,900</b>
<b>FUNDING SOURCES</b>									
Revenue Source		FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14 AND BEYOND	TOTAL PROJECT
Installment Financing	\$ 279,307	\$ 49,680							\$ 328,987
GO Bond									\$ -
Capital Reserves									\$ -
Intergovernmental Revenues									\$ -
General Fund Operating Revenues	\$ 45,363	\$ 25,000	\$ 134,350	\$ 208,200	\$ -	\$ -	\$ -	\$ -	\$ 412,913
Miscellaneous - Payment in Lieu									\$ -
<b>Total Funding</b>	<b>\$ 324,670</b>	<b>\$ 74,680</b>	<b>\$ 134,350</b>	<b>\$ 208,200</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 741,900</b>
<b>OPERATING BUDGET EFFECTS</b>									
Elements		FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14 AND BEYOND	TOTAL PROJECT
Personnel Costs									\$ -
Operating and Maintenance		\$ 63,320	\$ 15,480	\$ 5,760	\$ -	\$ -	\$ -	\$ -	\$ 84,560
Capital Outlays									\$ -
<b>Total Operating Costs</b>	<b>\$ -</b>	<b>\$ 63,320</b>	<b>\$ 15,480</b>	<b>\$ 5,760</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 84,560</b>
Minus New Revenues*									\$ -
<b>Net Operating Effect</b>	<b>\$ -</b>	<b>\$ 63,320</b>	<b>\$ 15,480</b>	<b>\$ 5,760</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 84,560</b>
New Personnel (FTE)									0.0

## ***Information Technology Schedule, continued***

The following table provides a breakdown, by fiscal year, of the cost of the estimates provided in the table on the previous page:

<b><u>Fiscal Year 2008-2009</u></b>		
PD & FD Mobile Data Terminals	\$ 85,350	\$ 6,480
Online Recreation Program Registration Capability	\$ 13,000	\$ 3,000
Public Works Maintenance Management Software System	\$ 23,000	\$ 2,000
WEB EOC	\$ 13,000	\$ 4,000
<b>TOTAL</b>	<b>\$ 134,350</b>	<b>\$ 15,480</b>
<b><u>Fiscal Year 2009-2010</u></b>		
PD & FD Mobile Data Terminals	\$ 83,200	\$ 5,760
Fiber Alongside Traffic Light Fiber	\$ 125,000	
<b>TOTAL</b>	<b>\$ 208,200</b>	<b>\$ 5,760</b>
<b><u>Fiscal Year 2010-2011</u></b>		
<b>TOTAL</b>		
<b><u>Fiscal Year 2011-12</u></b>		
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>
<b><u>Fiscal Year 2012-13</u></b>		
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>
<b><u>Fiscal Year 2013-14</u></b>		
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>
<b><u>Beyond Fiscal Year 2013-14</u></b>		
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>

***APPENDIX***

## ***Impact of Capital Improvements Plan on Operating Budget and the Town's Fiscal Health***

The CIP planning process includes a financial analysis and narrative on the impact of the CIP on the town's financial condition and includes an analysis of debt burden, debt service and other operational costs. Debt ratios are monitored by the Local Government Commission and credit rating industries and provide information on the town's fiscal health.

Credit rating firms, in assessing a town's financial condition, review the debt ratios. Currently, the town holds a credit rating of A+ with Standard and Poors and a grade of 83 with the North Carolina Municipal Council. These are considered very favorable ratings, particularly for municipalities similar to Carrboro.

The CIP actually proposes spending and borrowing \$33.8 million dollars to fund projects over a six-year period and the debt analyses that follow project the impact of borrowing. Where applicable, projects and purchases including vehicles and equipment are based upon a six percent inflation factor. Lease-purchase financing for vehicles and equipment assumes a five– seven year term while lease-purchase financing for all other projects is structured using a 15-year term and GO Bond financing assumes a 20-year term. For all debt scenarios, we estimate a six percent interest rate in FY2007-08 and FY2008-09 and increase the rate a one-half percentage point every year through FY2012-13 with a final interest rate of 8.0 percent. All financing assumptions are based upon consultation with staff at the North Carolina Local Government Commission. In addition, the amounts needed to finance capital projects via cash (capital reserves or general fund contribution) are also considered.

### **Debt Service Ratios**

Debt load is a large expenditure that credit rating industries moni-

tor. Debt is an obligation resulting from the borrowing of money. The town's debt structure primarily consists of installment financing and GO bond debt to support its capital improvements and equipment and vehicle replacements.

Credit rating firms analyze the ability of governments to measure debt in numerous ways. Under favorable circumstances, debt:

- Is proportionate in size and growth to the government's tax base;
- Does not extend past the facilities' useful life which it finances;
- Is not used to balance the operating budget;
- Does not put excessive burdens on operating expenditures; and
- Is not so high as to jeopardize the credit rating.

Numerous indicators are used to evaluate ability to repay as well as the government's capacity to incur debt. One measure of a unit's debt capacity is debt expressed in terms of assessed or market valuation. The town has embraced a fiscal policy on debt management that promotes using an objective and analytical approach to determine the amount of debt to be considered for authorization and issuance. The town compares its debt ratios to its peer population group as identified by the Local Government Commission (LGC) as a reference point to assess debt burden and ability to pay. The peer group, identified by the LGC, is based on municipalities with populations of 10,000 to 24,999.

The LGC categorizes the following two debt ratios of each jurisdiction as being low, average, or high. The town will strive to avoid the "high" debt burden. The spreadsheet beginning on

page 3.3 reviews the impact of financing projects in the CIP.

For municipalities comparable to Carrboro in FY2005-06, the average debt-to-assessed valuation ratio was .413 percent; a high level is considered 1.628 percent. Carrboro has little bonded debt, having used primarily installment debt financing to purchase land and facilities over the past seven years and thus has an average debt ratio when compared to peer jurisdictions. The debt-to-assessed valuation ratio for Carrboro will peak at approximately 0.80 percent in FY08-09. Overall, however, the town's debt is far below the legal limit in the NC General Statutes (GS 159-55) that limits net debt to eight percent (8 %) or less of a local government's total property valuation. That legal margin, based on the June 30, 2007 audited valuation, is \$127,517,243.

Debt can also be monitored on a per capita basis, which is generally useful for communities that do not rely heavily on property taxes and that cannot easily compute a substitute revenue base for comparison. This is an indicator that is monitored by the Local Government Commission and credit industry agencies as a measure of debt burden. The town's per capita debt increases to \$667 per capita in FY08-09. The average for comparable jurisdictions is \$324 per capita; \$2,149 per capita is considered a high ratio amongst the peer jurisdictions.

Debt service can be a major part of a government's fixed costs, and its increase may indicate excessive debt and fiscal strain; credit firms consider debt exceeding 20 percent of operating revenues as a potential problem. Ten percent is considered acceptable. The Town will maintain this ratio at or below 12%, considering this to be a moderate level of debt.

As depicted, the town's debt service as a percentage of the operating budget reaches 10.04 percent in FY11-12 and begins to decline, staying within the fiscal policy limits.

The North Carolina Local Government Commission (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 Debt per Capita or Debt to Appraised Property Value exceeding that of similar units.

Carrboro's CIP meets all objectives of the LGC as well as its own fiscal policy. The debt ratios, while increasing at times, do not come close to the "high" debt burden as currently measured by the Local Government Commission. The more significant impact of the CIP is the potential property tax burden that may occur over the next five years should the town pursue all of the projects recommended for funding in the CIP. The fiscal analysis reveals the challenges and choices the town makes in sustaining large capital improvements on a tax base that has limited diversity and commercial base.

- i. "Evaluating Financial Condition, A Handbook for Local Government," ICMA, Sanford M. Groves and Maureen Godsey Valente, pp 75
- ii. "Evaluating Financial Condition, A Handbook for Local Government," ICMA, Sanford M. Groves and Maureen Godsey Valente, pp 83
- iii. Evaluating Financial Condition, A Handbook for Local Government," ICMA, Sanford M. Groves and Maureen Godsey Valente, pp 81

# Summary Table of the Impact of CIP on Debt Ratios

<b>DEBT SERVICE COSTS</b>	<b>FY07-08</b>	<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12</b>	<b>FY12-13</b>	<b>FY13-14</b>
Total GO Debt	\$ 184,222	\$ 204,049	\$ 26,701	\$ -	\$ -	\$ -	\$ -
Total Installment Purchase Debt, Long Term	\$ 388,044	\$ 384,404	\$ 380,658	\$ 376,965	\$ 373,272	\$ 369,610	\$ 365,886
Total Installment Purchase Debt, General Fund Veh/Equip	\$ 938,226	\$ 930,060	\$ 892,287	\$ 696,622	\$ 453,100	\$ 155,476	\$ 155,477
<b>CURRENT DEBT SERVICE OBLIGATIONS</b>	<b>\$ 1,510,492</b>	<b>\$ 1,518,513</b>	<b>\$ 1,299,646</b>	<b>\$ 1,073,587</b>	<b>\$ 826,372</b>	<b>\$ 525,086</b>	<b>\$ 521,363</b>
<b>DEBT SERVICE COSTS, ADDITIONAL DEBT SERVICE, RECOMMENDED IN CIP</b>							
GO Debt Service Costs	\$ -	\$ 142,597	\$ 175,403	\$ 529,000	\$ 514,050	\$ 499,100	\$ 484,150
Installment Purchase Debt Service Costs, Long Term	\$ -	\$ 348,296	\$ 337,297	\$ 326,298	\$ 544,842	\$ 526,005	\$ 507,168
Installment Purchase Debt Service Costs, General Fund Veh/Equip	\$ -	\$ 204,513	\$ 415,213	\$ 528,199	\$ 655,195	\$ 762,067	\$ 845,232
<i>FUTURE DEBT SERVICE, RECOMMENDED CIP</i>	\$ -	\$ 695,406	\$ 927,914	\$ 1,383,497	\$ 1,714,088	\$ 1,787,172	\$ 1,836,550
<b>TOTAL DEBT SERVICE OBLIGATIONS, CURRENT &amp; RECOMMENDED</b>	<b>\$ 1,510,492</b>	<b>\$ 2,213,919</b>	<b>\$ 2,227,559</b>	<b>\$ 2,457,084</b>	<b>\$ 2,540,459</b>	<b>\$ 2,312,258</b>	<b>\$ 2,357,913</b>
<b>TOTAL DEBT (OUTSTANDING PRINCIPAL)</b>							
	<b>FY07-08</b>	<b>FY08-09</b>	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12</b>	<b>FY12-13</b>	<b>FY13-14</b>
GO Bond, Long Term Debt (includes authorized but unissued bonds)	\$ 4,727,964	\$ 4,626,107	\$ 4,600,000	\$ 4,370,000	\$ 4,140,000	\$ 3,910,000	\$ 3,680,000
Installment Purchase, Long Term Debt	\$ 2,927,404	\$ 2,653,935	\$ 2,373,517	\$ 2,085,887	\$ 1,790,770	\$ 1,487,879	\$ 1,176,918
Installment Purchase, General Fund Veh/Equip	\$ 2,883,084	\$ 2,100,663	\$ 1,319,279	\$ 696,366	\$ 285,049	\$ 146,676	\$ -
<b>CURRENT OUTSTANDING PRINCIPAL</b>	<b>\$ 10,538,453</b>	<b>\$ 9,380,705</b>	<b>\$ 8,292,796</b>	<b>\$ 7,152,253</b>	<b>\$ 6,215,819</b>	<b>\$ 5,544,555</b>	<b>\$ 4,856,918</b>
<b>ADDITIONAL DEBT (OUTSTANDING PRINCIPAL):</b>							
Installment Purchase, Long Term Debt		\$ 2,566,389	\$ 2,383,076	\$ 3,879,344	\$ 3,584,059	\$ 3,288,773	\$ 2,993,487
Installment Purchase, General Fund Veh/Equip		\$ 708,659	\$ 1,268,483	\$ 1,315,694	\$ 1,298,406	\$ 1,086,350	\$ 609,043
<b>FUTURE OUTSTANDING PRINCIPAL</b>	<b>\$ -</b>	<b>\$ 3,275,049</b>	<b>\$ 3,651,559</b>	<b>\$ 5,195,038</b>	<b>\$ 4,882,464</b>	<b>\$ 4,375,123</b>	<b>\$ 3,602,530</b>
<b>TOTAL OUTSTANDING PRINCIPAL, CURRENT &amp; RECOMMENDED</b>	<b>\$ 10,538,453</b>	<b>\$ 12,655,754</b>	<b>\$ 11,944,355</b>	<b>\$ 12,347,291</b>	<b>\$ 11,098,283</b>	<b>\$ 9,919,678</b>	<b>\$ 8,459,448</b>
Population	18,611	18,983	19,363	19,750	20,145	20,548	20,959
Projected Assessed Valuation	\$ 1,527,285,846	\$ 1,573,104,421	\$ 1,620,297,554	\$ 1,668,906,481	\$ 1,718,973,675	\$ 1,770,542,885	\$ 1,823,659,172
<b>WITHOUT ADDITIONAL DEBT</b>							
Projected Budget - 3% growth w/o additional long-term debt only + CIP PAYG	\$ 19,630,883	\$ 21,151,410	\$ 22,077,919	\$ 22,455,793	\$ 22,558,274	\$ 22,486,715	\$ 22,690,493
<b>ESTIMATED RATIOS</b>							
% Outstanding Principal to Assessed Valuation	0.69%	0.60%	0.51%	0.43%	0.36%	0.31%	0.27%
% Debt Svc to Total Budget	7.69%	7.18%	5.89%	4.78%	3.66%	2.34%	2.30%
Debt Per Capita	\$ 566	\$ 494	\$ 428	\$ 362	\$ 309	\$ 270	\$ 232
<b>WITH ADDITIONAL DEBT</b>							
Projected Budget + Additional Debt Service + CIP PAYG and Operating Impact Costs	\$ 20,454,602	\$ 22,965,563	\$ 24,342,894	\$ 24,766,114	\$ 25,297,041	\$ 25,354,964	\$ 25,551,045
<b>ESTIMATED RATIOS</b>							
% Outstanding Principal to Assessed Valuation	0.69%	0.80%	0.74%	0.74%	0.65%	0.56%	0.46%
% Debt Svc to Total Budget	7.38%	9.64%	9.15%	9.92%	10.04%	9.12%	9.23%
Debt Per Capita	\$ 566	\$ 667	\$ 617	\$ 625	\$ 551	\$ 483	\$ 404
<b>DEBT RATIOS: PEER POPULATION (10,000-24,999), FY05-06</b>							
	<b>HIGH</b>	<b>AVERAGE</b>	<b>LOW</b>				
Outstanding Principal (Debt) as % of Assessed Valuation	1.628%	0.413%	0.006%				
Outstanding Principal (Debt) Per Capita	\$ 2,149	\$ 324	\$ -				
<b>CREDIT RATING INDUSTRY STANDARD:</b>							
	<b>BUDGET STRAIN</b>	<b>ACCEPTABLE</b>					
Debt Service as a % of the Operating Budget	20%	10%	\$ -				

## Impact of the CIP on the Town's Annual Operating Budget

The chart below illustrates the potential impact of the CIP on the Town's annual operating budget. This impact is calculated in terms of tax rate equivalent which is a formula that takes estimated revenue generated from the Town's assessed property tax base and estimates what it would take in the property tax revenue to fund the increases due to CIP needs. This formula does not take into account the natural growth or decline in the annual revenue stream which consists of numerous revenues other than property tax, such as sales tax, grant revenues, and local user fees. Nor does this chart address ongoing operational needs that are cited in the annual operating budget process but are unrelated to the CIP.

Committing to an aggressive capital improvement program will require significant increases in debt service costs associated with financing large multi-year projects and will require significant annual cash appropriations to pay for smaller capital projects where financing is not an appropriate alternative and to pay for staffing and other operating needs once capital projects are completed. These costs will be largely funded through property taxes, one of the few significant revenue streams that are directly under the control of local jurisdictions. This fact, compounded with the fact that the town's tax base is largely comprised of residential property, constrains the ability of the town to diversify its revenue stream. A notable dynamic reflected in this chart is the increased cost of funding the priorities stated in the CIP – building a fire substation beginning in 2008 while increasing the staffing capacity in preparation for the completion of the building in FY09-10; continuing with sidewalk construction with the intention of beginning full debt service payments in FY10-11 on the entire \$4,600,000 approved by voters in November 2003; and moving forward with plans to build the Martin Luther King, Jr. neighborhood park on Hillsborough Road in FY10-11. In addition, the town continues to maintain its current infrastructure, replacing vehicles in a timely manner; maintaining streets and performing storm water repairs; and addressing technology needs. The chart shows leveling of the tax rate as the FY09-10 CIP needs are funded and completed and existing debt is retired or paid off.

The potential increases cited by the CIP can be mitigated by obtaining additional revenue sources, expansion of the tax base above what is projected, or by delaying or deleting projects that are not related to public safety.

	\$ ISSUE	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14
<b>CURRENT DEBT SERVICE</b>		\$ 1,510,492	\$ 1,518,513	\$ 1,299,646	\$ 1,073,587	\$ 826,372	\$ 525,086	\$ 521,363
<b>CIP PROJECTS RECOMMENDED, NOT YET FUNDED</b>								
<b>DEBT SERVICE COSTS - GENERAL OBLIGATION BONDS</b>	\$ ISSUE	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14
GO SIDEWALK AND GREENWAY DEBT SERVICE, FUTURE	\$ 4,600,000	\$ -	\$ 142,597	\$ 175,403	\$ 529,000	\$ 514,050	\$ 499,100	\$ 484,150
INSTALLMENT FINANCING DEBT SERVICE, FUTURE	\$ 4,929,285	\$ -	\$ 348,296	\$ 337,297	\$ 326,298	\$ 544,842	\$ 526,005	\$ 507,168
FUTURE VEHICLE/EQP INSTALLMENT DEBT SERVICE, FY08-09CIP	\$ 4,584,568	\$ -	\$ 204,513	\$ 415,213	\$ 528,199	\$ 655,195	\$ 762,067	\$ 845,232
<b>TOTAL DEBT SERVICE, CURRENT AND FUTURE</b>		\$ 1,510,492	\$ 2,213,919	\$ 2,227,559	\$ 2,457,084	\$ 2,540,459	\$ 2,312,258	\$ 2,357,913
STREET RESURFACING		\$ 200,000	\$ 220,500	\$ 220,500	\$ 243,000	\$ 243,000	\$ 267,500	\$ 267,500
ADAMS TRACT PEDESTRIAN BRIDGE		\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PARK MAINTENANCE FUND		\$ 13,300	\$ 70,730	\$ 84,185	\$ 80,575	\$ 84,175	\$ 229,150	\$ 166,500
WEAVER STREET RECONSTRUCTION		\$ 150,000	\$ 260,000	\$ 260,000	\$ -	\$ -	\$ -	\$ -
GARY ROAD STORM SEWER		\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INFORMATION TECHNOLOGY		\$ 25,000	\$ 134,350	\$ 208,200	\$ -	\$ -	\$ -	\$ -
SIDEWALKS		\$ -	\$ -	\$ -	\$ -	\$ 66,300	\$ -	\$ 25,643
<b>TOTAL CASH ALLOCATION FOR FUTURE CAPITAL PROJECTS (CAPITAL RESERVE)</b>		\$ 486,300	\$ 685,580	\$ 772,885	\$ 323,575	\$ 393,475	\$ 496,650	\$ 459,643
FIRE SUBSTATION (including IT needs for Fire Station #2)		\$ 274,099	\$ 558,881	\$ 894,829	\$ 1,046,887	\$ 1,099,232	\$ 1,154,193	\$ 1,211,903
INFORMATION TECHNOLOGY		\$ 63,320	\$ 78,800	\$ 84,560	\$ 84,561	\$ 84,562	\$ 84,563	\$ 84,564
MARTIN LUTHER KING, JR. PARK		\$ -	\$ -	\$ -	\$ -	\$ 102,606	\$ 107,736	\$ 113,123
<b>TOTAL OPERATING IMPACT OF CIP PROJECTS</b>		\$ 337,419	\$ 637,681	\$ 979,389	\$ 1,131,449	\$ 1,286,400	\$ 1,346,493	\$ 1,409,590
<b>GRAND TOTAL COSTS FOR CIP IMPLEMENTATION</b>		\$ 2,334,211	\$ 3,537,180	\$ 3,979,833	\$ 3,912,107	\$ 4,220,334	\$ 4,155,401	\$ 4,227,146
DIFFERENCE FROM PRIOR FISCAL YEAR		\$ 565,705	\$ 1,202,970	\$ 442,653	\$ (67,726)	\$ 308,227	\$ (64,933)	\$ 71,746
REVENUE PER PENNY OF TAX		\$ 150,386	\$ 155,650	\$ 161,097	\$ 166,736	\$ 172,571	\$ 178,611	\$ 184,863
<b>TAX RATE EQUIVALENT (CENTS) FOR BOTH CIP INFRASTRUCTURE AND OPERATING COSTS</b>		N/A	7.73	7.75	(0.41)	1.79	(0.36)	0.39

## ***TAX RATE IMPACT OF CIP PROJECTS BY FISCAL YEAR (IN PRIORITY ORDER)***

	\$ ISSUE	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14
<b>CIP PROJECTS IN PRIORITY ORDER</b>								
CURRENT DEBT SERVICE - LONG TERM		\$ 496,868	\$ 489,694	\$ 407,359	\$ 376,965	\$ 373,272	\$ 369,610	\$ 365,886
VEHICLE & EQUIPMENT LEASE PURCHASE		\$ 938,226	\$ 1,134,573	\$ 1,307,500	\$ 1,224,821	\$ 1,108,295	\$ 917,543	\$ 1,000,709
ADAMS TRACT PEDESTRIAN BRIDGE		\$ 8,000						
GARY ROAD STORM SEWER		\$ 90,000						
SIDEWALK AND GREENWAYS DEBT SERVICE		\$ 75,398	\$ 241,357	\$ 175,403	\$ 529,000	\$ 514,050	\$ 499,100	\$ 484,150
NCDOT SIDEWALK PROJECTS						\$ 66,300		\$ 25,643
ADDITIONAL FIREFIGHTER + OPERATING COST OF 5 FIREFIGHTERS HIRED IN FY06-07		\$ 274,099	\$ 907,177	\$ 1,232,126	\$ 1,373,186	\$ 1,414,531	\$ 1,458,494	\$ 1,505,205
STREET RESURFACING		\$ 200,000	\$ 220,500	\$ 220,500	\$ 243,000	\$ 243,000	\$ 267,500	\$ 267,500
ALLOCATION FOR WEAVER STREET RESURFACING		\$ 150,000	\$ 260,000	\$ 260,000	\$ -	\$ -	\$ -	\$ -
PARK MAINTENANCE FUNDING		\$ 13,300	\$ 77,345	\$ 84,185	\$ 80,575	\$ 84,175	\$ 229,150	\$ 166,500
INFORMATION TECHNOLOGY - NEW APPLICATIONS & OPERATING IMPACT		\$ 63,320	\$ 233,150	\$ 167,760	\$ 284,561	\$ 84,562	\$ 84,563	\$ 84,564
MARTIN LUTHER KING, JR. PARK - DEBT SERVICE & OPERATING IMPACT		\$ -	\$ -	\$ -	\$ -	\$ 332,149	\$ 329,441	\$ 326,990
<b>GRAND TOTAL OF ALL CAPITAL INVESTMENTS BY FISCAL YEAR</b>		<b>\$ 2,309,211</b>	<b>\$ 3,563,795</b>	<b>\$ 3,854,833</b>	<b>\$ 4,112,107</b>	<b>\$ 4,220,334</b>	<b>\$ 4,155,401</b>	<b>\$ 4,227,146</b>
<b>TOTAL TAX RATE EQUIVALENT</b>		<b>15.4</b>	<b>22.9</b>	<b>23.9</b>	<b>24.7</b>	<b>24.5</b>	<b>23.3</b>	<b>22.9</b>
<b>CURRENT TAX RATE:</b>		<b>65.37</b>						
<b>% OF TOTAL TAX RATE COMMITTED TO CIP:</b>		<b>23.5%</b>	<b>35.0%</b>	<b>36.6%</b>	<b>37.7%</b>	<b>37.4%</b>	<b>35.6%</b>	<b>35.0%</b>

This chart reflects the CIP costs in a different light, showing the projects in priority order as determined by the staff-driven CIP committee that assists in developing the CIP recommendations. In addition, the chart shows the growth in capital investments over the next six years and the reality that there will likely be corresponding pressure exerted on the Town's budget priorities should the tax rate remain the same over the same time period. This chart illustrates the ongoing challenge that the Town faces in managing both capital and operating budget needs with a revenue stream that largely relies on the property tax base and sales taxes.

## ***Unfunded Projects***

### **Bicycle and Pedestrian Improvements**

The 2005 Downtown Circulation Study has identified opportunities to add more off-road connections and upgrade the on-road system of bike paths in Carrboro. The bike paths include: Bel Arbor Multi-Use Path (Phipps and Simpson Street to Bel Arbor Lane), which is part of the Town’s 2006 Parks and Recreation Master Plan; BPW Club Road—Westbrook Multi-Use Path (BPW Club Road to Westbrook Drive); and Wilson Park Multi-Use Path (Williams Street to Estes Drive at entrance to Estes Park Apartments). Also considered is the addition of bicycle detectors at signalized intersections which would improve the downtown bicycle facilities as well as reinforce the right of cyclists to operate on the road.

### **Greenways**

The Town’s Comprehensive Parks and Recreation Master Plan has adopted a greenways plan as one of its elements. These greenways will provide opportunities to provide a system of trails along major creeks in Carrboro’s Planning Area and to coordinate these improvements to link with existing and planned trails in Chapel Hill and Orange County and to link neighborhoods and park facilities. The Board of Aldermen is planning to fund the Morgan Creek Greenway and a portion of the Bolin Creek Greenway from Estes Drive to Hogan Farm with bond funding approved in the November 2003 referendum. However, several greenway projects remain unfunded at this time, largely due to the anticipated timing of the projects being beyond the six years being reviewed in the CIP. These greenways include: Sunset Creek Branch (Bolin Creek at Horace Williams to Sunset Bolin

Creek); Bolin Creek from Hogan Farm to Union Grove Church Road; and Jones Creek Branch (Bolin Creek at Hogan Farms to Eubanks Road).

### **Gymnasium**

The town’s Comprehensive Parks and Recreation Master Plan strongly recommends the construction of a gymnasium inclusive of 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.

### **Local Road Improvements**

It is important for the town’s development that streets are kept in good condition. There are other local road improvements that could be conducted such as Rainbow and Dove Streets. These roads need to be widened to include curb and gutter. They also in

some cases would need a stormwater swale section. However, no citizen petitions have come forward and the projects currently remain unfunded.

### **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.

<b>UNFUNDED PROJECTS</b>
<b>Bicycle/Pedestrian Improvements</b>
<b>Greenways</b>
<b>Gymnasium</b>
<b>Local Road Improvements</b>
<b>Outdoor Swimming Pool</b>
<b>Roberson St. Improvements</b>
<b>Town Hall Renovations</b>

### **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.

### **Town Hall Renovations**

Town Hall, originally constructed in 1930, needs considerable renovations in order to maintain its usefulness. These major renovations, identified in a facilities use study conducted in 1995, would make the building suitable for organizational and community needs. Without these renovations, Town Hall will not be able to accommodate future space needs.