

**ATTACHMENT B**

**TOWN OF CARRBORO, NORTH CAROLINA  
CAPITAL IMPROVEMENTS PLAN  
FY 2017-18 THROUGH FY 2021-22  
*Revised June 20, 2017***

**BOARD OF ALDERMEN**

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David L. Andrews, ICMA-CM

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Anita Jones-McNair, Interim Public Works Director  
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Arche L. McAdoo, Finance Director  
Patricia McGuire, Planning Director  
Andy Vogel, Information Technology  
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**Message from the Manager**  
**Capital Improvements Plan**  
***FY 2017-18 through FY 2021-22***

June 20, 2017

Dear Mayor and Board of Aldermen,

The Capital Improvements Plan (CIP) presented to you on February 21, 2017 has been revised to reflect the Town's ability to meet certain debt and operating ratios. The \$51.8 million CIP presented earlier would have required \$35.2 million of debt financing over the next five years, which would be unsustainable. We have reduced the total CIP to \$35.5 million for FY 2017-18 through FY 2021-22.

The \$17.0 million for projects proposed in the Facilities Assessment and Space Needs Study have been pushed beyond FY 2021-22. These projects need to be more specifically defined which will allow for better evaluation of funding options as well as impact analysis on the General Fund.

The 203 S. Greensboro Street Development is the only new project added to the revised CIP. This project will be a joint endeavor between the Town and Orange County to develop a facility to house the Orange County Southern Branch Library and administrative offices for the Town. The County is expected to contribute \$6.0 million and the Town anticipates undertaking \$9.0 million in debt financing.

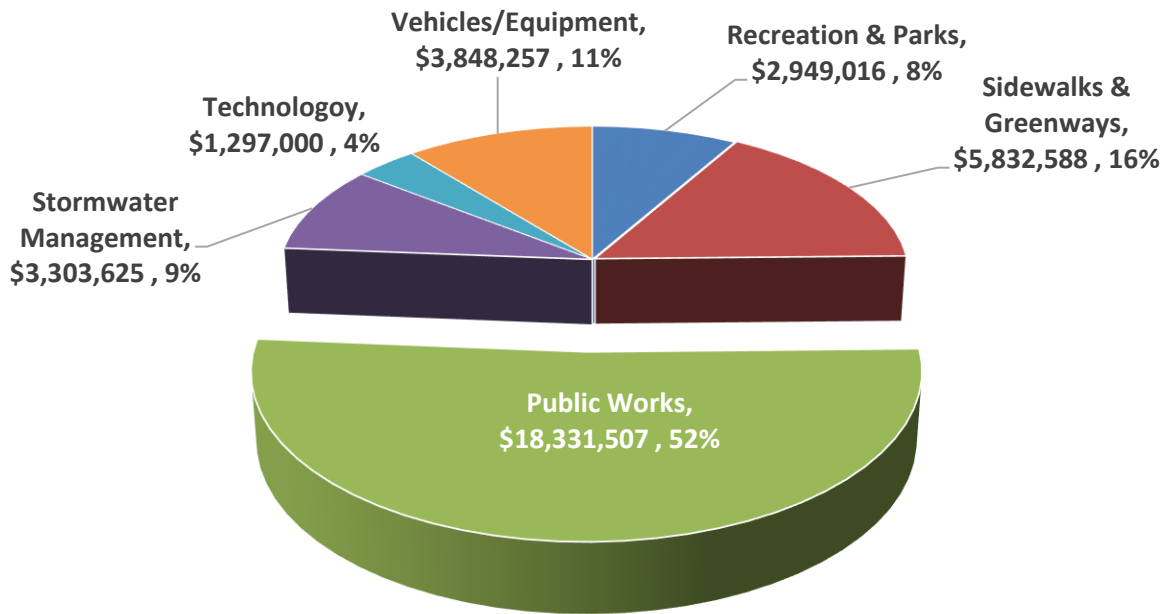
**Overall Costs**

The total cost of the revised CIP for FY 2017-18 through FY 2021-22 is estimated at \$35.5 million. Current projects total \$9.8 million or 27.6% of the total. For many of the current capital projects, the Town has been able to assign fund balance from the general fund to the Capital Reserve Fund and eventually appropriate them for specific capital projects. As long as the fund balance in the general fund exceeds 35%, the Town Manager may assign funds for future capital project needs.

New project requests or current projects requiring additional funds for completion total \$25.2 million or 70.9%. The only new project included in the revised CIP is the 203 S. Greensboro Street Development, along with continuation of funding strategies for vehicle and equipment leases, street resurfacing; technology; and storm water management. With design of Martin Luther King, Jr. Park nearing completion, funds will need to be appropriated for construction in FY 2017-18.

The graphic below shows the mix of capital projects by functional area.

## Total Capital Improvement Plan by Functional Area



In the past we have used “Storm Water Management” to show retrofits required of the Town to address the Jordan Lake Rules and other regulatory requirements. Beginning July 1, 2017, the Town will implement a Storm Water Utility Enterprise Fund to manage regulatory requirement, as well as flooding mitigation. The utility is expected to provide a stable and consistent source of funding to address storm water and flooding issues. Over the next five years, we have identified \$3.3 million in projects that will need to be undertaken.

The cost for replacement of Vehicles and Equipment over the next five years total \$3.2 million compared to \$6.4 million in last year’s CIP. Part of the reason for this decrease is that we modified the replacement criteria to include other operating factors in addition to the age and mileage of vehicles (see Appendix C). The actual vehicles and equipment to be acquired in any given year will continue to be dependent upon the Town’s financial condition and debt tolerance.

|                      |           |                   |               |
|----------------------|-----------|-------------------|---------------|
| Storm Water Utility  | \$        | 3,303,625         | 9.3%          |
| Non-Storm Water      | \$        | 28,410,111        | 79.9%         |
| Vehicles & Equipment | \$        | 3,848,257         | 10.8%         |
| <b>Total</b>         | <b>\$</b> | <b>35,561,993</b> | <b>100.0%</b> |

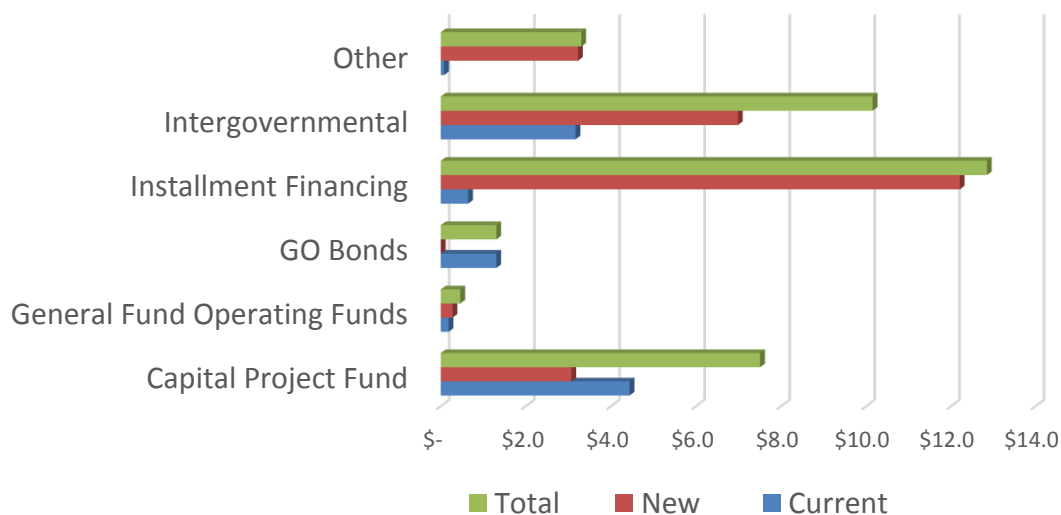
## **Funding**

Below are the proposed sources of funding for the \$35.5 million CIP FY 2107-18 through FY 2021-22.

| <b>Funding Sources</b>       | <b>Amount</b>        | <b>% of Total</b> |
|------------------------------|----------------------|-------------------|
| Capital Project Fund         | \$ 7,503,774         | 21.1%             |
| General Fund Operating Funds | 457,150              | 1.3%              |
| GO Bonds                     | 1,303,635            | 3.7%              |
| Installment Financing        | 12,848,257           | 36.1%             |
| Intergovernmental            | 10,149,535           | 28.5%             |
| Other                        | 3,299,642            | 9.3%              |
| <b>Total Funding</b>         | <b>\$ 35,561,993</b> | <b>100.0%</b>     |

Historically, the Town has limited the use of debt financing for specific capital projects. For example, general obligation bonds were issued for sidewalks and greenways, bank financing for fire station #2, and lease-purchases for vehicle and equipment replacements annually. Installment debt financing for the CIP through FY 2021-22 comprise 36.1% of all capital funds. This is significantly less than the initial plan where debt financing represented 82.1% of capital funding. General obligation bonds issued in 2013 currently comprise 3.7% of funding sources. Going forward, there are no plans for a general obligation referendum. Intergovernmental revenues are expected to shift from 28.5% of all financing sources through FY 2021-22. The challenge for the Town will be to provide matching funds for such revenues. General Fund operating funds will comprise 1.3% of capital financing. Below is comparison of funding sources for current projects and new projects.

### **Funding Sources - Current Projects vs New Projects FY 2017-18 to FY 2021-22**



Undertaking the proposed capital projects through FY 2021-22 will present many challenges and decision points. Along with proper and appropriate design of capital projects, the Town will need to balance funding capital projects with the continuation of current level services to

residents. With a heavy reliance on residential property tax revenues, the Town will need to continue to explore additional revenue sources (e.g. increased property tax rate, prepared meals tax, increase fees, impact fees, etc.).

The Town has established high levels of service delivery for the citizens. Implementation of the proposed capital projects through FY 2021-22 will provide the necessary infrastructure and create an environment for continuation of high performance levels in delivering services to residents.

Sincerely,

A handwritten signature in black ink that reads "David Andrews". The signature is fluid and cursive, with the first name "David" and last name "Andrews" clearly distinguishable.

David L. Andrews, ICMA-CM  
Town Manager

## INTRODUCTION

The Capital Improvement Plan (CIP) is a planning tool that seeks to develop a plan for meeting the Town's immediate and long-term capital needs. It identifies needed capital investments for property, plant or equipment acquisitions and renovations to implement the Board of Aldermen's vision and strategic priorities for the Town. The Board's ultimate goal is to create and maintain Carrboro as a sustainable community that is a highly desirable place to live, with emphasis on quality of life policies such as walkability, environmental protection, recreation and local economic development.

No budget appropriations are made in the CIP. Capital projects are funded by the Board through adoption of a Capital Project Ordinance or in the annual general fund budget. Adjustments for project costs may be made each year during development of the annual operating budget. The CIP is prepared bi-annually and updated annually or as necessary.

Capital projects are required to address one of the Board's six strategic goals:

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

Projects in the CIP fall into one of the following categories:

- Public Works/Infrastructure projects (e.g., purchase, construction or renovation of buildings, purchase of land, construction of parks and greenways, sidewalk construction, etc.) that cost \$100,000 or more and require several years for completion.
- Vehicles and Equipment replacements that cost \$30,000 or more per unit. As a general rule, vehicles with less than 100,000 miles will not be replaced unless it is determined to be a "lemon" and annual repairs in a two year period exceed the cost of a new vehicle. Beginning in 2016 all vehicles for purchase must reflect fuel efficiencies as identified in the Town's Strategic Energy and Climate Protection Plan.
- Information Technology (IT) projects which cost \$50,000 or more that are designed to increase or provide new technology capacity. IT projects related to software replacements, upgrades or maintenance costs are provided for in the annual operating budget.
- Storm Water Management projects to address mandated federal and state storm water compliance requirements, as well as flooding mitigation throughout the Town due to the frequency and severity of rain storms.

Project costs are updated periodically depending on the type of project. For example: street resurfacing costs are adjusted each year due to the fluctuation of petroleum costs; sidewalk costs are updated based on a cost per foot; new construction and renovations are calculated on a square foot basis. Funds appropriated in the annual operating budget for study or evaluation of facilities and infrastructure that are less than \$50,000 are not included as part of the CIP project cost.

The table below is a summary of capital projects, current and new requests by functional area and estimated revenues.

### Summary of Capital Improvements Plan FY 2017-18 through FY 2021-22

| PROJECT COSTS                | FUNDING             | PROJECT REQUESTS    |                      |                     |                     |                     | TOTAL                | TOTAL                |
|------------------------------|---------------------|---------------------|----------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
|                              | TO DATE             | FY 2018             | FY 2019              | FY 2020             | FY 2021             | FY 2022             | REQUEST              | COST                 |
| Recreation & Parks           | \$ 1,657,870        | \$ 1,291,146        | -                    | -                   | -                   | -                   | \$ 1,291,146         | \$ 2,949,016         |
| Sidewalks & Greenway         | 4,671,169           | 38,413              | 1,123,006            | -                   | -                   | -                   | \$ 1,161,419         | \$ 5,832,588         |
| Public Works                 | 1,734,007           | 6,397,500           | 9,300,000            | 300,000             | 300,000             | 300,000             | \$ 16,597,500        | \$ 18,331,507        |
| Stormwater Management        | 80,000              | 89,443              | 973,036              | 893,290             | 834,049             | 433,807             | \$ 3,223,625         | \$ 3,303,625         |
| Technology                   | 1,022,000           | 195,000             | -                    | 80,000              | -                   | -                   | \$ 275,000           | \$ 1,297,000         |
| Vehicles & Equipment         | 642,180             | 726,872             | 744,114              | 680,253             | 354,646             | 700,192             | \$ 3,206,077         | \$ 3,848,257         |
| <b>L PROJECT COSTS</b>       | <b>\$ 9,807,226</b> | <b>\$ 8,738,374</b> | <b>\$ 12,140,156</b> | <b>\$ 1,953,543</b> | <b>\$ 1,488,695</b> | <b>\$ 1,433,999</b> | <b>\$ 25,754,767</b> | <b>\$ 35,561,993</b> |
| <b>PROJECT REVENUES</b>      |                     |                     |                      |                     |                     |                     |                      |                      |
| Capital Project Fund         | \$ 4,436,550        | \$ 1,501,149        | \$ 666,075           | \$ 300,000          | \$ 300,000          | \$ 300,000          | \$ 3,067,224         | \$ 7,503,774         |
| General Fund Operating       | 182,150             | 195,000             | -                    | 80,000              | -                   | -                   | \$ 275,000           | \$ 457,150           |
| GO Bonds                     | 1,303,635           |                     |                      |                     |                     |                     | \$ -                 | \$ 1,303,635         |
| Installment Financing        | 642,180             | 726,872             | 9,744,114            | 680,253             | 354,646             | 700,192             | \$ 12,206,077        | \$ 12,848,257        |
| Intergovernmental            | 3,166,694           | 6,225,910           | 756,931              |                     |                     | -                   | \$ 6,982,841         | \$ 10,149,535        |
| Other (e.g., PIL, Donations) | 76,017              | 89,443              | 973,036              | 893,290             | 834,049             | 433,807             | \$ 3,223,625         | \$ 3,299,642         |
| <b>TOTAL REVENUES</b>        | <b>\$ 9,807,226</b> | <b>\$ 8,738,374</b> | <b>\$ 12,140,156</b> | <b>\$ 1,953,543</b> | <b>\$ 1,488,695</b> | <b>\$ 1,433,999</b> | <b>\$ 25,754,767</b> | <b>\$ 35,561,993</b> |

## CURRENT PROJECTS

The Board of Aldermen has appropriated \$9.8 million for twenty-one (21) capital projects that are currently in progress. Below is a list of these projects. For a status report of each project, see Appendix A.

### **RECREATION AND PARKS**

|                                      |                     |
|--------------------------------------|---------------------|
| Century Center HVAC                  | \$ 180,000          |
| Martin Luther King Park              | 150,000             |
| Anderson Park Pavilion & Fence       | 156,880             |
| Anderson Park Bleachers & Fence      | 100,000             |
| Town Commons                         | 1,070,990           |
| <b>Total Recreations &amp; Parks</b> | <b>\$ 1,657,870</b> |

### **PUBLIC WORKS**

|                           |                     |
|---------------------------|---------------------|
| Street Resurfacing        | \$ 551,000          |
| Rogers Road Sewer & CD    | 1,020,445           |
| Smith Level Road          | 62,562              |
| LED Street Lights         | 100,000             |
| <b>Total Public Works</b> | <b>\$ 1,734,007</b> |

### **SIDEWALKS AND GREENWAYS**

|                                        |                     |
|----------------------------------------|---------------------|
| Homestead-CHHS MUP                     | \$ 1,253,130        |
| Jones Creek Greenway                   | 420,000             |
| Morgan Creek MU Path                   | 1,521,471           |
| Rogers Road Sidewalk                   | 1,371,568           |
| South Greensboro Sidewalk              | 105,000             |
| <b>Total Sidewalks &amp; Greenways</b> | <b>\$ 4,671,169</b> |

### **STORMWATER MANAGEMENT**

|                               |                  |
|-------------------------------|------------------|
| Anderson Park Retrofit        | \$ 25,000        |
| MLK Retrofit                  | 15,000           |
| Morgan Creek Retrofit         | 40,000           |
| <b>Storm Water Management</b> | <b>\$ 80,000</b> |

### **TECHNOLOGY PROJECTS**

|                                  |                     |
|----------------------------------|---------------------|
| Permitting Software              | \$ 230,000          |
| Police Body Worn Cameras         | 91,000              |
| Rogers Road Conduit              | 155,000             |
| Public Safety Radio Upgrades     | 546,000             |
| <b>Total Technology Projects</b> | <b>\$ 1,022,000</b> |

### **VEHICLES AND EQUIPMENT**

**\$ 642,180**

Several projects are expected to be completed in FY 2016-17 and no additional funding above current appropriation is anticipated:

- Century Center HVAC
- Homestead-Chapel Hill High School Multi-Use Path
- Rogers Road Sewer and Community Development
- Rogers Road Sidewalk
- Town Commons

The Town continues to maintain its road infrastructure with a planned 15-year cycle street resurfacing program. The Town sets aside funds in Capital Project Reserve each year for street re-surfacing and issues a paving contract every two years. Currently there is \$551,000 appropriated for street re-surfacing.

Town staff continues to work on energy and climate protection to identify, evaluate and plan for implementation of energy efficiency strategies in Town facilities and infrastructure. The project to replace street lights with LED lights is on hold pending decisions by Duke Power and North Carolina Utility Commission.

Evaluation of Century Center HVAC system has been completed and installation work should be completed in FY 2016-17. Energy efficiency measures have been included in the new installation work. Project is scheduled for completion in FY 2017-18.

The study of Town Hall infrastructure for more effective use of finished and unfinished space was postponed from its original anticipated start date in FY 2015-16. Consultant was hired in FY 2016-17 to undertake this study which was expanded to cover all Town facilities (i.e. Town Hall, Century Center, Public Works Facility, and Fire Stations). Recommendations from this study have been included in the CIP under New Capital Project Requests.

### **NEW CAPITAL IMPROVEMENT PROJECT REQUESTS**

Between FY 2017-18 and FY 2021-22 it is estimated that the Town will need \$25.0 million of additional capital funds for the 203 S. Greensboro Street Development (\$15.0 million); and continuation of funding strategies for vehicle and equipment replacement, street resurfacing; technology; and storm water management.

|                                      |                      |
|--------------------------------------|----------------------|
| Current Projects                     | \$ 9,807,226         |
| 203 S. Greensboro Street Development | \$ 15,094,500        |
| All Other Projects                   | \$ 10,660,267        |
| Total                                | <u>\$ 35,561,993</u> |

Martin Luther King, Jr. Park will need \$1.2 million for construction; S. Greensboro Street Sidewalk will need \$1.0 million for construction; and Storm Water Utility will need \$3.2 million over the next five years to construct retrofits and address flood remediation.

See Appendix B for a description of new CIP projects and financing needs through FY 21-22.

#### **Storm Water Utilities**

Over the next five years we estimate the Town will need \$3.2 million to address storm water and flooding issues. In order to establish a permanent funding source, the Town will implement its newly adopted Storm Water Utility Enterprise Fund July 1, 2017. This Fund could be funded via establishment of a storm water fee or dedication of a certain percentage of the property tax rate.

#### **Vehicles and Equipment**

The cost for replacement of Vehicles and Equipment over the next five years total \$3.2 million compared to \$6.4 million in last year's CIP. Part of the reason for this decrease is that we modified the replacement criteria to include other operating factors in addition to the age and mileage of vehicles (see Appendix C). See Appendix D for a schedule of vehicles and equipment to be replaced over the next five years. The actual vehicles and equipment to be acquired in any given year will continue to be dependent upon the Town's financial condition and debt tolerance.

#### **Transportation Projects**

The Town has received a number of federal and state highway transportation grants to help fund greenways, multi-use paths, sidewalks and other roadway infrastructure. These grants require a

local match. For informational purposes, below is a list of Transportation Projects where funding has been approved or earmarked for certain Town projects by the MPO or state DOT that will require a local match.

|                                       | <u>Fiscal</u><br><u>Year</u> | <u>Program</u> | <u>Federal/State</u><br><u>Amount</u> | <u>Local Match</u><br><u>Amount</u> | <u>Total Cost</u>   |
|---------------------------------------|------------------------------|----------------|---------------------------------------|-------------------------------------|---------------------|
| S. Greensboro Street Sidewalk         |                              |                |                                       |                                     |                     |
| Design                                | FY 2017                      | STPDA          | \$ 84,000                             | \$ 21,000                           | \$ 105,000          |
| Construction                          | FY 2017                      | TBD            | \$ 437,240                            | \$ 87,448                           | \$ 524,688          |
| Construction                          | FY 2019                      | CMAQ           | \$ 440,000                            | \$ 110,000                          | \$ 550,000          |
| <b>Total Project Cost</b>             |                              |                | <b>\$ 961,240</b>                     | <b>\$ 218,448</b>                   | <b>\$ 1,179,688</b> |
| Jones Ferry Road Sidewalk             | FY 2021                      | STPBG          | \$ 448,869                            | \$ 112,217                          | \$ 561,086          |
| Estes Drive Sidewalks &<br>Bike Lanes | FY 2021                      | STPBG          | \$ 1,063,803                          | \$ 212,761                          | \$ 1,276,564        |
| Barnes Street Sidewalk                | FY 2022                      | STPBG          | \$ 232,907                            | \$ 58,227                           | \$ 291,134          |
| <b>TOTAL</b>                          |                              |                | <b>\$ 2,706,819</b>                   | <b>\$ 601,653</b>                   | <b>\$ 3,308,472</b> |

As the design for these projects are completed and Municipal Agreements are executed, the CIP will be revised to reflect any changes in cost.

### FINANCIAL HEALTH OF THE TOWN

Overall, the Town's financial health is good with General Fund unassigned fund balance of 53.4% of annual expenditures at June 30, 2016. Total fund balance for all funds in 2016 was \$15.7 million or 78.8% of total General Fund expenditures. Property taxes and local sales taxes comprise 75% of the Town's revenue sources. The remainder comes from intergovernmental revenue, fees and permits, and various other revenue sources. Revenues over the past seven years have grown roughly 2.9% compound annual growth rate. Assets and deferred outflows of resources exceeded liabilities and deferred inflows of resources (net position) by \$38.0 million. The Town maintained its AAA bond rating with Standard and Poor's; and Aa1 by Moody's.

All expenditures were less than the final budget at June 30, 2016, and were 1.7% less than the prior year. Salaries, wages, health insurance, and other employee benefits represent more than half (57%) of Town expenses. Transportation expenses have increased at a compound actual growth rate of 6.9%.

The Board of Aldermen has adopted a Fund Balance policy to maintain a General Fund unassigned fund balance within a range of 22.5% to 35% of budgeted appropriations. When the General Fund unassigned fund balance exceeds 35%, the Town Manager may set aside an amount in assigned fund balance for transfer to Capital Reserves Fund for specific future capital projects. Should the unassigned fund balance in the General Fund fall below 20%, the Town Manager must develop and implement a plan to re-build the balance to 22.5% within one year.

## IMPACT ON OPERATING BUDGET

The CIP planning process also seeks to assess the potential impact of the proposed capital projects on the Town's overall financial condition and annual operating budget. Of particular concern is debt financing and the Town's ability to meet future debt obligations.

The types of debt instruments available for the Town include: general obligation bonds, limited obligation bonds, anticipation notes, revenue bonds, and lease-installment financings, or any other financing instrument allowed under North Carolina statutes. The Town evaluates each type of debt and strives to use the least costly and most appropriate form of financing for capital projects.

The Town's current debt portfolio consist of general obligation bonds for construction of sidewalks and greenways; installment financing for fire station #2, and vehicle and equipment lease purchases. The Town's total debt service through FY 2021-22 totals \$4.8 million.

Current and future vehicles and equipment installment lease purchases total \$3.4 million through FY 2021-22 with a five year term and an assumed annual rate at 3% or less. The actual financing rate for the past three years has been less than 2%.

Under the revised CIP the total debt service through FY 2021-22 is estimated to be \$9.1 million compared to \$13.2 million as presented to the Board in February 2017.

As we plan to undertake debt financing, we need to be cognizant of the fact that the Local Government Commission (LGC) and credit rating agencies monitor debt capacity or burden of local municipalities. The LGC measures debt capacity against outstanding principal to assessed valuation, debt per capita, and debt as percentage of operating expenses. These outcome measures are based on population size.

The LGC calculates the debt to assessed valuation and per capita ratio for each jurisdiction and determines whether the ratio as being low, average, or high. Below is the LGC's outstanding principal debt to assessed valuation and per capita ratios for municipalities at June 30, 2015 with population 10,000 – 24,999.

|                        | <u>Low</u> | <u>Average</u> | <u>High</u> |
|------------------------|------------|----------------|-------------|
| Assessed Valuation (%) | 0.013      | .0318          | 1.656       |
| Per Capita (\$)        | -          | 313            | 2707        |

## Current Debt Service and Future Debt Service

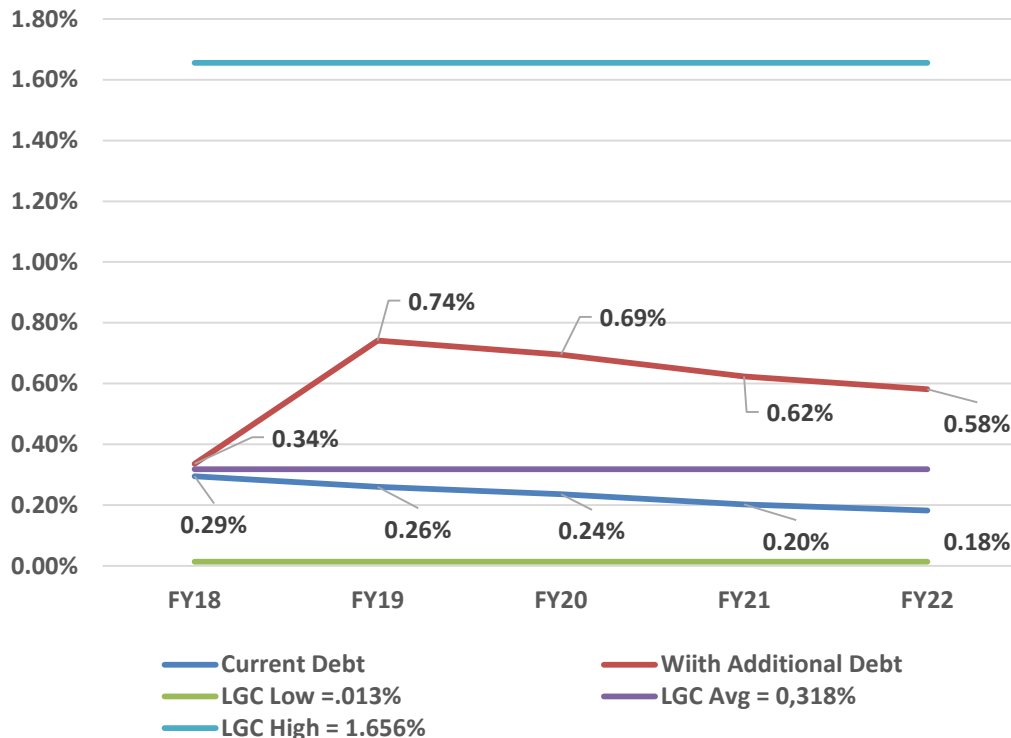
|                                              | FY16-17<br>Budget   | FY17-18             | FY18-19             | FY19-20             | FY20-21             | FY21-22             | TOTAL               |
|----------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| SIDEWALK AND GREENWAYS GO BONDS              | \$ 340,000          | \$ 332,500          | \$ 327,500          | \$ 322,500          | \$ 317,500          | \$ 312,500          | \$ 1,952,500        |
| FIRE SUBSTATION                              | 289,418             | 280,600             | 271,781             | 262,963             | 254,145             | 245,326             | \$ 1,604,232        |
| VEHICLE/EQUIPMENT                            | 459,160             | 479,522             | 274,949             | 127,714             | -                   | -                   | \$ 1,341,345        |
| <b>CURRENT - TOTAL DEBT SERVICE</b>          | <b>\$ 1,088,578</b> | <b>\$ 1,092,621</b> | <b>\$ 874,231</b>   | <b>\$ 713,177</b>   | <b>\$ 571,645</b>   | <b>\$ 557,826</b>   | <b>\$ 4,898,078</b> |
| 203 S. GREENSBORO STREET DEVELOPMENT         | \$ -                | \$ -                | \$ -                | \$ 716,625          | \$ 703,125          | \$ 716,250          | \$ 2,136,000        |
| <b>FUTURE - TOTAL FINANCING DEBT SERVICE</b> | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>716,625</b>      | <b>703,125</b>      | <b>716,250</b>      | <b>\$ 2,136,000</b> |
| <b>FUTURE VEHICLE/EQUIPMENT DEBT SERVICE</b> |                     | <b>\$ 236,793</b>   | <b>\$ 310,794</b>   | <b>\$ 455,402</b>   | <b>\$ 531,537</b>   | <b>\$ 597,831</b>   | <b>\$ 2,132,357</b> |
| <b>ALL DEBT SERVICE - CURRENT AND FUTURE</b> | <b>\$ 1,088,578</b> | <b>\$ 1,329,414</b> | <b>\$ 1,185,025</b> | <b>\$ 1,885,204</b> | <b>\$ 1,806,307</b> | <b>\$ 1,871,907</b> | <b>\$ 9,166,435</b> |
| REVENUE PER PENNY OF TAX *                   | \$ 213,483          | \$ 224,453          | \$ 228,942          | \$ 233,521          | \$ 238,191          | \$ 242,955          | \$ 1,381,545        |
| TAX RATE EQUIVALENT (CENTS)                  |                     | 5.92                | 5.18                | 8.07                | 7.58                | 7.70                | -                   |

### Debt to Assessed Valuation

The Town's debt to assessed valuation ratio as of June 20, 2015, as calculated by the LGC, was .29% which is below the average for municipalities of similar size. Without additional debt, this ratio is projected to gradually decrease to .18% by FY 2021-22.

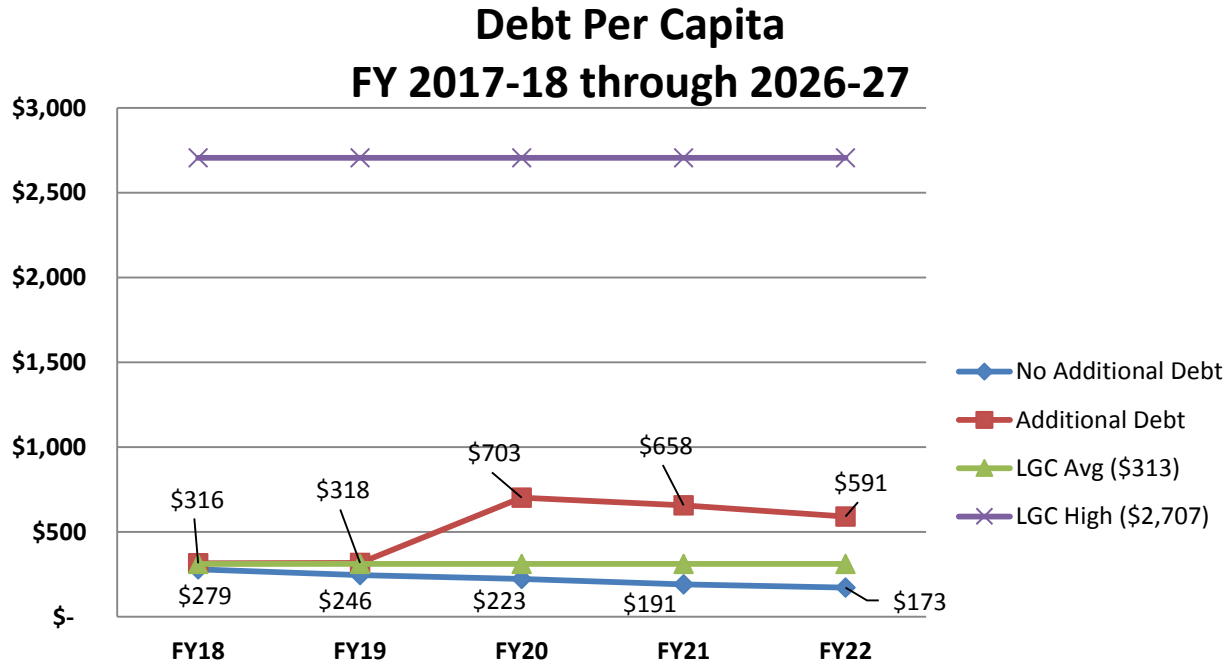
If the Town were to undertake all of the debt proposed in the CIP, outstanding principal as a percentage of assessed valuation over the next five years would increase to 1.24%, which is above the average, but less than the high level, for municipalities of similar size.

### Outstanding Principle as % of Assessed Valuation



### **Debt Service Per Capita**

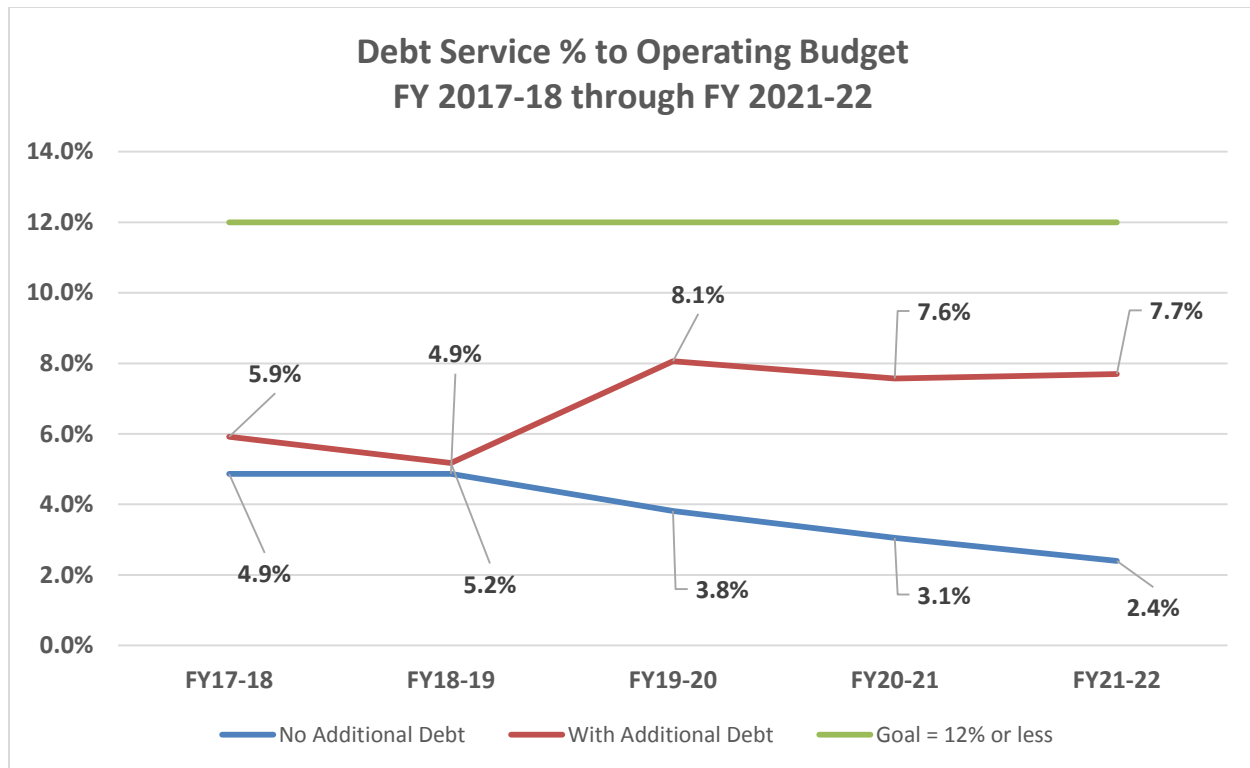
The Town's debt per capita as calculated by the LGC at June 30, 2015 was \$300. This is less than the average of \$313 for similar size municipalities. Without additional debt, this ratio would decrease to \$173 by FY 2021-22. By limiting debt in the revised plan this ratio will increase to \$591, which is substantially less than the \$1,028 in the initial plan presented in February 2017.



### **Debt Service and Operating Budget**

Debt service can be a major part of a local government's operating budget fixed costs for the term of the financing. Then LGC has not established a measure for debt service as a percentage of operating expenses, but advises local governments to have a reasonable debt burden. The credit rating agencies, on the other hand, generally consider debt exceeding 20% of operating revenues as a potential problem and considers 10% to be an acceptable debt burden. A heavy debt burden may be evidenced by a ratio of debt service to operating expenditures exceeding 15%, or a debt per capita or debt to appraised property value exceeding that of similar units. The Town has established a goal of 12% debt to operating expenses as a moderate level of debt.

The Town's current debt service as a percentage of the FY 2016-17 operating budget is estimated to be 4.9%. Without additional debt, this ratio will decrease to 2.4% by FY 2021-22. When we factor in debt financing, this ratio increases to 7.7%, which is less than the Town's established goal of 12%.



### **Pay-As-You-Go**

There are other projects in the CIP that can be funded with fund balance that exceed 35% of budgeted appropriation. Each year upon completion of the annual audit, if the general fund unassigned fund balance is greater than 35%, the Town Manager can assign funds above the 35% level for future capital project needs. These assigned funds are either transferred to the Capital Reserve Fund or appropriated in a project ordinance for a specific capital project by the Board of Aldermen. - Assigning these funds annually for future capital projects lessens the Town's debt burden.

Over the next five years, the Town plans to fund the following projects using fund balance above the 35% level.

| PAY-AS-YOU-GO (CASH - GENERAL FUND)          | FY16-17           | FY17-18             | FY18-19           | FY19-20           | FY20-21           | FY21-22           | TOTAL               |
|----------------------------------------------|-------------------|---------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| <b>CAPITAL RESERVE</b>                       |                   |                     |                   |                   |                   |                   | \$ -                |
| STORM WATER UTILITY                          | 80,000            | 308,383             | -                 | -                 | -                 | -                 | \$ 388,383          |
| MARTIN LUTHER KING JR. PARK                  | 150,000           | 1,291,146           | -                 | -                 | -                 | -                 | \$ 1,441,146        |
| STREET RESURFACING                           | 551,000           | 300,000             | 300,000           | 300,000           | 300,000           | 300,000           | \$ 2,051,000        |
| GREENSBORO-LLOYD BIKEWAY                     | -                 | -                   | 38,413            | 176,841           |                   |                   | \$ 215,254          |
| INFORMATION TECHNOLOGY                       | -                 | 195,000             |                   | 80,000            |                   |                   | \$ 275,000          |
| PARK MAINTENANCE AND REPAIR                  | -                 | 100,000             |                   |                   |                   |                   | \$ 100,000          |
| <b>TOTAL CAPITAL RESERVE CASH ALLOCATION</b> | <b>\$ 781,000</b> | <b>\$ 2,194,529</b> | <b>\$ 338,413</b> | <b>\$ 556,841</b> | <b>\$ 300,000</b> | <b>\$ 300,000</b> | <b>\$ 4,470,783</b> |
|                                              |                   |                     |                   |                   |                   |                   | \$ -                |
| LESS ASSIGNED FUND BALANCE                   | \$ 2,000,000      | \$ 2,000,000        | \$ 2,000,000      | \$ 2,000,000      | \$ 2,000,000      | \$ 2,000,000      | \$ 12,000,000       |
| CASH SURPLUS (DEFICIT)                       | \$ 1,219,000      | \$ (194,529)        | \$ 1,661,587      | \$ 1,443,159      | \$ 1,700,000      | \$ 1,700,000      | \$ 7,529,217        |

As the above chart shows, the Town will need \$4.4 million through FY 2021-22 for these projects. If the fund balance trend over the past 4 years continues, the Town should be able to continue assigning \$2.0 million annually which would total \$12.0 million by FY 2021-22. This means there would be a surplus of funds \$7.5 million in FY 2021-22 that could be used for other capital projects.

To carry out a capital improvement program requires a continuous balancing of current operating needs with needed capital investments. With a tax base consisting mainly of residential property owners and a limited commercial base, the challenge is how to minimize increases in the property tax rate for citizens, yet make the needed investments for capital infrastructure. To maintain the Town's debt burden within the standards established by the LGC and credit rating agencies, it will require critical evaluation of the design of capital projects as well as the timing for implementation those projects.

Appendix A

Status of Current CIP Projects

|                                           |                                    |
|-------------------------------------------|------------------------------------|
| <b>PROJECT TITLE: Century Center HVAC</b> | <b>DEPARTMENT: Public Works</b>    |
| <b>AUTHORIZED BUDGET: \$180,000</b>       | <b>CONTACT: Anita Jones-McNair</b> |

|                             |                                                   |
|-----------------------------|---------------------------------------------------|
| <b>START DATE: May 2016</b> | <b>EXPECTED COMPLETION DATE: February 1, 2017</b> |
|-----------------------------|---------------------------------------------------|

#### **DESCRIPTION**

This project is providing general upgrades to the century center HVAC system to provide a more energy efficient facility. Upgrades include a new boiler, controls and rebalancing of the entire system to better operate together. New controls are also internet based and will provide a schedule for minimal HVAC service during unmanned hours.

#### **STATUS**

We have replaced the controls and the boiler with new energy efficient models. The next step is to install modern Variable Frequency Drives for each of the three HVAC units which will further increase energy efficiency. These upgrades and new technology also allowed the team to install a smaller energy efficient boiler.

|                                                 |                                    |
|-------------------------------------------------|------------------------------------|
| <b>PROJECT TITLE: Town Commons Improvements</b> | <b>DEPARTMENT: Public Works</b>    |
| <b>AUTHORIZED BUDGET: \$1,070,990</b>           | <b>CONTACT: Anita Jones-McNair</b> |

|                              |                                             |
|------------------------------|---------------------------------------------|
| <b>START DATE: June 2015</b> | <b>EXPECTED COMPLETION DATE: April 2017</b> |
|------------------------------|---------------------------------------------|

#### **DESCRIPTION**

This project will provide a complete overhaul of Town Commons. Improvements include structurally supported sod, irrigation, new restroom, pervious pavement and new landscaping. The wooden vertical structures will receive a cleaning and a fresh coat of stain.

#### **STATUS**

Design is 100% complete and ready for construction. The projects first bid opening on October 31 did not receive any bidders. Second opening scheduled for November 22 also received no bids. It has been decided that the project be split up and rebid. The site work part of the project has gone out to bid with a bid opening date of January 12<sup>th</sup>. Major goal of the project is to complete major work over the winter so that Farmers' Market can resume in early spring. BOA elected to include a restroom with the improvements.

|                                                     |                                               |
|-----------------------------------------------------|-----------------------------------------------|
| <b>PROJECT TITLE: Homestead-CHHS Multi-use Path</b> | <b>DEPARTMENT: Public Works/<br/>Planning</b> |
| <b>AUTHORIZED BUDGET: \$1,253,129</b>               | <b>CONTACT: Anita Jones-McNair</b>            |

|                            |                                                |
|----------------------------|------------------------------------------------|
| <b>START DATE: FY 2012</b> | <b>EXPECTED COMPLETION DATE: December 2017</b> |
|----------------------------|------------------------------------------------|

#### **DESCRIPTION**

Construction of a paved 10-foot wide trail connecting the Claremont neighborhood, under Homestead Road, to Chapel Hill High School.

#### **STATUS**

Construction is underway, including surveying, sedimentation and erosion control installation, clearing, grading, gravel installation and compaction, and bridge design.

|                                            |                             |
|--------------------------------------------|-----------------------------|
| <b>PROJECT TITLE: Jones Creek Greenway</b> | <b>DEPARTMENT: Planning</b> |
| <b>AUTHORIZED BUDGET: \$420,000</b>        | <b>CONTACT: Tina Moon</b>   |

|                                  |                                      |
|----------------------------------|--------------------------------------|
| <b>START DATE: July 11, 2016</b> | <b>EXPECTED COMPLETION DATE: TBD</b> |
|----------------------------------|--------------------------------------|

#### **DESCRIPTION**

Construct a greenway that will complete an off-road network between Morris Grove Elementary, Lake Hogan Farms neighborhood, and Twin Creeks Park.

#### **STATUS**

A municipal agreement was initiated with NCDOT in July 2016. Staff is currently working on RFQ for design and engineering. A supplemental agreement with NCDOT will need to be executed for an additional \$80,000 of CMAQ funding and the schedule delay.

|                                        |                                 |
|----------------------------------------|---------------------------------|
| <b>PROJECT TITLE: LED Streetlights</b> | <b>DEPARTMENT: Public Works</b> |
| <b>AUTHORIZED BUDGET: \$100,000</b>    | <b>CONTACT: Cathy Dorando</b>   |

|                            |                                          |
|----------------------------|------------------------------------------|
| <b>START DATE: Unknown</b> | <b>EXPECTED COMPLETION DATE: Unknown</b> |
|----------------------------|------------------------------------------|

#### **DESCRIPTION**

Installation of LED streetlights on light poles leased from Duke Energy. This project has yet to start.

#### **STATUS**

Awaiting Duke Energy to change funding and rental rules for LED lights.

|                                                 |                                    |
|-------------------------------------------------|------------------------------------|
| <b>PROJECT TITLE: Smith Level Road Sidewalk</b> | <b>DEPARTMENT: Public Works</b>    |
| <b>AUTHORIZED BUDGET: \$62,562</b>              | <b>CONTACT: Anita Jones-McNair</b> |

|                            |                                           |
|----------------------------|-------------------------------------------|
| <b>START DATE: Unknown</b> | <b>EXPECTED COMPLETION DATE: Complete</b> |
|----------------------------|-------------------------------------------|

#### **DESCRIPTION**

Cost share for the construction of a sidewalk and installation of bike loop detectors on Smith Level Road in conjunction with the NCDOT road improvements.

#### **STATUS**

Project is complete.

|                                                                      |                                         |
|----------------------------------------------------------------------|-----------------------------------------|
| <b>PROJECT TITLE: Martin Luther King Jr Park Construction Design</b> | <b>DEPARTMENT: Recreation and Parks</b> |
| <b>AUTHORIZED BUDGET: \$150,000</b>                                  | <b>CONTACT: Wendell Rodgers</b>         |

|                             |                                           |
|-----------------------------|-------------------------------------------|
| <b>START DATE: FY 15-16</b> | <b>EXPECTED COMPLETION DATE: Complete</b> |
|-----------------------------|-------------------------------------------|

#### **DESCRIPTION**

The Recreation and Parks Department has hired a consultant to prepare construction drawings, documents and cost estimates for the development of Martin Luther King Jr. Park based on the Board of Aldermen approved Modified Option design concept. The design will be attentive to environmental features, address best practices in water resources and provide accessible facilities to users of all abilities. The facility will be designed with, at a minimum, the consideration of the following elements: parking, expansion of the existing community garden and storage area, picnic areas and shelters, restrooms, an amphitheater, natural playground, adult fitness equipment, youth cycling area, 10' wide ADA accessible trail, pollination gardens, bee hives, and a wetland.

#### **STATUS**

In June the Recreation and Parks Department interviewed three firms for the design of the park. The department was unable to come to an agreement with their first selected firm and has negotiated a contract with the second firm.

|                                                                         |                                         |
|-------------------------------------------------------------------------|-----------------------------------------|
| <b>PROJECT TITLE: Hank Anderson Park Pavilion and Fence Replacement</b> | <b>DEPARTMENT: Recreation and Parks</b> |
| <b>AUTHORIZED BUDGET: \$156,880</b>                                     | <b>CONTACT: Wendell Rodgers</b>         |

|                              |                                           |
|------------------------------|-------------------------------------------|
| <b>START DATE: July 2015</b> | <b>EXPECTED COMPLETION DATE: Complete</b> |
|------------------------------|-------------------------------------------|

#### **DESCRIPTION**

The Pavilion floor at Anderson Community Park frequently flooded with sand during heavy rains and was not ADA accessible. It is regularly used for large outings by all facets of the community. The chain link fencing at Anderson had surpassed the average lifespan of chain link fencing (20-30 years). Sections of the fencing had begun to develop large patches of rust and required routine patching and repairs as metal sections broke down over time. New fencing improved the facility aesthetically, provided improved safety for citizens by replacing broken fencing sections, and requires less upkeep by staff.

#### **STATUS**

The installation of the fences was completed in March, 2016 and the pavilion was replaced in June, 2016.

|                                                |                            |
|------------------------------------------------|----------------------------|
| <b>PROJECT TITLE: Police Body Worn Cameras</b> | <b>DEPARTMENT: IT</b>      |
| <b>AUTHORIZED BUDGET: \$91,000</b>             | <b>CONTACT: Andy Vogel</b> |

|                            |                                             |
|----------------------------|---------------------------------------------|
| <b>START DATE: FY 2015</b> | <b>EXPECTED COMPLETION DATE: FY 2017-18</b> |
|----------------------------|---------------------------------------------|

#### **DESCRIPTION**

Purchase and implement new Police Officer body worn camera system with additional SAN storage for video retention.

#### **STATUS**

The Police Department is completing an administrative policy for body worn cameras (BWC) prior to purchase of BWC's. A hardware update to the BWC system has been released to market that offers functionality enhancements and additions. The updated BWC system is now capable of automatic wireless activation among all officers and in-car video on the scene with audio and video synchronized across all cameras for a more complete view of the scene. Wireless uploading of video has also been added. This is more efficient than having to physically dock units for video transfer. The original CIP cost for BWC's (not including SAN storage) was \$36,000. The updated cost for the newly released BWC hardware is \$66,000 for 32 BWC's (for Patrol and Community Service Officers). Additional SAN storage for video retention has been purchased and is being installed.

|                                                   |                                      |
|---------------------------------------------------|--------------------------------------|
| <b>PROJECT TITLE: Public Safety Radio Upgrade</b> | <b>DEPARTMENT: Police &amp; Fire</b> |
| <b>AUTHORIZED BUDGET: \$546,000</b>               | <b>CONTACT: Walter Horton</b>        |

|                               |                                              |
|-------------------------------|----------------------------------------------|
| <b>START DATE: FY 2015-16</b> | <b>EXPECTED COMPLETION DATE: F Y 2017-18</b> |
|-------------------------------|----------------------------------------------|

#### **DESCRIPTION**

Update all public safety radios for compliance with Orange County radio system. Orange County will no longer support the existing radios.

#### **STATUS**

In FY 2014-15 through FY 2016-17, \$273,000 was transferred from the General Fund to the Capital Project Fund for the purchase of new radios based on system to be implemented by Orange County Communications. An additional \$273,000 will be transferred in FY 2017-18.

|                                           |                            |
|-------------------------------------------|----------------------------|
| <b>PROJECT TITLE: Rogers Road Conduit</b> | <b>DEPARTMENT: IT</b>      |
| <b>AUTHORIZED BUDGET: \$155,000</b>       | <b>CONTACT: Andy Vogel</b> |

|                                 |                                                |
|---------------------------------|------------------------------------------------|
| <b>START DATE: October 2014</b> | <b>EXPECTED COMPLETION DATE: February 2018</b> |
|---------------------------------|------------------------------------------------|

#### **DESCRIPTION**

Installation of conduit along Rogers Road for fiber optic infrastructure by directional boring. Will be done in conjunction with Rogers Road NCDOT improvements.

#### **STATUS**

Conduit path along Rogers Road has been fully engineered and designed. NC DOT encroachment permit for placing conduit in NCDOT ROW has been approved by the NCDOT. Installation of conduit will be synchronized with NCDOT road improvements work.

|                                           |                            |
|-------------------------------------------|----------------------------|
| <b>PROJECT TITLE: Permitting Software</b> | <b>DEPARTMENT: IT</b>      |
| <b>AUTHORIZED BUDGET: \$230,000</b>       | <b>CONTACT: Andy Vogel</b> |

|                              |                                                |
|------------------------------|------------------------------------------------|
| <b>START DATE: June 2015</b> | <b>EXPECTED COMPLETION DATE: February 2018</b> |
|------------------------------|------------------------------------------------|

#### **DESCRIPTION**

Purchase and implement new Permitting & Land Management (PLM) Software for Planning, Zoning and Inspections Department.

#### **STATUS**

Orange County has recently conducted their own PLM software selection process, procured and are currently implementing the new system. Orange County invited Carrboro Planning staff to participate throughout their selection process. Carrboro Planning staff have followed the Orange County selection process, created their own selection process and have identified the same software vendor and application as suitable for their needs. Using the same software platform in both organizations offers functional advantages in terms of work flow integration between organizations. Carrboro Planning and IT staff have met with Orange County staff to review what has been learned through their process to date and develop insight into how Carrboro should plan for the implementation. Carrboro staff currently sits in on weekly Orange County implementation meetings. A Carrboro project team has been formed from Planning and IT staff and workflow and processes are currently being documented for Inspections. The Carrboro project team will next move to Zoning and then to Planning. IT and Finance is in the process of finalizing the software agreement and purchasing the software.

|                                               |                               |
|-----------------------------------------------|-------------------------------|
| <b>PROJECT TITLE: Rogers Road Remediation</b> | <b>DEPARTMENT: Planning</b>   |
| <b>AUTHORIZED BUDGET: \$1,020,445</b>         | <b>CONTACT: Trish McGuire</b> |

|                            |                                            |
|----------------------------|--------------------------------------------|
| <b>START DATE: FY 2014</b> | <b>EXPECTED COMPLETION DATE: June 2019</b> |
|----------------------------|--------------------------------------------|

#### **DESCRIPTION**

Cost share of design and installation of public sanitary sewer system to serve 86 properties in the area, as well as, design and construction of a community center. This project is in partnership with the Town of Chapel Hill and Orange County.

#### **STATUS**

The sewer system has been designed, easement acquisition has been underway, permit applications are pending and OWASA is prepared to begin a prequalification process for prospective bidders. Construction is set to begin June 2018. The Towns and Orange County developed an Interlocal Agreement, establishing terms and conditions, breakdown of project costs, and specifying responsibilities for the Towns and County. This Interlocal Agreement has been approved by the Orange County Board of County Commissioners, The Town of Chapel Hill Town Council and the Town of Carrboro Board of Aldermen.

|                                                            |                             |
|------------------------------------------------------------|-----------------------------|
| <b>PROJECT TITLE: Morgan Creek Greenway Phases 1 and 2</b> | <b>DEPARTMENT: Planning</b> |
| <b>AUTHORIZED BUDGET: \$1,513,500</b>                      | <b>CONTACT: Tina Moon</b>   |

|                            |                                                |
|----------------------------|------------------------------------------------|
| <b>START DATE: FY 2012</b> | <b>EXPECTED COMPLETION DATE: December 2017</b> |
|----------------------------|------------------------------------------------|

#### **DESCRIPTION**

Design and construct a greenway along Morgan Creek from Smith Level Road to University Lake, with connections, via a bridge, to BPW Club Rd. and, via an underpass, to Frank Porter Graham Elementary.

#### **STATUS**

Design which included several crossings over Morgan Creek is complete. Due to flood studies that are necessary when crossings are included, the design of these crossings is proving problematic. Engineers are working on alternatives to accommodate the crossings.

The following sites have been determined by Planning staff and Sungate Engineers as best sites available in the municipal limits to pursue the construction of storm water retrofits to satisfy the requirements of the Jordan Lake Rules for nutrient reduction from existing development. All sites are in the planning stage.

|                                                          |                             |
|----------------------------------------------------------|-----------------------------|
| <b>PROJECT TITLE: Anderson Park Storm water Retrofit</b> | <b>DEPARTMENT: Planning</b> |
| <b>AUTHORIZED BUDGET: \$28,000</b>                       | <b>CONTACT: Randy Dodd</b>  |

|                            |                                          |
|----------------------------|------------------------------------------|
| <b>START DATE: FY 2018</b> | <b>EXPECTED COMPLETION DATE: FY 2018</b> |
|----------------------------|------------------------------------------|

#### **DESCRIPTION**

The construction of storm water treatment is expected to reduce nitrogen loading from 3.22 lbs/acre/year to 1.33 lbs/ac/yr. The cost estimate provided is based on calculations by Sungate. The project phasing would be to first complete an engineering/design study, and then proceed to construction. Engineering design dollars will be requested beginning in FY 2018 and construction dollars beginning in FY 2018.

|                                                     |                             |
|-----------------------------------------------------|-----------------------------|
| <b>PROJECT TITLE: MLK Park Storm water Retrofit</b> | <b>DEPARTMENT: Planning</b> |
| <b>AUTHORIZED BUDGET: \$15,000</b>                  | <b>CONTACT: Randy Dodd</b>  |

|                            |                                          |
|----------------------------|------------------------------------------|
| <b>START DATE: FY 2018</b> | <b>EXPECTED COMPLETION DATE: FY 2018</b> |
|----------------------------|------------------------------------------|

#### **DESCRIPTION**

Sungate completed a study in 2012 that identified a swale and wetland retrofit on the site. The project phasing would be to first complete a detailed engineering/design study that would address hydrology and development of construction drawings, and then proceed to construction. The water depth of the wetland would be limited to 3 feet with 1-2 feet for temporary storage following rain events. Engineering design dollars will be requested beginning in FY 2018 and construction dollars beginning in FY 2018.

|                                                         |                             |
|---------------------------------------------------------|-----------------------------|
| <b>PROJECT TITLE: Morgan Creek Storm water Retrofit</b> | <b>DEPARTMENT: Planning</b> |
| <b>AUTHORIZED BUDGET: \$40,000</b>                      | <b>CONTACT: Randy Dodd</b>  |

|                            |                                          |
|----------------------------|------------------------------------------|
| <b>START DATE: FY 2018</b> | <b>EXPECTED COMPLETION DATE: FY 2018</b> |
|----------------------------|------------------------------------------|

#### **DESCRIPTION**

The construction of (a) storm water retrofit(s) is expected to reduce nitrogen loading from 7.82 (lbs/acre/year) to a minimum of 3.11 lbs/ac/yr. The project site is currently cleared for utility easements and Public Works access, and includes a planned greenway trail. The project phasing would be to first complete an engineering/design study, and then proceed to construction. Preliminary engineering will have to consider the greenway, Town operations, utilities, stream buffer requirements, location in the floodplain, and archaeological interests. Engineering design dollars will be requested beginning in FY2018 and construction dollars beginning in FY2018.

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Appendix B

New CIP Projects

**DEPARTMENT:** Information Technology

**PROJECT TITLE:** Board Room A/V Equipment

|                                | FUNDING<br>TO DATE | FY 2018   | FY 2019   | FY 2020   | FY 2021   | FY 2022   | FIVE YEAR<br>TOTAL | TOTAL<br>PROJECT COSTS |
|--------------------------------|--------------------|-----------|-----------|-----------|-----------|-----------|--------------------|------------------------|
| <b>Expenses</b>                |                    |           |           |           |           |           |                    |                        |
| Equipment/Furnishings          |                    | \$ 95,000 |           |           |           |           | \$ 95,000          | \$ 95,000              |
| <b>TOTAL</b>                   |                    | \$ 95,000 |           |           |           |           | \$ 95,000          | \$ 95,000              |
| <b>Appropriations</b>          |                    |           |           |           |           |           |                    |                        |
| General Fund                   |                    | \$ 95,000 |           |           |           |           | \$ 95,000          | \$ 95,000              |
| <b>TOTAL</b>                   |                    | \$ 95,000 |           |           |           |           | \$ 95,000          | \$ 95,000              |
| <b>Operating Budget Impact</b> |                    |           |           |           |           |           |                    |                        |
| Operating                      |                    | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 75,000          | \$ 75,000              |
| <b>Estimated Total</b>         |                    | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 75,000          | \$ 75,000              |

**Description and Benefits**

Replaces existing BoA Audio and Video recording equipment used for BoA meeting (and other) broadcasts, streaming and recording. The existing equipment is and has been failing and current service level will be lost if not replaced. Compliance with state mandated closed captioning for PEG programming is not being met. Compliance will require additional hardware and hiring a vendor to do closed captioning.

**Energy Sustainable Measures**

N/A

**Funding Source Notes ( if grants, ID source and matching requirements)**

General Fund

**PROJECT TITLE:** Telephone System Replacement

|                       | FUNDING<br>TO DATE | FY 2018   | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FIVE YEAR<br>TOTAL | TOTAL<br>PROJECT COSTS |
|-----------------------|--------------------|-----------|---------|---------|---------|---------|--------------------|------------------------|
| <b>Expenses</b>       |                    |           |         |         |         |         |                    |                        |
| Equipment/Furnishings |                    | \$ 85,000 |         |         |         |         | \$ 85,000          | \$ 85,000              |
| <b>TOTAL</b>          |                    | \$ 85,000 |         |         |         |         | \$ 85,000          | \$ 85,000              |
| <b>Appropriations</b> |                    |           |         |         |         |         |                    |                        |
| General Fund          |                    | \$ 85,000 |         |         |         |         | \$ 85,000          | \$ 85,000              |
| <b>TOTAL</b>          |                    | \$ 85,000 |         |         |         |         | \$ 85,000          | \$ 85,000              |

**Description and Benefits**

Replace existing phone system (includes voicemail system) that serves all Town facilities and departments. Current phone system has been at end-of-life for over five years. Replacement parts are becoming hard to obtain. Current system cannot be upgraded or added to in any way. No new replacement parts are being made for the current system.

**Energy Sustainable Measures**

N/A

**Funding Source Notes ( if grants, ID source and matching requirements)**

General Fund

**DEPARTMENT: Information Technology**

**PROJECT TITLE: Conduit Installation Along S. Greensboro Street**

|                       | FUNDING |         |         |           |         |         | FIVE YEAR | TOTAL         |
|-----------------------|---------|---------|---------|-----------|---------|---------|-----------|---------------|
|                       | TO DATE | FY 2018 | FY 2019 | FY 2020   | FY 2021 | FY 2022 | TOTAL     | PROJECT COSTS |
| <b>Expenses</b>       |         |         |         |           |         |         |           |               |
| Equipment/Furnishings |         |         |         | \$ 80,000 |         |         | \$ 80,000 | \$ 80,000     |
| <b>TOTAL</b>          |         |         |         | \$ 80,000 |         |         | \$ 80,000 | \$ 80,000     |
| <b>Appropriations</b> |         |         |         |           |         |         |           |               |
| General Fund          |         |         |         | \$ 80,000 |         |         | \$ 80,000 | \$ 80,000     |
| <b>TOTAL</b>          |         |         |         | \$ 80,000 |         |         | \$ 80,000 | \$ 80,000     |

**Description and Benefits**

Install conduit along South Greensboro St. during NCDOT and the Town of Carrboro South Greensboro Sidewalk Project. The proposed conduit installation will link Town owned conduit located on Smith Level Rd to the Century Center and connect the planned Carrboro-Orange County Library to the Town of Carrboro conduit infrastructure system.

**Energy Sustainable Measures**

N/A

**Funding Source Notes ( if grants, ID source and matching requirements)**

General Fund

**DEPARTMENT: Planning**

**PROJECT TITLE: Greensboro- Lloyd Bike Crossing**

|                         | FUNDING |           |            |         |         |         | FIVE YEAR  | TOTAL         |
|-------------------------|---------|-----------|------------|---------|---------|---------|------------|---------------|
|                         | TO DATE | FY 2018   | FY 2019    | FY 2020 | FY 2021 | FY 2022 | TOTAL      | PROJECT COSTS |
| <b>Expenses</b>         |         |           |            |         |         |         |            |               |
| Planning/Design         |         | \$ 28,604 |            |         |         |         | \$ 28,604  | \$ 28,604     |
| Construction            |         |           | \$ 176,841 |         |         |         | \$ 176,841 | \$ 176,841    |
| Land/ROW                |         | \$ 9,809  |            |         |         |         | \$ 9,809   | \$ 9,809      |
| <b>TOTAL</b>            |         | \$ 38,413 | \$ 176,841 |         |         |         | \$ 215,254 | \$ 215,254    |
| <b>Appropriations</b>   |         |           |            |         |         |         |            |               |
| Intergovernmental Funds |         | \$ 22,916 | \$ 105,494 |         |         |         | \$ 128,410 | \$ 128,410    |
| Bond Fund               |         | \$ 15,497 | \$ 71,347  |         |         |         | \$ 86,844  | \$ 86,844     |
| <b>TOTAL</b>            |         | \$ 38,413 | \$ 176,841 |         |         |         | \$ 215,254 | \$ 215,254    |

**Description and Benefits**

Construct a multi-use path connecting Greensboro and Lloyd Streets, including a railroad crossing. At this time the crossing is envisioned to be at-grade, since it is a low-volume track. The path will provide east-west access for bicyclists and pedestrians as an alternative to travel on E. Main, Weaver and N. Greensboro Streets, which experience heavy motor vehicle traffic.

**Energy Sustainable Measures**

The Town's 2014 Energy and Climate Protection Plan calls for the Town to support the community sector and commit matching funds for greenways and to plan for increased transit connections, car and bike sharing, walkability, and carpooling strategies. This improvement would provide additional access for bicyclists and walkers moving east to west across the railroad tracks.

**Funding Source Notes ( if grants, ID source and matching requirements)**

Congestion Mitigation Air Quality(CMAQ) funds made available through DCHC MPO. Requires 20% local match.

**DEPARTMENT:** Recreation & Parks  
**PROJECT TITLE:** Martin Luther King Jr Park

|                       | <b>FUNDING</b> |                |                |                |                |                | <b>FIVE YEAR</b> | <b>TOTAL</b>         |
|-----------------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|----------------------|
|                       | <b>TO DATE</b> | <b>FY 2018</b> | <b>FY 2019</b> | <b>FY 2020</b> | <b>FY 2021</b> | <b>FY 2022</b> | <b>TOTAL</b>     | <b>PROJECT COSTS</b> |
| <b>Expenses</b>       |                |                |                |                |                |                |                  |                      |
| Planning/Design       | \$ 150,000     |                |                |                |                |                | \$ 150,000       | \$ 150,000           |
| Construction          |                | \$ 1,291,146   |                |                |                |                | \$ 1,291,146     | \$ 1,291,146         |
| <b>TOTAL</b>          | \$ 150,000     | \$ 1,291,146   |                |                |                |                |                  | \$ 1,441,146         |
| <b>Appropriations</b> |                |                |                |                |                |                |                  |                      |
| Capital Project Fund  | \$ 150,000     | \$ 1,291,146   |                |                |                |                |                  | \$ 1,441,146         |
| <b>TOTAL</b>          | \$ 150,000     | \$ 1,291,146   |                |                |                |                |                  | \$ 1,441,146         |

**Description and Benefits**

The development of Martin Luther King, Jr. Park will serve neighborhoods in the northern area and accommodate the ultimate growth north of Hillsborough Road from the Old Fayetteville to Calvander intersection. Currently, there is not a neighborhood park available for the northern area of Town.

**Energy Sustainable Measures**

Rain barrels will be placed at all structures so rain can be used in the community garden and by Public Works as needed.

**Funding Source Notes ( if grants, ID source and matching requirements)**

Capital Project Fund

**DEPARTMENT:** Recreation & Parks  
**PROJECT TITLE:** Multi Purpose Field Fence and Bleachers

|                       | <b>FUNDING</b> |                |                |                |                |                | <b>FIVE YEAR</b> | <b>TOTAL</b>         |
|-----------------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|----------------------|
|                       | <b>TO DATE</b> | <b>FY 2018</b> | <b>FY 2019</b> | <b>FY 2020</b> | <b>FY 2021</b> | <b>FY 2022</b> | <b>TOTAL</b>     | <b>PROJECT COSTS</b> |
| <b>Expenses</b>       |                |                |                |                |                |                |                  |                      |
| Construction          | \$ 95,000      |                |                |                |                |                | \$ 95,000        | \$ 95,000            |
| <b>TOTAL</b>          | \$ 95,000      |                |                |                |                |                | \$ 95,000        | \$ 95,000            |
| <b>Appropriations</b> |                |                |                |                |                |                |                  |                      |
| General Fund          | \$ 95,000      |                |                |                |                |                | \$ 95,000        | \$ 95,000            |
| <b>TOTAL</b>          | \$ 95,000      |                |                |                |                |                | \$ 95,000        | \$ 95,000            |

**Description and Benefits**

This initiative involves fencing in the newly renovated multipurpose field at Anderson Community Park with the purpose of deterring deer from going onto the field, controlling the play on the field from interfering with simultaneous softball activities on field #4 and from balls going onto the adjacent property owners land. Also, the fence will help to regulate free play on the field as well. Adding bleachers will enhance the functionality of the multi purpose field and give park patrons a place to sit while they are there for games and other activities.

**Energy Sustainable Measures**

None

**Funding Source Notes ( if grants, ID source and matching requirements)**

General Fund

**DEPARTMENT: Stormwater Management Utility Enterprise Fund**

The following retrofits have been determined by Planning staff and Sungate Engineers as best sites available in the municipal limits to pursue the construction of stormwater retrofits to satisfy the requirements of the Jordan Lake Rules for nutrient reduction from existing development.

**PROJECT TITLE: Carrboro Plaza Stormwater Retrofit**

|                                | FUNDING |         |           |           |          |         | FIVE YEAR  | TOTAL         |
|--------------------------------|---------|---------|-----------|-----------|----------|---------|------------|---------------|
|                                | TO DATE | FY 2018 | FY 2019   | FY 2020   | FY 2021  | FY 2022 | TOTAL      | PROJECT COSTS |
| <b>Expenses</b>                |         |         |           |           |          |         |            |               |
| Planning/Design                |         |         | \$ 16,291 |           |          |         | \$ 16,291  | \$ 16,291     |
| Construction                   |         |         |           | \$ 92,316 |          |         | \$ 92,316  | \$ 92,316     |
| <b>TOTAL</b>                   |         |         | \$ 16,291 | \$ 92,316 |          |         | \$ 108,607 | \$ 108,607    |
| <b>Appropriations</b>          |         |         |           |           |          |         |            |               |
| Stormwater Utility             |         |         | \$ 16,291 | \$ 92,316 |          |         | \$ 108,607 | \$ 108,607    |
| <b>TOTAL</b>                   |         |         | \$ 16,291 | \$ 92,316 |          |         | \$ 108,607 | \$ 108,607    |
| <b>Operating Budget Impact</b> |         |         |           |           |          |         |            |               |
| Personnel                      |         |         |           |           | \$ 1,000 | \$ 500  | \$ 1,500   | \$ 1,500      |
| <b>Estimated Total</b>         |         |         |           |           | \$ 1,000 | \$ 500  | \$ 1,500   | \$ 1,500      |

**Description and Benefits**

Land at the entrance to Carrboro Plaza can accommodate a retention pond treating runoff from about 25 acres of commercial land and adjacent roads. The construction of stormwater treatment is expected to reduce nitrogen loading from 10.74 lbs/acre/year to 7.45 lbs/ac/yr. The cost estimate provided is based on calculations by Sungate. The project phasing would be to first complete an engineering/design study, and then proceed to construction. Anticipate two (2) FTE for management of the project.

**PROJECT TITLE: McDougle School Stormwater Retrofit**

|                                | FUNDING |         |         |           |            |            | FIVE YEAR  | TOTAL         |
|--------------------------------|---------|---------|---------|-----------|------------|------------|------------|---------------|
|                                | TO DATE | FY 2018 | FY 2019 | FY 2020   | FY 2021    | FY 2022    | TOTAL      | PROJECT COSTS |
| <b>Expenses</b>                |         |         |         |           |            |            |            |               |
| Planning/Design                |         |         |         | \$ 82,974 |            |            | \$ 82,974  | \$ 82,974     |
| Construction                   |         |         |         |           | \$ 523,249 | \$ 389,463 | \$ 912,712 | \$ 912,712    |
| <b>TOTAL</b>                   |         |         |         | \$ 82,974 | \$ 523,249 | \$ 389,463 | \$ 995,686 | \$ 995,686    |
| <b>Appropriations</b>          |         |         |         |           |            |            |            |               |
| Stormwater Utility             |         |         |         | \$ 82,974 | \$ 523,249 | \$ 389,463 | \$ 995,686 | \$ 995,686    |
| <b>TOTAL</b>                   |         |         |         | \$ 82,974 | \$ 523,249 | \$ 389,463 | \$ 995,686 | \$ 995,686    |
| <b>Operating Budget Impact</b> |         |         |         |           |            |            |            |               |
| Personnel                      |         |         |         |           |            | \$ 1,000   | \$ 1,000   | \$ 1,000      |
| <b>Estimated Total</b>         |         |         |         |           |            | \$ 1,000   | \$ 1,000   | \$ 1,000      |

**Description and Benefits**

The land adjacent to McDougle School drains 33 acres. The project phasing would be to first complete a detailed engineering/design study that would address hydrology, geotechnical considerations, utilities, and development of construction drawings, and then proceed to construction. The water depth of the wetland would be limited to 3 feet with 1-2 feet for temporary storage following rain events.

**PROJECT TITLE: Carrboro High Retrofit**

|                       | FUNDING |         |         |         |         |           | FIVE YEAR | TOTAL         |
|-----------------------|---------|---------|---------|---------|---------|-----------|-----------|---------------|
|                       | TO DATE | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022   | TOTAL     | PROJECT COSTS |
| <b>Expenses</b>       |         |         |         |         |         |           |           |               |
| Planning/Design       |         |         |         |         |         | \$ 44,344 | \$ 44,344 | \$ 44,344     |
| <b>TOTAL</b>          |         |         |         |         |         | \$ 44,344 | \$ 44,344 | \$ 44,344     |
| <b>Appropriations</b> |         |         |         |         |         |           |           |               |
| Stormwater Utility    |         |         |         |         |         | \$ 44,344 | \$ 44,344 | \$ 44,344     |
| <b>TOTAL</b>          |         |         |         |         |         | \$ 44,344 | \$ 44,344 | \$ 44,344     |

**Description and Benefits**

The land adjacent to Carrboro High School drains about 20 acres. Sungate has completed a study in 2014 that has identified bioretention and pond retrofits on the site. The project phasing would be to first complete a detailed engineering/design study that would address hydrology, geotechnical considerations, utilities, and development of construction drawings, and then proceed to construction.

**Energy Sustainable Measures**

The Draft 2016 Community Climate Action Plan includes establishment of a stormwater utility to manage stormwater quality and quantity impacts and increase resilience through adaptive strategies in response to /preparation for changing climate conditions.

**PROJECT TITLE: Orange County Southern Branch Library**

|                                | <b>FUNDING<br/>TO DATE</b> | <b>FY 2018</b> | <b>FY 2019</b> | <b>FY 2020</b> | <b>FY 2021</b> | <b>FY 2022</b> | <b>FIVE YEAR<br/>TOTAL</b> | <b>TOTAL<br/>PROJECT COSTS</b> |
|--------------------------------|----------------------------|----------------|----------------|----------------|----------------|----------------|----------------------------|--------------------------------|
| <b>Expenses</b>                |                            |                |                |                |                |                |                            |                                |
| Planning/Design                |                            | \$ 1,500,000   |                |                |                |                | \$ 1,500,000               | \$ 1,500,000                   |
| Construction                   |                            |                | \$ 13,598,500  |                |                |                | \$ 13,598,500              | \$ 13,598,500                  |
| Land/ROW                       |                            |                |                |                |                |                |                            |                                |
| Equipment/Furnishings          |                            |                |                |                |                |                |                            |                                |
| <b>TOTAL</b>                   | \$ -                       | \$ 1,500,000   | \$ 13,598,500  | \$ -           | \$ -           | \$ -           | \$ 15,098,500              | \$ 15,098,500.00               |
| <b>Appropriations</b>          |                            |                |                |                |                |                |                            |                                |
| General Fund                   |                            |                |                |                |                |                |                            |                                |
| Capital Project Fund           |                            |                |                |                |                |                |                            |                                |
| Installment Financing          |                            | 750,000        | 8,250,000      |                |                |                | 9,000,000                  | 9,000,000                      |
| Intergovernmental Funds        |                            | 750,000        | 5,348,500      |                |                |                | 6,098,500                  | 6,098,500                      |
| Bond Fund                      |                            |                |                |                |                |                |                            |                                |
| Grants                         |                            |                |                |                |                |                |                            |                                |
| Other                          |                            |                |                |                |                |                |                            |                                |
| <b>TOTAL</b>                   | \$ -                       | \$ 1,500,000   | \$ 13,598,500  | \$ -           | \$ -           | \$ -           | \$ 15,098,500              | \$ 15,098,500.00               |
| <b>Operating Budget Impact</b> |                            |                |                |                |                |                |                            |                                |
| Personnel                      |                            |                |                |                |                |                |                            |                                |
| Operating                      |                            |                |                |                |                |                |                            |                                |
| Capital Outlay                 |                            |                |                |                |                |                |                            |                                |
| Debt Service                   |                            |                |                | \$ 716,625     | \$ 703,125     | \$ 716,250     | \$ 2,136,000               | \$ 2,136,000                   |
| <b>Estimated Total</b>         | \$ -                       | \$ -           | \$ -           | \$ 716,625     | \$ 703,125     | \$ 716,250     | \$ 2,136,000               | \$ 2,136,000                   |

**Description and Benefits**

The Town and Orange County will pursue the development of a Southern Branch Library to be operated by the County and located in downtown Carrboro. The Town, Orange County and Carrboro residents will benefit from this facility, which will house the Southern Branch Library, Town administrative offices, and associated parking garage/deck facilities.

The County and Town will enter into a Development Agreement to establish terms to proceed with planning, financing and development of the property.

**Energy Sustainable Measures**

Energy sustainable measures will be considered during the design process

**Funding Source Notes ( if grants, ID source and matching requirements)**

Orange County Contribution and Town Installment Financing

## Appendix C

### Vehicle Replacement Policy Evaluation

**TOWN OF CARRBORO  
VEHICLE REPLACEMENT POLICY**

**I. PURPOSE**

To establish guidelines for the replacement of Town owned vehicles in order to ensure the vehicles are replaced in the most efficient and cost effective manner.

**II. POLICY**

Replacement criteria are essential to meet departmental requirements for replacement of obsolete or inoperable vehicles necessary to maintain a safe, efficient and reliable fleet. Replacement criteria will serve as method for evaluating each vehicle against several economic and operational considerations such as original cost, estimated replacement cost, cost of repair, downtime and maintenance, and suitability for intended use.

**III. PROCEDURE**

- A. All Departments utilizing Town owned vehicles are required to monitor the condition and mileage of the vehicle(s) under their control. With assistance from the Fleet Maintenance Division in Public Works, each department is required to maintain the upkeep and service on all assigned vehicles.
- B. In lieu of new or used vehicle purchases, the requesting Department must contact the Purchasing Officer to review utilization of vehicles from other Departments to determine if vehicle re-assignment would meet Departmental needs.
- C. During the budget process, all Departments requesting the purchase of vehicles will provide Finance with a mileage schedule of all assigned vehicles.
- D. The Board of Aldermen must appropriate budget funds for vehicles to be replaced. No vehicle replacement can be made prior to an approved budget request.
- E. When the replacement vehicle is placed into service, the replaced vehicle must be turned into Purchasing for surplus along with a completed property disposition form. Purchasing will coordinate with Public Works Department for storage of replaced vehicles until disposition. Purchasing will be responsible for securing declaration of surplus and the final disposal of all surplus vehicles.

**IV. REPLACEMENT CRITERIA**

Vehicles shall meet or exceed at least one of the following criteria to be eligible for replacement:

- A. Vehicle to be replaced was destroyed and/or cost to repair is 75% or greater than the current NADA wholesale value; or
- B. The accumulated repair costs has reached or exceeds 80% of the original purchase price; or
- C. Replacement parts or components are no longer available; or
- D. The vehicle age and/or mileage have rendered the vehicle in such condition that it cannot reliably, safely and/or economically serve its intended purpose or be used in a reasonable alternative capacity.

Suggested disposal criteria for miles and age of vehicles are listed below. Vehicles not specifically listed shall be evaluated against miles/age criteria for a similar type vehicle.

| Vehicle Description                | Age | Maximum Mileage |
|------------------------------------|-----|-----------------|
| Police Patrol/Pursuit Sedans       | 8   | 125,000         |
| Police Admin/Investigations Sedans | 10  | 150,000         |
| Vans (passenger/cargo)             | 12  | 125,000         |

|                               |    |         |
|-------------------------------|----|---------|
| Light Trucks/Utility Vehicles | 12 | 150,000 |
| Heavy Vehicles/Trucks         | 12 | 200,000 |
| Fire Apparatus/Aerial         | 20 | 250,000 |

## V. EVALUATION CRITERIA

Vehicles are evaluated by four criteria: age, mileage, general overall condition, and maintenance cost. Each vehicle is scored as follows to determine which units are ***eligible for replacement consideration***.

1. Year of Vehicle: One (1) point is assigned for each year of chronological age past life expectancy, based on “in-service date” of the vehicle.
2. Mileage: One (1) point is assigned for each 5,000 miles of operation over 125,000 miles.
3. General Overall Condition: This category takes into consideration the condition of the body, rust, interior condition, vehicular accident status, anticipated repairs, etc. A scale from one (1) to five (5) is used, with five (5) being extremely poor condition.
4. Maintenance Cost: Points are assigned on a scale of one (1) to five (5) based on the total cost factor. The maintenance cost figure includes all repair and maintenance costs minus any costs associated with accident repairs. A five (5) would be equal to 100% or more of the original purchase price, while a one (1) would be equal to 20% of the original purchase price.

### **POINT RANGES FOR REPLACEMENT CONSIDERATION**

| <b><u>Score</u></b> | <b><u>Condition</u></b>         |
|---------------------|---------------------------------|
| Less than 8 points  | I. Excellent                    |
| 8 - 12 points       | II. Good                        |
| 13 - 17 points      | III. Qualifies for replacement  |
| Above 18 points     | IV. Needs immediate replacement |

## VEHICLE EVALUATION FOR REPLACEMENT

Department: \_\_\_\_\_ Division: \_\_\_\_\_

Vehicle Make: \_\_\_\_\_ Year: \_\_\_\_\_ In Service Date: \_\_\_\_\_

Purchase Price: \$\_\_\_\_\_ Mileage: \_\_\_\_\_ Maintenance Cost: \$\_\_\_\_\_

General Overall Condition: \_\_\_\_\_

Reason for Replacement:

\_\_\_\_\_ Vehicle to be replaced was destroyed and/or cost to repair is 75% or greater than the current NADA wholesale value; or

\_\_\_\_\_ Accumulated repair costs has reached or exceeds 80% or the original purchase price; or

\_\_\_\_\_ Replacement parts or components are no longer available; or

\_\_\_\_\_ Vehicle age and/or mileage have rendered the vehicle in such condition that it cannot reliably, safely and/or economically serve its intended purpose or be used in a reasonable alternative capacity.

Points for Replacement Consideration:

| <b><u>Factor</u></b>      | <b><u>Point(s)</u></b> |
|---------------------------|------------------------|
| Year of Vehicle           |                        |
| Mileage                   |                        |
| General Overall Condition |                        |
| Maintenance Cost          |                        |
| <b>Total Points</b>       |                        |

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Submitted by: \_\_\_\_\_  
Department Head

Date: \_\_\_\_\_

Reviewed by: \_\_\_\_\_  
Finance

Date: \_\_\_\_\_

Approved by: \_\_\_\_\_  
Town Manager

Date: \_\_\_\_\_

## Appendix D

### Vehicle Replacement Schedule

## 2018 Vehicle CIP Vehicle Requests

[illegible]

## 2019 Vehicle CIP Vehicle Requests

[illegible]

## 2020 Vehicle CIP Vehicle Requests

[illegible]

## 2021 Vehicle CIP Vehicle Requests

[illegible]

## 2022 Vehicle CIP Vehicle Requests

[illegible]

## 2023 Vehicle CIP Vehicle Requests

[illegible]

## 2024 Vehicle CIP Vehicle Requests

[illegible]