# TOWN of CARY

*North Carolina*

## FISCAL YEAR 2017

***ADOPTED***

# ANNUAL OPERATING BUDGET


*SEAN STEGALL*
*TOWN MANAGER*

*MICHAEL BAJOREK*
*DEPUTY TOWN MANAGER*

*TIM BAILEY*
*ASSISTANT TOWN MANAGER*

*RUSS OVERTON*
*ASSISTANT TOWN MANAGER*

*KARL KNAPP*
*BUDGET DIRECTOR*

*STACEY TEACHEY*
*CAPITAL PROGRAM MANAGER*

*KATHY LLERAS*
*SENIOR BUDGET AND MANAGEMENT ANALYST*

*KATIE LUMB*
*SENIOR BUDGET AND MANAGEMENT ANALYST*

*HUNTER FRANK*
*BUDGET AND MANAGEMENT ANALYST*



www.townofcary.org

# GFOA AWARD FOR DISTINGUISHED BUDGET PRESENTATION

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the Town of Cary for its annual budget for Fiscal Year 2016 which began July 1, 2015. In order to receive this award, a governmental unit must publish a budget document that meets specific program criteria as a policy document, an operations guide, a financial plan, and a communications device.

The Fiscal Year 2017 budget will be submitted to GFOA for award consideration as well.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished Budget Presentation Award*

**PRESENTED TO**

**Town of Cary**

**North Carolina**

For the Fiscal Year Beginning

**July 1, 2015**

Executive Director

# TOWN of CARY

## FY 2017 Annual Operating Budget

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# GUIDE TO USING THE ADOPTED OPERATING AND CAPITAL BUDGET

Brief summaries of the different sections appearing in the FY 2017 Adopted Operating Budget appear below.

- **Message** (pages 17-27)

  This section consists of the Manager's Budget Message. This message provides an introduction to the budget and the major revenue and expenditure issues.

- **Budget Overview** (pages 30-39)

  The Budget Overview presents information on budget issues and trends, significant revenue trends, expenditures, and personnel impacts.

- **Ordinance** (pages 40-100)

  The Operating Budget Ordinance is featured in this portion of the budget. The Ordinance outlines recommended revenues and expenditures for the General Fund, Utility Fund, Transit Fund, Community Development Block Grant Fund, Economic Development Strategic Fund, Police Separation Allowance Fund, Self-Insurance Funds, 911 Fund, and Fleet Management Fund. The recommended fee schedule, authorized position listing, and pay table also appear.

- **Summary Information** (pages 101-120)

  This section of the document provides summary information about the Town's structure, anticipated revenues and expenditures, service rates, and debt service information.

- **General Fund and Departments** (pages 127-330)

  The General Fund section contains information specific to the General Fund. The General Fund is the Town's major operating fund. Graphs and tables provide historical summaries of revenues and expenditures. The General Fund Summary provides three years of actual data related to revenues and expenditures, plus the Estimated FY 2015 revenues/expenditures, and the FY 2016 Budget. This report lists each revenue source, expenditures by department, and the estimated ending fund balance for the General Fund.

  The Department tabs following the General Fund section contain a narrative for each General Fund department. Each narrative presents the department's mission statement, program descriptions, activity history, FY 2015 accomplishments, key performance objectives, measures and workload indicators, and brief discussions of significant budget and service level changes anticipated in FY 2016.

- **Utility Fund and Departments** (pages 331-374)

  The Utility Fund section is formatted in the same manner as the General Fund section but provides information related specifically to the Utility Fund including water and sewer operations.

- **Other Funds** (pages 375-390)

  This portion of the budget contains information related to other activities of the Town that are accounted for separately from the general and utility funds: Fleet Management, Transit Fund, Community Development Block Grant Fund, Economic Development Strategic Fund, Police Separation Allowance Fund, 911 Fund, and Self-Insurance Funds

- **Capital Improvements Budget and Plan** (pages 391-489)

  The Capital Improvements Budget and Plan for the recommended budget includes the capital improvements ordinance, summary of projects and appropriations, funding sources, listing of requests for current year, a summary for both General and Utility Capital, and a brief description of manager's recommended projects and the ten-year Improvements Plan.

- **Appendix** (pages 491-520)

  The Appendix contains a history of employee authorizations, a general discussion of fund structure and a summary of the Town's basis of accounting along with a glossary of common budgeting terms.

- **Contact Information**

  Any questions or comments regarding this document may be directed to Karl Knapp, Budget Director at karl.knapp@townofcary.org or (919) 462-3911.

# VISION STATEMENT

Cary is a place where good neighbors form healthy neighborhoods in a green and vibrant community of friendly, caring people.

# MISSION STATEMENT

At the Town of Cary we focus every day on enriching the lives of our citizens by creating an exceptional environment and providing exemplary services that enable our community to thrive and prosper.

# STATEMENT OF VALUES

To achieve our mission we will uphold the following values:

1. Our organization exists to serve our **citizens**. We will be open, ensure access, encourage involvement and be accountable to our citizens.
2. **Employees** are our most important resource. We will attract and retain the best employees and invest in their personal and professional growth.
3. We will be **honest**, ethical and diligent. Our actions will comply with local, state and federal laws.
4. We will treat everyone with **dignity**, respect and fairness.
5. We will achieve the best results through effective **teamwork**, strategic partnerships and community participation.
6. We will provide outstanding customer **service** that is polite, friendly and responsive.
7. We value **creative** thinking and innovation. We will continue to be nationally recognized for excellence in local government.
8. We value **growth** that balances desired service levels, economic benefits and continued stability for our community.
9. We are **cost conscious**. We spend public funds responsibly and effectively to ensure the Town's short and long term financial strength.
10. We are committed to proactive, comprehensive **planning** to guide the future of our community.
11. We will preserve and protect our environment. We will be good **stewards** of our finite natural resources.

Adopted by Town Council August 22, 2006

# QUALITY OF LIFE GUIDING PRINCIPLES

1. The Town of Cary is an exceptionally safe community
   - Citizens feel secure in their homes, in the community, and on the streets and sidewalks

2. The Town of Cary maintains a small town feel
   - The Town possesses a distinctively small town character with a vibrant downtown
   - Pedestrians, drivers, and bicyclists move efficiently
   - Public facilities are clean and inviting

3. The Town of Cary is defined by its distinctive sense of place
   - Citizens and users take pride in the attractive appearance of parks, streets, and buildings
   - Citizens value the community's cultural, recreational and economic opportunities
   - Citizens feel encouraged to lead healthy lifestyles

4. The Town of Cary actively builds community for all of its people
   - Citizens take pride in their quality of life
   - Community gathering places are valued and utilized
   - Town infrastructure is built to last
   - Citizens get excellent value for their investment in the Town of Cary
   - The public respects the way the Town is governed
   - The Town provides extraordinary customer service

# PRIORITY BASED BUDGETING GOALS AND PRACTICES

The Town of Cary was the first local government in North Carolina to implement Priority Based Budgeting (PBB). PBB is recognized by the ICMA Center for Management Strategies and the Alliance for Innovation as a leading best practice in local government. PBB provides a comprehensive review of the entire organization, identifying every program offered, determining the costs of every program, and evaluating the relevance of every program based on the goals the organization is trying to achieve. At its January 2014 retreat, the Town Council adopted six goals stating what the Town should be for its residents, as well as set of practices designed to achieve each goal.

Each of the Town's 501 programs were scored in terms of their influence on achieving these goals, and these scores were used to rank the programs. Those programs that did not provide direct service to citizens, but did support such direct services, the programs were evaluated in terms of how well they met the Good Governance goals. Programs were sorted into four tiers, with those in the highest tier ranked as having the greatest influence eon achieving the PBB goals. This ranking process indicated that 77 percent of the Town's FY 14 budget was devoted to programs in the two highest priority tiers.

The Goals and Practices also serve as a means by which Town departments can identify priorities for service improvements and associated budget requests. The priority rankings also assisted the Town Manager in making choices for the allocation of available resources within the Recommended Budget. Of the General Fund expansion funding in the FY 17 operating budget, 67 percent will go to programs in the top two priority tiers. This is lower than in prior years because the expansion recommendations are focused on enhancing support functions that will improve service to front line departments, and these functions generally are in Tier 3 programs. The departmental budget detail pages indicate which of the department's goals and initiatives support the PBB Goals and Practices.

The six PBB service Goals and associated Practices are listed below, as well as the Good Governance Goals and Practices.

## Goal: ATTRACTIVE, WELL-PLANNED and LIVABLE COMMUNITY

### Practices:

- Provides a safe environment that promotes, supports and sustains clean and visually appealing neighborhoods that are welcoming, secure and provide quality housing options that meet the community's needs and reinforce its identify and character.
- Promotes and encourages strategically planned, well-designed, well-constructed and sufficiently regulated mixed use development of vibrant residential, commercial and downtown areas.
- Connects the community through a network of safe, accessible, reliable and well-planned mobility options for vehicles, pedestrians and cyclists.
- Provides for the protection, preservation and renewal of its natural resource through effective waste management, recycling and mitigation of factors impacting the environment.
- Collaboratively encourages and provides a variety of community events, quality educational opportunities, leisure-time activities, and a vibrant downtown that are safe and contribute to the economic and social well-being of the community.
- Fosters a sense of community through citizen involvement, participation, and education.
- Provides safe accessible, attractive parks, trails, open space and public facilities that offer a variety of recreational opportunities and public spaces that enhance the aesthetic appeal of the Town.

## Goal: ECONOMIC VITALITY and DEVELOPMENT

### Practices:

- Encourages and supports the attraction, retention and growth of diverse and sustainable businesses that contribute to the community's economy and stimulate job growth.
- Facilitates business development through community partnerships, incentives and efficient, "business-friendly" processes.
- Promotes and invests in strategically planned, appropriately balanced, future-focused and sustainable development and re-development that provides for a thriving community and revitalized downtown.
- Promotes itself as a safe, attractive, home town environment, offering quality housing choices and a variety of activities and amenities that offer a premier quality of life to a broad spectrum of people.
- Provides, maintains and enhances its public infrastructure systems to support community expansion, support the effective delivery of services, preserve its resources and meet the needs of its residents, businesses and visitors.

## Goal: EFFECTIVE TRANSPORTATION and MOBILITY

### Practices:

- Plans, designs and constructs efficient, safe, well-maintained and reliable streets that improve traffic flow, ease congestion and ensure optimal mobility.
- Provides for accessible and attractive sidewalks bikeways, trails, medians and greenways that connect the community and provide safe mobility options for pedestrians and cyclists.
- Partners to promote and ensure local and regional access to reliable, affordable and convenient public transportation options.
- Collaboratively plans for the mobility needs of the community.

## Goal: QUALITY RECREATIONAL, LEISURE and CULTURAL OPPORTUNITIES

### Practices:

- Invests in its park system including open spaces, greenways, trail systems and recreation areas, ensuring they are safe, convenient, well-maintained, accessible and connected.
- Offers a variety of accessible and affordable indoor and outdoor recreational/leisure programs and activities to meet a wide variety of interests and promote a healthy lifestyle.
- Focuses on the unique health, recreational and social needs of youth, adults, families and seniors in the community.
- Encourages and supports a variety of diverse opportunities and venues that focus on the arts, town history, cultural enrichment, life-long learning and entertainment.
- Promotes community events and celebrations that encourage participation and foster a sense of community.

## Goal: RELIABLE, SUSTAINABLE INFRASTRUCTURE

### Practices:

- Continually invests in building and improving a well-designed, well-maintained, transportation system of safe and sustainable streets, sidewalks and bridges.
- Collaboratively plans and develops adequate infrastructures systems that meet the capacity needs of the community's growth.
- Designs, builds, and proactively maintains a reliable utility infrastructure that delivers a safe, clean water supply, controls stormwater drainage and effectively manages sewage treatment.
- Ensures town facilities, parks, greenways and public spaces are safe, clean, attractive, structurally sound and well cared for.
- Plans for responsible growth and community sustainability through energy efficiencies, resource conservation and respect for environmental impacts.
- Provides for critical redundancies and responsive, timely, recovery of its infrastructure systems in the event of natural and man-made emergencies.

## Goal: SAFE COMMUNITY

### Practices:

- Offers protection to lives and property by justly enforcing the law, promptly responding to calls for service and being sufficiently prepared to react and respond to all emergency situations.
- Fosters a feeling of personal safety through a visible, responsive public safety presence and by proactively focusing on prevention and safety education.
- Provides a safe public infrastructure network that is well-maintained, accessible and enhances traffic flow and mobility.
- Protects and provides for the physical and environmental health of the built and natural environment of the community.
- Creates a sense of belonging through communications, community engagement, involvement, education, activities and events.
- Promotes and sustains a clean, well-designed, properly regulated and visually attractive community.

**Goal: GOOD GOVERNANCE**

**Practices:**

- Provides assurance of regulatory and policy compliance to minimize and mitigate risk.
- Supports decision-making with timely and accurate short-term and long-range analysis.
- Enables and enhances openness and transparency by ensuring accountability, honesty, efficiency, best practices and innovation in all operations.
- Protects, manages and optimizes its financial, human, physical and technology resources.
- Attracts, motivates and develops a high-quality, engaged and productive workforce.
- Delivers responsive and courteous service to its internal and external customers, while ensuring timely and effective two-way communication.

# OTHER PLANNING PROCESSES

The Town of Cary currently is undertaking Imagine Cary, the most ambitious long-range planning effort in the community's history. The product of the Imagine Cary process will be a new Community Plan that serves as a strategic guide, expressing the values and aspirations of the community. It is the broadest public policy document the community can create and will set forth the long-range vision for:

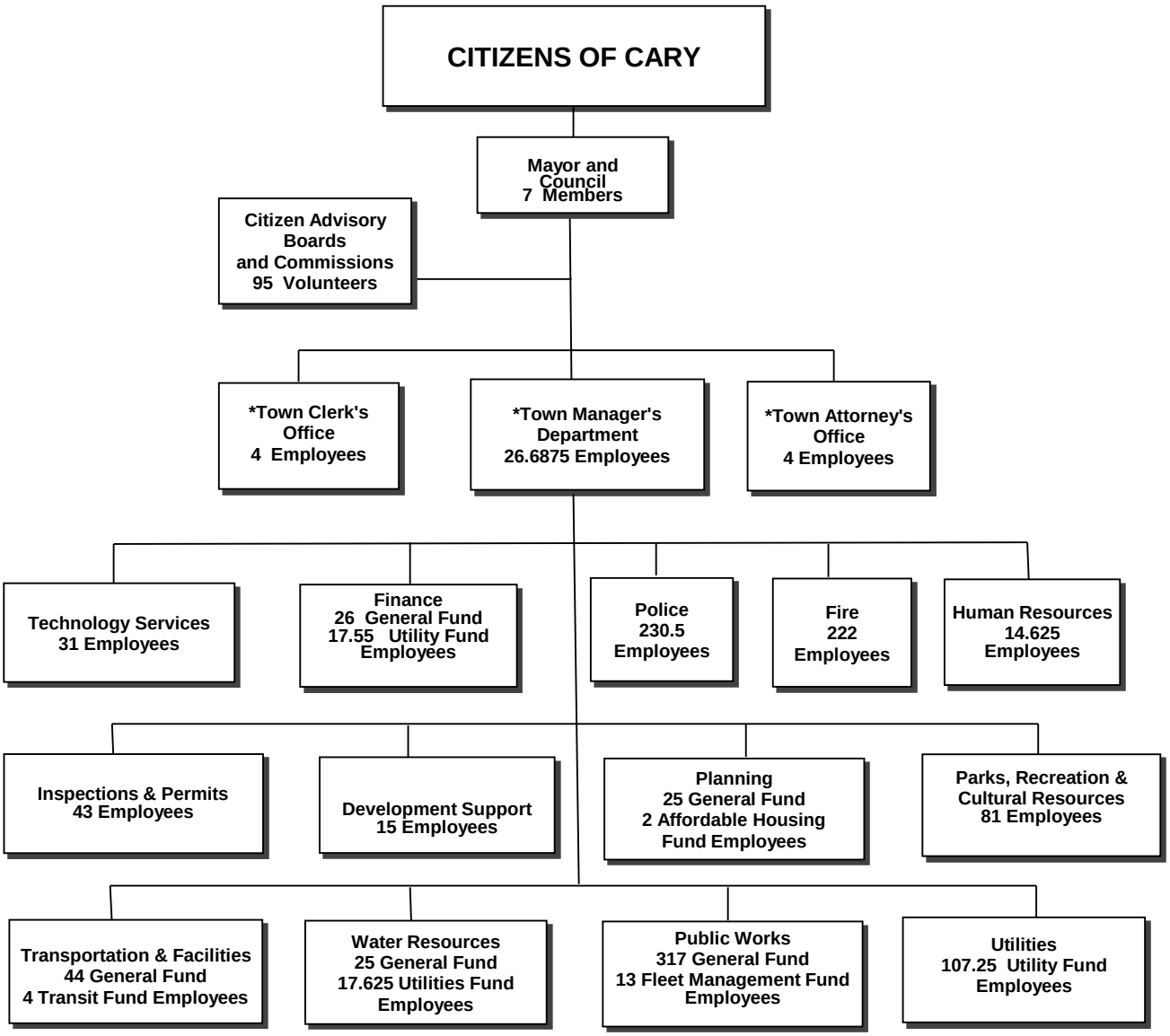
- Community Development
- Transportation
- Housing,
- Environment
- Economic Development and
- Related topics

The Community Plan will blend together the Town's current individual plans that address land use, growth management, parks and recreation, affordable housing, transportation, open space and historic resources, historic preservation, and public art into an integrated document for decision-making and policy guidance. This new Community Plan also can create placeholders for related future initiatives under this the policy umbrella.

The Imagine Cary steering committee, known as the Committee for the Future (CFTF), consists of 34 members appointed by the Town Council, who are demographically representative of the population of Cary. The CFTF is responsible for representing citizens in the planning process; providing guidance and direction to the staff at crucial steps in the process; disseminating information during the planning process through personal networks; volunteering to help facilitate community meetings; and serving as stewards of the plan once it is adopted.

The Imagine Cary process has been underway since 2013, and the current schedule calls for Council consideration of the final plan in early 2017.

# ORGANIZATION CHART




* The Town Clerk, Town Manager, and Town Attorney are appointed by Town Council. The function of Treasurer is a responsibility assigned by Town Council to the Finance Director. While the function of Treasurer is an appointment, the position of Finance Director is not. The Town Manager's Department includes the Town Manager's Office, Budget Office, Public Information Office and Downtown Manager.

NOTE: Employee counts include permanent positions only, expressed as full time equivalents (FTEs). All employees are included in the general fund unless otherwise noted. The total number of approved budgeted regular employee positions for FY 2017, excluding Town Council, is 1270.2375. This total does not include the 12 non-budgeted overhire positions (8 in Police and 4 in Emergency Communications).

# MEMBERS OF CARY TOWN COUNCIL

Harold Weinbrecht, Jr.
105 Windspring Court
Mayor

Jennifer Robinson
106 Chertsey Court
District A

Don Frantz
706 East Cornwall Road
District B

Lori Bush
107 Doric Court
At Large

Jack Smith
104 Cricket Lane
Mayor Pro Tem
District C

Ed Yerha
108 Seymour Creek Drive
At-Large

Ken George
1312 Brookgreen Drive
District D Representative

# TOWN BOARDS AND COMMISSIONS

Environmental Advisory Board
Danna Widmar, Chair

Parks, Recreation and Cultural Resources Advisory Board
Sarah Martin, Chair

Public Art Advisory Board
Thomas Gruber, Chair

Information Services Advisory Board
Robert Campbell, Chair

Planning and Zoning Board
Mark Evangelista, Chair

Zoning Board of Adjustment
Richard Roddy, Chair

Historic Preservation Commission
Brent Miller, Chair

# APPOINTED AND ADMINISTRATIVE POSITIONS

Sean Stegall
Town Manager

Mike Bajorek
Deputy Town Manager

Tim Bailey
Assistant Town Manager

Russ Overton
Assistant Town Manager

Christine Simpson
Town Attorney *

Karen Mills
Finance Director / Treasurer *

Virginia Johnson
Town Clerk *

Tony Godwin
Police Chief

Karl Knapp
Budget Director

Susan Moran
Public Information Director

Laura Cove
Transportation and Facilities Director

Ken Hawley
Inspections and Permits Director

Allan Cain
Fire Chief

Renee Poole
Human Resources Director

Nicole Raimundo
Chief Information Officer

Jeff Ulma
Planning Director

Doug McRainey
Parks, Recreation and Cultural Resources Director

Steve Brown
Water Resources Director

Scott Hecht
Public Works Director

Jamie Revels
Utilities Director

Scot Berry
Development Services Director

*Appointed By Town Council

# RESPONSIBILITIES OF TOWN GOVERNMENT BY DEPARTMENT

## LEGISLATIVE DEPARTMENT

The Legislative Department includes the Town Council, the Town Clerk Division, and the Legal Division.

The Town Council is comprised of the Mayor and six Council Members, and is elected by the registered voters of Cary. Council establishes policies and programs for effective delivery of Town services, approves the annual financial plan, sets the property tax rate and all user fees, and provides all ordinances, rules and regulations for the welfare of the Town. The Council also appoints the Town Attorney, the Town Clerk, and the Town Manager.

Town Clerk Division is responsible for serving the public, including serving as liaisons between the public and Town Council, preparing public notices of all official meetings, preparing agenda for council meetings, attending council meetings and work sessions, preparing minutes of council meetings and work sessions, serving as record custodians of Town Clerk and Council records, responding to records requests, providing orientation to newly elected and appointed officials, keeping the Town Seal and Town Flag, attesting Town documents, maintaining the Town's Charter, Code and Land Development Ordinance, managing Town boards/commissions and task forces, administering of Hillcrest Cemetery, providing administrative support to the Town Council and several boards/commissions and task forces, maintaining Town policies, resolutions, proclamations and ordinances, ensuring Town officials and staff understand the Open Meetings and Public Records Laws, providing civic educational opportunities for community groups, and administering the Hometown Spirit Award. The Town Clerk is appointed by and reports directly to the Town Council. The Town Clerk Division also includes one full-time Deputy Town Clerk, one full-time Administrative Assistant, and one part-time Administrative Assistant.

Legal Division - The Office of the Town Attorney provides legal advice and representation to the Town, including the Mayor, Council, and other Town officials and employees on a broad range of issues. The Town Attorney represents the Town in litigation filed by or against it and provides legal opinions to the Town Council. Ordinances are drafted or reviewed by the Legal Division. The Legal Division drafts contracts, leases, deeds, franchises, bonds and other legal documents to which the Town is a party. The Town Attorney is also involved in the selection and management of outside counsel who represent the Town, its officials, and employees on Town-related matters.

The Town Attorney is appointed by and reports to the Town Council. The Legal Division also includes one full-time Senior Assistant Town Attorney and one full-time Legal Assistant.

The Legal Division only represents the Town of Cary and its agencies, officials and employees on matters of public business. The Legal Division cannot provide legal advice or representation to citizens on any matter. Citizens seeking legal advice or representation must consult an attorney in private practice.

## TOWN MANAGER'S DEPARTMENT

The Town Manager's Office includes the Town Manager--who serves as the Chief Executive Officer of the organization--along with his Deputy and Assistants as well as Downtown Development, Budget, and Public Information. The Town Manager is appointed by the Town Council and is responsible for implementing the policies set forth by the Town Council, and exercises management responsibility over all operational departments. Through management of the operational departments, the Manager's Office ensures the advancement of the vision, goals, and policies of the Town Council and that all local, state and federal laws and regulations are met.

The Public Information Office develops and executes a comprehensive communication program consistent with the organization's mission and goals and is designed to increase citizen awareness and involvement in their local government. Responsibilities include overseeing communications planning, the Town's government access channel (CARY TV), the utility bill insert (BUD), web site content (www.townofcary.org), media relations, advertising, new media efforts and research.

The Budget Office is responsible for the planning, development, execution and evaluation of the operating and capital improvements budgets and the capital improvements plan. Other responsibilities include long-term financial planning, preparing material for the Council/Staff Retreat, publishing budget documents and managing special projects. Special projects include the statewide Performance Measurement Project, internal performance measurement/benchmarking projects, operational analyses, and policy research and recommendations.

The Downtown Development Program is focused on facilitating private redevelopment efforts to leverage the Town's investments in the downtown core area and revitalizing this area through physical improvement and downtown activities. The Downtown Development Manager serves as the Town's resource contact for developers and business owners interested in downtown development, and encourages downtown development by recruiting businesses and promoting economic opportunities.

## POLICE DEPARTMENT

The mission of the Police Department is to protect life and property through community partnerships and the provision of the highest level of quality professional services. The Police Department exists to ensure the safety and well being of the community, its citizens, and visitors. The department accomplishes its mission by focusing on education, prevention, investigation, and enforcement. Major components of the department include Field Operations, Investigations, Support Services, and Professional Standards. The department also provides animal control, school resource officers, and emergency communications services for the Town and its citizens. The Police Department's geographical policing philosophy is enhanced by innovative methods, processes and personnel dedicated to making Cary a safe place to live and work. The Cary Police Department has been internationally accredited since 1992 and has been awarded the Gold Standard by the Commission on Accreditation for Law Enforcement Agencies (CALEA). The Cary Police Department and its personnel contribute greatly to Cary's high quality of life.

## FIRE DEPARTMENT

The primary mission of the Fire Department is to protect and enhance the high quality of life for the citizens and visitors of the Town of Cary from the adverse effects of natural and man-made emergencies. The Fire Department's goal is to provide a model, customer-oriented fire protection program through an innovative, proactive and cost effective approach to emergency response, fire code application and public fire education. The Fire Department is organized into four business activities: 1) Administration 2) Logistics 3) Operations and 4) Training & Safety. The Cary Fire Department has been accredited since 1999 through the Commission on Fire Accreditation International.

## FINANCE DEPARTMENT

The Finance Department administers the financial affairs of the Town. Financial functions are organized into three divisions: Accounting, Procurement and Risk Services, and Utility Accounts. Budget functions are included in the Town Manager's Office.

The Accounting Division maintains accounting and financial systems, and provides payroll, accounts payable and accounts receivable services. The division provides regulatory and informational reporting and prepares a Comprehensive Annual Financial Report. Cash and investments, debt and grants are also managed in Accounting.

The Procurement and Risk Services Division provides centralized purchasing services for all departments within the Town government. It is located at the Town's Operations Center and is also responsible for the Town's mail, copy and courier services, risk management services including administration of the Town's

property and casualty insurance program, management of surplus property, central warehouse operations and capital assets inventory management.

The Utility Accounts Division is responsible for utility billing and collection. The division provides customer service, manages the water meter reading system, and bills and collects for utility services. This function is accounted for in the utility fund.

## HUMAN RESOURCES DEPARTMENT

The Human Resources Department ensures that the Town is staffed with capable and motivated employees who can provide the highest level of service to the citizens of Cary. Human Resources develops and promotes model personnel and safety programs and practices designed to attract, develop, and retain a well-qualified and diverse workforce for Town government. Responsibilities include advising management on recruitment and hiring, classification and pay, employee relations, performance reviews, equal employment opportunities, employee training and development, benefits administration, and employee safety.

## TECHNOLOGY SERVICES DEPARTMENT

The Technology Services Department (TS) provides and supports communications, information, and technology solutions to enable Town departments to serve our citizens in the manner they have come to expect. These technology solutions include software applications, geographic information services, public safety systems, radio systems, phone systems, voice mail, email, file services, desktop and laptop computers, mobile devices and network infrastructure. In addition, TS provides technology related training and develops strategic plans aligned to business needs with the goals of quality of service delivery, increased efficiencies, and information security for the Town government staff and citizens.

## PARKS, RECREATION AND CULTURAL RESOURCES DEPARTMENT

The Parks, Recreation and Cultural Resources Department consist of Administration, Recreation Programs, Cultural Resources and Athletics Divisions, as well as handling a wide variety of day-to-day and long-range functions.

The Administration Division is responsible for the administration of public park areas, special use facilities, greenways and trails. In addition, the division is responsible for marketing and communication, national accreditation, customer service, staff training, grant writing, volunteer management and recognition, coordination of citizen boards and committees, program evaluation and analysis, strategic long-term plans for facilities and programs, the department business plan, sponsor recruitment, scholarship program administration, managing the dog park and other support functions.

The Community Recreation Division provides a wide range of recreational programs for adults, children, and senior adults including dance, exercise, adventure, trips, confidence building, social interaction, camps, as well as programs in ecology, environmental stewardship, preservation and nature appreciation. In addition, the division provides Town citizens with the opportunity to rent facilities for group functions, such as picnics, meetings and other social occasions. Programs and rentals are offered at Bond Park, Hemlock Bluffs Nature Preserve, Herb Young Community Center, Bond Park Community Center, Middle Creek Community Center, Cary Senior Center and other various parks throughout the Town. This division also supervises Cary Teen Council as well as Specialized Recreation and Inclusion Services, programs for people with disabilities.

The Cultural Arts and Resources Division offers a wide-ranging schedule of classes in dance, visual arts, music, theatre history, architecture, film and videography to enrich the lives of Town citizens. Division staff also provides communication, coordination and support for Town cultural groups. In addition, special events such as Lazy Daze and Spring Daze, the Christmas Tree Lighting, a variety of other downtown events and programs, the Fourth of July Celebration, various cultural festivals and events at the Sertoma Amphitheatre are managed by this division to provide an opportunity for Town citizens to come together as a community to experience artistic excellence. Applause! Cary Youth Theatre provides opportunities for

area youth to participate in theatrical productions each year. The Town public art program is administered through the division as well as coordination of Town exhibitions. The division also has responsibilities in administering the Town's Public Art Master Plan. The division oversees the operation of the Page-Walker Arts and History Center, the Cary Arts Center and the new Cary Theater and provides general oversight for SMG, the facilities' management company contracted to administer the Koka Booth Amphitheatre.

The Sports Venues Division is responsible for planning, implementing and supervising diverse youth and adult programs and special events. Programs and camps are offered in basketball, softball, baseball, volleyball, tennis, soccer, cross country and golf. The division also hosts various special events such as the Division II Baseball World Series, the Tennis Campus Championships, the NCAA Soccer College Cup, the Cary Road Race as well as local, state and national level soccer, tennis, baseball and softball tournaments. The Town manages several signature parks including the Cary Tennis Park (a 30-court full service tennis facility providing instruction, camps, clinics, tournaments and league play), a Skate Park (a 12,000 square-foot course with ramps and other popular skating obstacles), WakeMed Soccer Park (a 150 acre facility which includes a nationally recognized cross country course, 7 multi-purpose soccer fields and a 10,000 seat stadium home to the Carolina RailHawks professional soccer team). The USA Baseball National Training Complex at Thomas Brooks Park includes 4 full-size baseball fields featuring a stadium field to complement the current 4 field softball/baseball complex at the park.

## PUBLIC WORKS DEPARTMENT

The Public Works and Utilities Department is divided into two major components funded through the general and utility funds. The general fund portion of the Public Works and Utilities Department is composed of six divisions, and the utility fund portion is composed of 7 divisions. The responsibilities within each fund are noted below.

### General Fund - Public Works

Administration Division (for Public Works & Utilities):

The Administration Division coordinates operations management planning, emergency management planning for Public Works and Utilities applications, work flow management, regulatory permit administration, long term strategic planning, budget preparation, expenditure system control, operations analysis, data collection and analysis, benchmarking, parts and supplies procurement, report and study preparation, record-keeping, and personnel management. An additional key function is providing customer service for all departmental functions that directly impact Cary citizens. This includes call center management, telephone support and preparing work orders for customer needs that will be executed by operational staff.

The Facilities Management Division is tasked with the planning and implementation of a comprehensive maintenance and repair program for all Town buildings, landscapes, parks, trails, rights-of-way, special use facilities and cemetery. Other responsibilities include; special events equipment logistics, street sweeping program, code enforcement pertaining to overgrown properties, roadway and sidewalk obstructions, hazardous tree management and related safety issues. The division also provides emergency response during weather events and logistical support for all Town events.

The Operations Division – General Fund Functions is responsible for providing street maintenance and traffic operation services for citizens, businesses and visitors to Cary. These services include maintenance and repair of storm water conveyance systems, streets, sidewalks, curb and gutter, traffic signals, traffic signs and traffic markings. Other division responsibilities include inclement weather response operations such as snow and ice control, storm recovery and debris removal and chipping services. In addition, the division provides program support to other divisions and departments. The Operations Division participates in engineering studies, provides direct support to facility maintenance teams, park and greenway trail repairs and other recreational facilities as needed and traffic sign/signal services and support for special events. The division maintains around-the-clock response capabilities through after hours/weekend response teams for traffic signals and construction.

The Solid Waste Management, Recycling and Yard Waste Division provides curbside household garbage collection services on a weekly basis to households and small businesses. The division is also responsible for the collection of recyclables, yard waste and special and bulky items. Furthermore, the division is responsible for code enforcement for debris and health and safety related issues, emptying downtown litter containers, the processing and disposal of debris resulting from inclement weather and the operation of the Dixon Avenue Citizen Convenience Center/Transfer Station. In addition, the division operates the Town's loose leaf collection program and coordinates a solid waste education program to increase citizen understanding of waste reduction/diversion opportunities, and the development of long range disposal operations. The division also promotes citizen engagement in volunteer initiatives through the SPRUCE program.

The Fleet Management Division is responsible for the repair and maintenance of all Town vehicles and equipment. Additionally, the division coordinates planned preventive maintenance of all vehicles, provides vehicle and equipment replacement planning for Town departments and provides fuel for Town vehicles and equipment. Also, the division provides operation and maintenance cost data for all departments utilizing vehicle and equipment assets. The division is accounted for in a separate internal service fund and services, parts and fuels are charged back to user departments.

## WATER RESOURCES DEPARTMENT

The Water Resources Department is responsible for water, wastewater, reclaimed water and stormwater system planning, policies, standards, design, and construction as well as storm water regulatory management, water supply management, and infrastructure field services.

### Water Resources - General Fund

The Administration Division oversees all departmental activities and coordinates long range water and utility infrastructure needs. The division also coordinates budget development, expenditure system control, record keeping, and personnel activities. The division also serves the administrative support needs of the Transportation and Facilities Department.

The Field Services Division inspects construction of water, sanitary sewer, reclaimed water, transportation, and stormwater systems to ensure that infrastructure meets the Town's standard specifications and master plans. The division tracks warranty and surety progress for new infrastructure, and also assists in the development plan review process and reports new infrastructure for financial consideration (Powell Bill reimbursement, CAFR, etc.).

The Stormwater Division oversees design and construction/project management services for improvements to the Town's storm drainage systems and stormwater management devices. The division also is responsible for stormwater master planning, reviewing floodplain permit, and assisting citizens with drainage and flooding issues. Another key function of the division is environmental protection, by maintaining the FEMA Floodplain Management Program, enforcing National Pollutant Discharge Elimination System (NPDES) regulations, ensuring all of the Town's stormwater management devices meet regulations, and educating the public on stormwater rules and regulations. The Division also plays a key role in land development from plan review to enforcement of construction and post construction activities associated with stormwater runoff.

### Water Resources - Utility Fund

The Water Resources Planning Division develops and implements long range water resource plans that address water supply (potable and reclaimed) and wastewater management. The division manages regulatory processes and interlocal agreements to ensure that water demands can always be met by obtaining long-term and short-term water supplies, and that water and wastewater needs are met reliably and cost-effectively.

To increase reliability and extend the life of facilities, the division implements, monitors, and evaluates demand-side management programs that include education, financial incentives, regulation, and developing overall water resource program communications.

The Utility Design and Construction Services Division provides or coordinates design, project management, and construction administration services for the Town's utility capital improvement projects, including water and reclaimed water distribution systems, sanitary sewer collection system, and treatment plants. The division also develops long range water infrastructure master planning and design standards, and participates in the development review process to ensure efficient and orderly growth of utility systems.

## TRANSPORTATION AND FACILITIES

The primary mission of the Transportation and Facilities Department is to provide a well-designed, high-quality community through development and implementation of policies, standards, ordinances, and transportation and facility infrastructure. The Transportation & Facilities Department is responsible for the planning, design, and construction of all Town facilities including: Parks; Sidewalks; Greenways; Buildings; Streets; and Bike Routes. It also oversees real estate, surveying and related technical services; coordinates the organization's sustainability efforts; operates C-Tran as well as the Town's Traffic Management Center.

## PLANNING DEPARTMENT

Planning develops and implements comprehensive land use plans, including area, district and corridor plans. The department also handles historic preservation and community development improvement programs. Planning staff is responsible for assembling demographic data, maintaining and enforcing zoning ordinances, processing sign and other permits, and preparing maps. This department handles annexations, rezonings, coordination of review of all development plans, approval of plats, and the assigning of addressing. The Planning Department also provides staff support to the Zoning Board of Adjustment, the Planning and Zoning Board, the Historic Preservation Commission, and special citizen committees.

## INSPECTIONS AND PERMITS DEPARTMENT

The Inspections and Permits Department is responsible for the administration and enforcement of all residential and commercial elements of the North Carolina State Building Code and local ordinances related to the construction of buildings and other structures. This includes the installation of plumbing, electrical, heating, refrigeration, air conditioning, and fire prevention systems. This responsibility can be grouped in three main functional areas; building code enforcement, calculation of development related fees, and state mandated fire inspections.

Building Code Enforcement is the only municipal service mandated by the NC General Assembly (G.S. 160A-411). The department enforces the NC State Building Code—which includes Building (commercial), Accessibility, Residential, Plumbing, Mechanical, Fuel Gas, Electrical, Fire and Energy Conservation Codes—through the activities of permitting and inspections. The Permitting group processes building permit applications, reviews construction plans for compliance with the NC State Building Code and issues building permits. The Inspections group ensures that buildings and other structures are constructed and/or altered in accordance with the approved plans and in compliance with the NC State Building Code.

Calculation of Development Related Fees
The department calculates fees for building permits, and water, sewer and transportation development fees. After calculation, fees are collected by staff of the Development Support Division.

State Mandated Fire Inspections
The department performs routine inspections, and issues necessary operational permits for all commercial buildings. These inspections are mandated by the State of North Carolina and help to ensure that commercial structures are in compliance with the state fire code. Inspections are scheduled based on a reoccurring cycle, which varies from annually to once every three years, depending on the occupancy of the building.

## DEVELOPMENT SERVICES DEPARTMENT

The Development Support Division serves the citizens of Cary by providing a collection of services in support of those involved in developing and building in Cary, and offers a central point of contact with Town's various departments, primarily Planning and Inspections & Permits, throughout their project's life cycle—from conception to Certificate of Occupancy (CO). The division also coordinates internal workflow processes for development activities. One of the primary goals of the Development Support Division is to consider the total customer experience and foster a consistent and unified level of service across all the development-related areas. The Division is organized into three main work groups: Customer Service Desk (aka "One-Stop Shop"), Contact Center, and Development Liaisons.

Development Customer Service Desk (aka "One-Stop Shop")

The Development Customer Service Desk is the primary entry point for customers seeking services from Planning and Inspections & Permits. The group is responsible for the intake and distribution of applications, collecting fees (cash receipts), receiving walk-in customers, providing general assistance, and coordinating activities between development customers and the various Town departments and external agencies.

Development Contact Center
The Development Contact Center acts as a "mini-311" for Planning and Inspections & Permits. The Contact Center receives incoming telephone calls, general emails, and other electronic media, answers general questions, and routes calls appropriately. The Contact Center is also responsible for coordinating and scheduling inspections for Planning, Zoning, Minimum Housing, Inspections & Permits, Fire Code Enforcement, and building permit-related inspections by other Town departments.

Development Liaisons

The primary role of the Development Liaison is to help customers successfully navigate the development process. Currently, the group's focus is on Cary's small business customers. Liaisons proactively identify development projects within the target group and initiate contact to offer services. Development Liaisons serve as a customer's primary point of contact with the Town throughout the life of their project. They take a holistic view of each project—connecting the dots between concept, design, and execution to anticipate and advise customers of potential pitfalls and obstacles along the way. Development Liaisons work closely with other departments and divisions, facilitating communication and collaboration.

Coordination of Services
The Division supports the businesses of the Planning and Inspections & Permits departments by coordinating certain activities and functions common to both, including electronic and social media communications, forms and applications, and coordinating workflow management.

## UTILITIES DEPARTMENT

### Utility Fund – Utilities

Administration Division (for Public Works & Utilities):

The Administration Division coordinates operations management planning, emergency management planning for Public Works and Utilities applications, work flow management, regulatory permit administration, long term strategic planning, budget preparation, expenditure system control, operations

analysis, data collection and analysis, benchmarking, parts and supplies procurement, report and study preparation, record-keeping, and personnel management. An additional key function is providing customer service for all departmental functions that directly impact Cary citizens. This includes call center management, telephone support and preparing work orders for customer needs that will be executed by operational staff.

The Pretreatment Division is responsible for implementing the Town's industrial pretreatment program, user fee program for industrial and commercial users of the sewer system, and the Fats, Oils, and Grease (FOG) program that help prevent blockages and overflows in the sanitary collection system. The Pretreatment Division is the primary contact for the regulatory agencies that assess the Town's overall regulation and control of what is discharged into the sanitary sewer collection system.

The Utility Systems Management Division provides maintenance management and implementation for the water and wastewater pumping facilities, and is also responsible for elevated water storage, odor control, instrumentation assistance, industrial wastewater flow data, water system flow data and inflow/infiltration functions. This division participates in engineering studies and related system review functions.

The Operations Division – Utility Fund Functions is responsible for providing utility services for citizens, businesses, and visitors to Cary. These services include maintenance and repair of the water and reclaimed water distribution systems, sanitary sewer systems, water meter services and utility line locates. The division maintains around-the-clock response capabilities through after hours/weekend response teams for water and sewer lines.

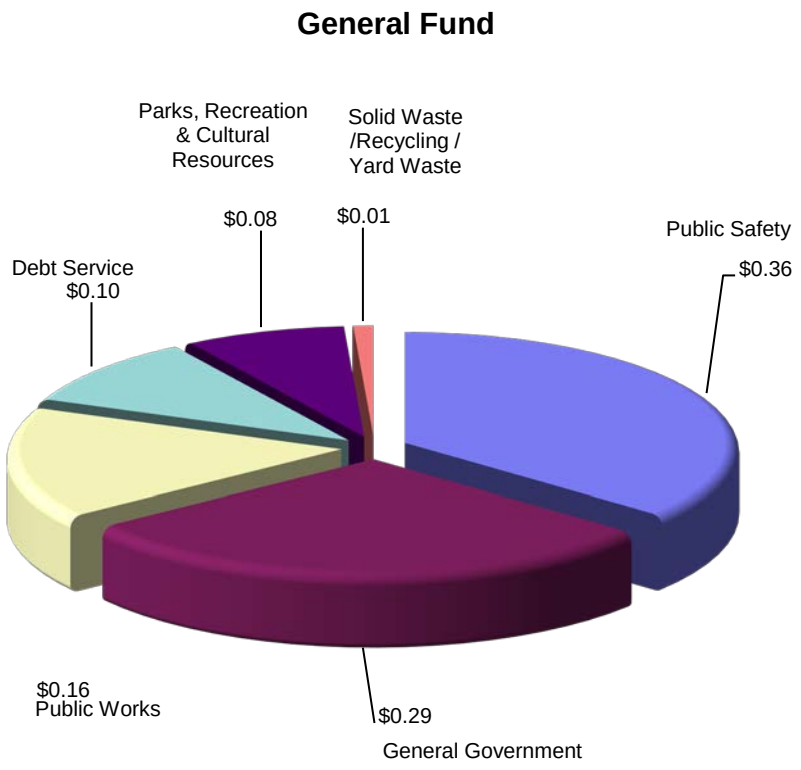
The North and South Cary Water Reclamation Facilities' mission is to treat wastewater generated by Cary's utility customers. The North and South Cary Water Reclamation Facilities are permitted and maintain the capacity to treat 12 million and 12.8 million gallons of wastewater per day, respectively. Ongoing efforts include the provision of preventive, predictive, and corrective maintenance for the main plant sites, a biosolids processing facility, a regional pump station, a biosolids gravity belt thickener system and related facilities and grounds. Both facilities also focus on biosolids removal and disposal and the production of reclaimed water.

The Western Wake Water Reclamation Facility's mission is to treat wastewater generated by Cary, Morrisville, and Apex utility customers. The plant began accepting wastewater on July 30, 2014 and began discharging treated water to the Cape Fear River on August 11, 2014. The facility is permitted and maintains the capacity to treat 18 million gallons of wastewater per day. Ongoing efforts include the provision of preventive, predictive and corrective maintenance for the main plant site, biosolids processing facility, treated effluent pumping station and associated discharge facilities at the Cape Fear River. Operating and future capital costs will be split between the Towns of Cary and Apex at a 66% / 34% split, respectively.

The Cary/Apex Water Treatment Plant's mission is to provide adequate clean water to the Towns of Apex and Cary and those entities the Town contracts with to provide service. The service area for the Cary/Apex WTF includes: Cary, Apex, Morrisville, RDU Airport and the Wake County portion of Research Triangle Park. The Town of Apex pays a portion of the operating costs of the water plant (23% of capital costs and actual usage of other costs) as 23% owner of the facility. The plant also manages the disposal of water treatment residuals and develops and manages alternative residual disposal methods. The plant capacity currently is 40 million gallons per day (MGD), and an FY 2014 expansion project will increase the facility's treatment capacity to 56 MGD.

# GOVERNMENTAL FUNCTIONS EXPRESSED AS CENTS OF A TAX DOLLAR

| Function | Cents of Tax Dollar |
|---|---|
| Public Safety | $0.36 |
| General Government | $0.29 |
| Public Works | $0.16 |
| Debt Service | $0.10 |
| Parks, Recreation and Cultural Resources | $0.08 |
| Solid Waste/Recycling/Yard Waste | $0.01 |
| **Total Cents** | $1.00 |




**Did you know that for every tax dollar paid...?**

**36** cents provide fire and police protection.
**29** cents goes to administrative and internal functions such as human resources, purchasing, technology services and development services including engineering, planning and inspections.
**16** cents supports public works activities.
**10** cents helps retire debt for streets, parks, government facilities and other miscellaneous costs/ functions.
**8** cents helps fund parks, recreation, cultural, and athletic programs.
**1** cent helps provide solid waste, recycling and yard waste services.

NOTE: These numbers show cents of Cary's tax revenue dollar after factoring out revenue attributable to each function, such as monthly solid waste fees.

# BUDGET MESSAGE
# FOR FISCAL YEAR 2017

Mayor Weinbrecht and Members of Council:

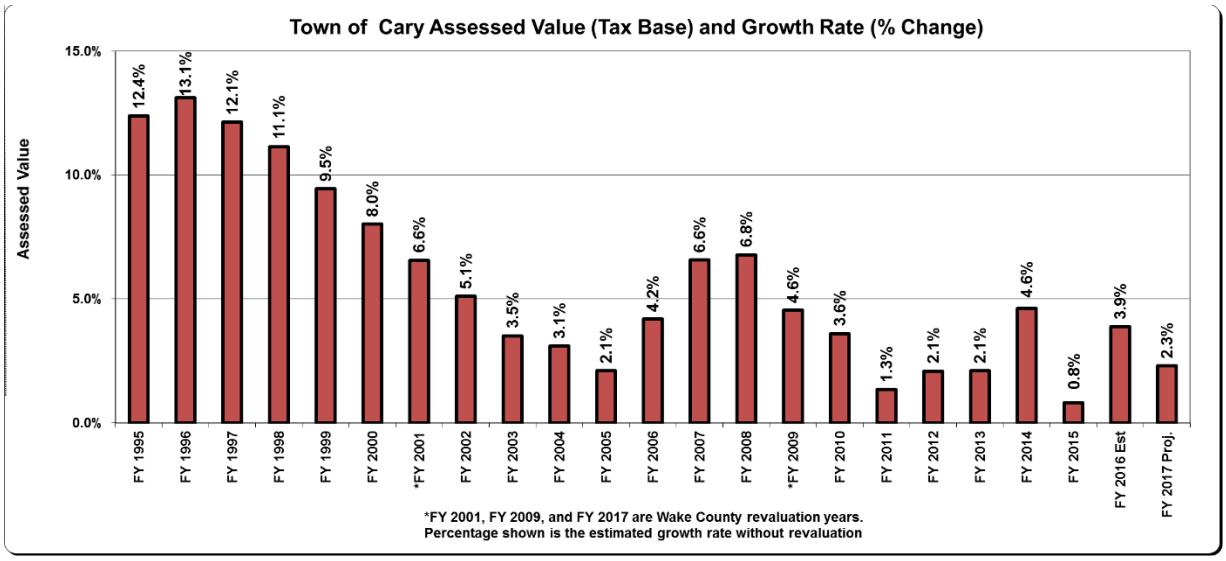
Submitted herein, in accordance with the Local Government Budget and Fiscal Control Act, is the recommended annual budget for fiscal year 2017 for the Town of Cary. As required by State law, the budget is balanced and identifies methods of raising and spending funds for specific programs during the coming fiscal year. The recommended operating budget is $227.8 million, a 4.5 percent increase over the FY 2016 adopted budget. The recommended capital budget is $91.4 million, a 17.3 percent increase from FY 2016. FY 2017 is a property revaluation year for Wake County and the budget recommends a tax rate of 35 cents, rounded up to the nearest cent from the revenue neutral rate of 34.95 cents.

All real property in North Carolina must be reassessed at least every eight years according to State law, and Wake County last revalued property for FY 2009 prior to the effect of the recession on property values. In Cary, the average increase in residential property value within Wake County for the current revaluation was 7 percent (4 percent for residential property and 15 percent for commercial property). State law requires that during revaluation years, each government must publish the tax rate that would keep total property tax revenue at the same level as if revaluation had not taken place, known as the revenue neutral tax rate. State statute includes a formula for calculating the revenue neutral rate to allow for the assumption of some natural growth in the tax base unrelated to revaluation. Using this formula, the Town's revenue neutral tax rate would be 34.95 cents. Based on this information, the Recommended Budget for FY 2017 includes a rounded tax rate of 35 cents. Rounding the rate would add $1.50 to the $1,048.50 tax bill of a home valued at $300,000. Rounding the tax rate to the nearest whole number has been a long-standing practice of the Town.

The 35 cent tax rate is a decrease of two cents from the FY 2016 tax rate of 37 cents. The two-cent change in the Cary tax rate will affect properties located in both the Wake and Chatham County portions of Cary. Chatham property will not be revalued until next year, so property owners in Chatham County will experience a reduction in taxes for FY 2017 at the proposed rate, but likely will see an increase in their taxes for FY 2018 as their value is adjusted by Chatham County to reflect the current market.

In presenting the FY 2017 Recommended Budget, I believe that it is important to take stock of the Town's current and future fiscal situation. Several recent developments have affected the Town's resources and raised the prospect that future revenue growth will be more limited. The monetary policy of the Federal Reserve Board since the beginning of the 2008-09 recession has held interest rates to historic lows, reducing the amount of revenue that the Town's General Fund receives from investment of its cash balance from $3-5 million per year to less than $1 million. The General Assembly eliminated the privilege license tax, the only tax other than the property tax for which the Town could control the tax rate, resulting in the loss of $1.7 million in revenue.

As shown in the chart on the next page, while the market has recovered from the recession, new construction has not returned to pre-recession levels. As a result, the Town's tax base grew dramatically during the 1990's, at a strong pace during the time between the 2001-02 and 2008-09 recessions, and a slower pace since the onset of the last recession.




Slower revenue growth will require the Town to make difficult fiscal choices. The Town's success has been based on three main foundations: 1) the creation of an attractive, well-planned, and livable community that has a distinctive sense of place; 2) the provision of exemplary services that enables our community to thrive and prosper; 3) sufficient revenue growth to maintain the first two foundations. These foundations are much like the legs on a stool. If one leg is shortened, then the others must be as well or the stool will topple. If revenue growth is reduced, then community quality and service excellence cannot be maintained in the same way that they have in the past.

For FY 2017, our initial projection of General Fund revenues and base budget expenditures, which included a four percent merit pay pool to reward our high performers, indicated that we would have less than $200,000 in expansion funds available for improving services. Despite this limitation, we were able to make $3.5 million available for service improvements through a diligent review of our expenses and revenues, with an eye to frugality and the most efficient use of limited resources. It is unlikely that in future years we can consistently produce this level of savings in the budget without making major changes in how we provide service, possibly affecting our level and quality of service to our citizens. This is not the first year since the 2008-09 recession that it has been difficult to generate funds for expansion, but in other years we saw unexpected increases in revenues and opportunities to reduce debt service that limited the amount of expense reduction.

In times of difficulty we must not lose sight of our achievements. Every year, Cary receives accolades as one of the best places to live in America, highlighting the safety, economic potential, and general well-being of our community. Our investments in downtown through the development of the Downtown Park and South Academy streetscape are underway and have helped to generate interest in private development for the area, some of which has already taken place in the form of the Mayton Inn and Bond Brothers Brewery. Our park and recreation facilities continue to provide outstanding facilities to the public and we soon will add Carpenter Park, Jack Smith Park, and five sports turf fields to our offerings. Over the past year, our Fire Department celebrated both the opening of Fire Station #2 on East Chatham Street. The Town recently received an ISO 1 rating, which lowered insurance rates for Cary's commercial property owners. The Town's water and wastewater facilities are state of the art and will provide the Town capacity for many years to come. Our expansion of the Cary/Apex Water Treatment Plant should be operational later this year and will take our maximum water production capacity from 40 million gallons a day to 56 million gallons a day.

## FY 2017 Priorities

I believe the first priorities for the Town's resources always should be to maintain this high level of service for our citizens and to improve our operations anywhere that we are not meeting expectations for performance. I expressed these top priorities to our staff as they prepared their operating budgets. I also instructed staff to focus on improving customer service, leveraging technology and other innovative solutions, and improving the Town's capacity to base operational decisions on data and analysis.

Because our resources are limited, I also asked staff to review Town fees to ensure that we are appropriately recovering the cost of services that provide a greater benefit to those using them. To this end, the Recommended Budget includes a range of fee increases for services provided to review development plans. Current fees for these services recover about one-third of the cost of providing them. Because these services primarily benefit the parties submitting plans for review, the proposed fees would seek to recover approximately 60 percent of the cost of service. Fees would be adjusted in the future to maintain this cost recovery level. In addition, the Recommended Budget proposes the creation of fees for residential and commercial encroachment permits on the Town right-of-way. Prior to the recent expansion of gigabit fiber services in Cary, the Town received few encroachment permit requests each year. The permit is primarily to the benefit of the company digging in the right-of-way, so it is appropriate that some of the cost of service be recovered from the applicant.

As we developed our Capital Improvement Budget and Ten-Year Plan, I also placed priority on correcting any current deficiencies in the physical and operating condition of our existing facilities to avoid future deterioration. The majority of our capital resources are, and will continue to be, devoted to keep our facilities in outstanding condition to serve our citizens. However, if we are to continue being one of the most livable cities in America, we cannot be satisfied with merely maintaining what we have. Even moderate growth within the Town will begin to strain the capacity of our facilities to serve our citizens. In deciding where to apply our resources, we looked to the priorities set by our facility master plans and by Council at the October 2015 work session. It was not possible to address all of these priorities within our available capital resources, so this budget includes a recommendation for additional sources of funding for several of the highest priority projects.

## Operating Budget

In each of the last two years, the budget message presented the operating expansion recommendations in terms of how they address the seven goals that Council established in January 2014 through its adoption of Priority Based Budgeting. Our last two budgets have focused most of the expansion budget on the six community goals for direct services to citizens. This year's budget also devotes the majority of the expansion spending to these goals, but the single goal to which the most funding is devoted is the Good Governance goal. This goal includes activities that supports decision-making with timely and accurate analysis; coordination of organization-wide projects and technology solutions; and assures regulatory and policy compliance. I believe our efforts over the past several years to devote our limited new resources to direct service programs, while necessary, left gaps in many support programs. These programs have great potential to improve our service to citizens by increasing the efficiency and decision-making capacity of our staff who provide direct services to citizens.

The expansion items in the FY 2017 Recommended Budget, which are highlighted below, include 25 new positions. The costs shown below for these positions include salary, benefits, equipment, and ongoing charges such as telephone service.

### <u>Good Governance</u>

The FY 2017 departmental budget requests from departments included several positions to analyze workload, performance, and financial data to improve the management of Town operations. It is essential that the Town base its operational decisions on solid data and analysis, but providing each department with staff for this purpose did not appear to be the most efficient means of accomplishing this purpose.

Instead, I am proposing the creation of a strategic analysis and project management group within the Town Manager's office using four existing positions and one new project manager ($125,069). The group would assist departments with their data reporting and analysis needs and would undertake project management and process analysis/improvement. Its workload priorities would be set by an interdepartmental work team. The existing Business Systems Analysts in the Manager's office would be assigned to this group, along with two vacant analytical support positions in Public Works and Finance, which would be upgraded to Business Systems Analysts at a cost of $13,885. The new project manager position would both supervise the operations of this group and provide coordination for operational and data system projects involving multiple departments.

- Restructuring in the Technology Services Department is needed to more effectively respond to emerging technologies that support a mobile, social, accessible, and information driven work environment. This restructuring ($97,329) will better define work team missions, enhance system security, customer service and accountability.
  - Create a Service Delivery team to enhance customer service by clearly defining, supporting and delivering information technology services. Upgrade one Technology Services Business Analyst (Grade 30) to Technology Project Manager (32), and convert another to Application Support Specialist (25).
  - Create an Infrastructure and Networking team to focus on enhancing the Town's technical architecture and developing an adaptable, flexible and responsive network environment.
  - Create an Analytics and Innovation team to develop an effective analytics and data management program including data standards and policies, architecture, and technology solutions. Upgrade the Open Data Specialist (30) to Analytics and Innovation Manager (34)
  - Create a Security team to review and maintain security polices, standards, guidelines and procedures, as well as conduct vulnerability audits and assessments. Upgrade a Technology Security Officer (31) to a Security Manager (34).
  - Retitle the Technology Services Senior Manager position to Chief Technology Officer to be more reflective of the position's responsibilities.
- The Technology Services supports well over a hundred and fifty applications and system interfaces. For many applications, there are single staff members familiar with the programming, leaving single points of failure. An Integration Developer position ($121,330) would work to provide industry standard software development methodologies to these solutions and retire these custom applications by migrating them to a cloud based platform system. This will allow for applications to be understood and supported by multiple staff, increasing responsiveness to requests for changes in the programs and reducing the risk of failure.
- The conversion of the Mapinfo application to the ESRI enterprise GIS platform provides a more robust and feature rich GIS environment where location-based data may be displayed, analyzed, shared and integrated with other solutions. ESRI is a core platform in the ecosystem of solutions necessary to deliver service to our citizens, and the Town's GIS system is a critical data resource on which many operation business practices and decisions are based. The ESRI platform allows our location-based data to be updated and viewed on mobile devices, web browsers and desktops allowing our staff, developers and citizens the ability to utilize the platform anytime, anywhere and on any device. In order to take full advantage of this robust platform, a GIS Developer position ($121,330) is required not only to assist with the current backlog of work, but also to accelerate the conversion from Mapinfo to ESRI and to meet increasing internal and external demands for feature-rich web-based geospatial tools. Current resources that work on maintain critical data in ESRI are not fully dedicated and workload balance is an ongoing issue.
- Technology Services currently supports numerous departmental specific applications, which require significant cost in staff time and resources to implement and maintain. By moving toward a cloud based platform approach that can support most information requirements of our departments, the Town can engage in better decision making, make operational improvements, and increase its ability to implement new services. A platform system will allow the Town to realize a comprehensive Customer Relationship Management (CRM) capability and enhance inter-department communication and improve service delivery within a consolidated information sharing environment. Migrating Town applications to a cloud platform, will decrease the system

administration burden on staff who are required to maintain our current server environment. Implementing this new platform will require $500,000 in FY 2017.

- Building a secure high speed enterprise class wireless network on Town Hall Campus will allow employees instant access to information such as electronic plans, videos, presentations, etc. where and when they need it. It will remove the requirement for hard wired physical network connections that currently restrict staff's mobility. This mobility enhancement will boost productivity, allow for shared work space, speed up working processes and increase collaboration with other staff, citizens and business partners. It will also allow citizen and business partner internet access through a managed secure wireless network that is separate from the Town's internal network. This network also provides the foundation for future testing of smart city technologies/ internet of things. The cost of installing the network are included in FY 2016 existing operating funds, but the ongoing costs ($200,000) of an integrated network require expansion funding.

Safe Community

- Although the Police Department has sufficient authorized positions (104) to staff its patrol operations, an average of 4.5 officers per month have been unavailable for daily duty over the last three years due to injury, illness, or military deployment. This figure would be as high as 7.7 per month, but the department is holding back some patrol officers from promotion or transfer to other duties in order to maintain staffing levels. Patrol staffing levels are maintained by requiring some officers to work on their days off, leading to officer fatigue. Three new Police Officer positions ($300,432) would reduce the need to reassign staff to cover patrol operations.
- Since 2010, the emergency call center has experienced a 16 percent increase in its call volume and calls themselves have become more complex. The center has sought to handle the increased call volume by using supervisory personnel to process calls, but call processing time continues to be longer than the Town standard. Two Emergency Communications Officer positions ($152,384) will help improve response time and service quality.
- The Fire Department requires 213 positions to fully staff its stations for three shifts a day. As the department has grown, efforts have been made to reduce the need for additional funding. One initiative was to add three Firefighter positions needed to fully staff operations, but to fund them through salary savings from vacancies rather than through additional appropriations. Current low vacancy rates in the department make this an unsustainable long-term solution. Converting the three overhire positions to funded positions ($216,825) will appropriately fund station operations.
- Public safety staff have significant training and exercise needs that can only be met through travel to facilities outside of Cary, resulting in costs and operational impacts due to staff being out-of-service. Cary, Apex, and Morrisville plan to explore the feasibility of constructing a local and jointly operated facility to meet public safety training needs. A study to assess training needs could identify what new facilities are needed and where they could be located. The study cost would be $75,000. Cary would pay $52,000 and Apex and Morrisville would pay the rest.

Attractive, Well-Planned and Livable Community

- A new planner position ($112,215) will address increasing review times for major site plans, rezonings, and minor alterations that have generated developer complaints and difficulty providing service to internal customers.
- An additional Development Liaison ($124,081) will improve overall customer service and the effectiveness of the development liaison program by allowing the liaisons to spend more time with business owners and developers to proactively assist with downtown and other small business projects.
- The number of homes served per recycling route has increased by 25 percent over the last six years. Small trucks collecting multi-family routes often need to make more than one trip to the recovery facility per day due to the volume collected. As a result, collections regularly are pushed off to the next day. Converting the three current one-person crews to two, three-person crews

($218,932) would allow collections to occur on schedule and additional flexibility. The new configuration also would save on vehicle replacement costs over the next two years.

- Since the conversion to curbside garbage collection began, the number of households served by the Town's yard waste crews has risen 37%. There are numerous days when all collections are not completed on schedule. Adding a fifth permanent crew ($216,687, net of temporary staff savings) would allow the Town to meet its service commitment.

Effective Transportation and Mobility

- To maintain operational signalized intersections, and to minimize interruptions that affect traffic patterns, upgrades are needed for signals at six key intersections. The upgrades are designed to replace aging wiring, rusted messenger support cables, incandescent signal heads, aging/rusted hardware, and to update detection systems. The cost of the upgrades ($152,734) is net of reimbursements from NCDOT.
- The GoCary transit system relies on a time intensive staff process to manually evaluate how different route structures could maximize potential ridership and passenger revenues. The use of FTA-approved Remix routing software could reduce the time by 90 percent. FTA will pay for 80 percent of the cost, limiting the Town's cost to only $2,430.

Quality Recreational, Leisure and Cultural Opportunities

- The PRCR Department has assisted the Police Department by providing programs and services at several underserved apartment communities. The Department has done this by making the program a secondary assignment for staff within its recreational, athletic, arts and cultural programs, and by hiring part-time staff. Even with this effort, as the 2016 Biennial Survey indicated, lower income citizen use of Town PRCR programs and facilities is low. By adding this fulltime Community Outreach position ($95,488) we will create a closer relationship with various segments of our population and create more consistent, recurring programming year round.
- Production work at Cultural Arts facilities and events currently is provided by contractors. The number of vendors is small and prices are high. Because a full-time staff person costs less per hour than the contractors, adding a Technical Operations Assistant would reduce reliance on contractors at minimal cost, thereby requiring only $1,677 in new funding for the new position.

Reliable, Sustainable Infrastructure

- As the types of construction projects become more complex and specialized there is a greater need for general quality control between major capital projects and for consistency between projects. A Facilities Construction Management Specialist ($141,347) in our Transportation & Facilities Department would support engineers and Public Works facility technicians managing projects by undertaking tasks including constructability review, budgeting/estimating, bidding assistance, construction administration and coordination, specification enforcement, and development of facility standards.
- Currently, eight construction crews share three trailers to haul their backhoes to worksites. When the three trailers are all being used, crews must drive the backhoes to their worksites. Adding two 12-ton trailers ($30,010) would allow Public Works to consistently haul backhoes rather than driving them to each worksite. Increased use of trailers will extend the useful life of the backhoes by approximately 3 years and decrease the time taken to get backhoes to jobsites by about 50%.

## Capital Improvement Budget

Beginning last year, the Town changed its capital budget process to limit the projects included in the first five years of the Capital Improvement Plan (CIP) by the amount and types of funding that is projected to be available in each of the five years. For the first five years, projects are shown as either Programmed or Not Programmed for funding. This approach provides a more realistic assessment of what can be accomplished within the next five years within projected revenues for general capital projects. As such,

the Capital Improvement Budget (CIB) in any year should be similar to the list of Programmed projects shown for the year in the prior year's CIP. Even with such fiscally constrained capital planning, changing circumstances and changes in revenue estimates may require adjustments to the plan. The proposed FY 2017 Capital Improvement Budget is similar to the Programmed projects shown for FY 2017 in last year's CIP, but there are several notable exceptions.

**Parks, Recreation, and Cultural Resources**

- The CIP approved last year included Cameron Park as a Programmed project with funding for design in FY 2017, and showed Morris Branch Park as a Not Programmed project. Staff now believe that the Morris Branch Park would better serve the residents of northwest Cary due to its better proximity to this growing area at a lower cost. The reprogramming of $100,000 between the parks in FY 2017 is the first step in a later, more significant shift of funding.
- The FY 2017 CIB shifts funds between several renovation and repair projects to reflect current priorities based on the condition of facilities and their level of use.
- The CIB reflects the reassignment of $1,950,000 in Interlocal funding from Wake County between the WakeMed Soccer Park Project and the Cary Tennis Park expansion, as approved by Council in April 2016.

**Fire**

- An additional $210,000 is included to replace all of the Fire Department's thermal imaging cameras which are at the end of their recommended life. These cameras are used to identify the location of fire within a burning structure,

**General Government**

- Last year the Town established a Heavy Equipment Replacement Project to provide funding for the replacement of trucks and other rolling stock that cost at least $50,000. The project was funded at $1.1 million annually based on the equipment to be replaced over the five year period. During this year's capital budget review, we determined that many of the more expensive vehicles on the replacement list were performing most of their work on water and sewer system activities. As a result, the replacement costs of these vehicles should be charged to the Utility Capital Fund, thereby reducing the amount of funding needed in FY 2017 to $300,000 and allowing reductions in other years of the CIP.
- The CIP includes several projects to provide annual or semi-annual funding for the replacement of aging equipment and structures at Town facilities. The CIP did not previously include a project to replace aging roofs, and $400,000 is included in the FY 2017 CIB for this purpose. Funds are for this project are included in future years of the CIP as well.
- The FY 2017 CIB includes $197,000 for replacement of Cary TV equipment to complete the conversion to digital transmission of programming.

**Utilities**

- The FY 2017 CIB reduces funding for the Basin W12 Regional Pump Station, Gravity Sewer and Force Main from $4.2 million in last year's CIP to $1 million. The $4.2 million project cost was based upon providing the remaining site acquisition and all design and construction funding for the project in FY 2017. Staff have now determined that it would be better to address remaining site acquisition in FY 2017 and provide design and construction funding in FY 2018.
- The CIB includes a new project, Lower Swift Creek Parallel Interceptor, at a cost of $2 million. A parallel interceptor along the existing Swift Creek Interceptor will ease the burden on existing interceptors during heavy rainfall and other wet weather events. This project previously noted a funding request in FY 2021, but staff have determined that it would be best to complete this work in a shorter timeframe, rather than phasing in improvements as was originally requested.

- The CIB includes a new project, North Cary Water Reclamation Facility – Partial and Diffused Air System, at a cost of $4.3 million. An external consultant has reviewed capacity needs associated with the North Cary Water Reclamation Facility and determined that this project is the most efficient way of meeting the near-term capacity needs of the facility without moving from a two-train to a three-train operation. Additional aeration will allow the plant to process another 1 MGD within the existing two train system for at least another 5-7 years.
- The CIB includes a new project, RDU Center Pump Station Force Main Replacement at a cost of $1.6 million. Recent inspection of sewer force mains found that the RDU Center Force Main showed significant loss in pipe wall thickness due to internal corrosion.

## FY 2017-21 General Capital Improvement Plan

The first priority for programming of funds during the first five years of the CIP is to maintain the condition and functionality of Town facilities. The CIP approved last year devoted 65 percent of the funding available to maintaining existing facilities. The remaining 35 percent of the funding was used for the expansion or addition of a limited number of facilities. Some of the projects that could not be funded were a high priority, but simply were too expensive to program within our limited capital resources.

For these reasons, we provided Council with the opportunity in October 2015 to identify projects on the Not Programmed list that would be a priority for funding with additional resources, which could include debt or additional funding from the General Fund's fund balance above minimum requirements (green money). Council Members each identified four projects that were a priority to them, and the following projects were selected by at least two Council Members.

1. Downtown Library Parking and Capacity
2. Mills Park Community Center
3. Economic Development Opportunities
4. Downtown Park Future Phases
5. Northwestern Cary Fire Station

Council has since addressed one of these priorities by appropriating $8.1 million for the library parking deck. Council also gave direction to use $5 million in fund balance to support a residential and commercial economic development project at S. Harrison Ave and West Chatham St. This direction is reflected in the CIB.

Per Council's direction, we have considered what projects could be programmed for funding within the resources that the Town devotes to capital projects, and have developed a proposal for alternative funding of additional significant projects. In developing this proposal, we sought to support the remaining Council priorities while also addressing other capital needs. The proposal for funding capital from additional resources is based on three assumptions:

1. The Town can issue an additional $50 million in debt over the next five years without impairing its financial standing;
2. Debt ideally should be subject to voter approval in a bond referendum in November 2018, but projects that are needed sooner could be financed with debt not subject to voter approval;
3. Up to $5 million of additional fund balance (green money) could be used for projects for which the use of cash was more appropriate than debt.

The proposal is a multi-year plan, and only the projects for FY 2017 require Council approval this year. If Council gives direction about future projects and sources of financing during consideration of the FY 2017 budget, staff will return to Council at each stage of the process for further direction necessary approvals.

The proposal would address the Council priorities for a Mills Park Community Center and the Fire Station #10 on O'Kelly Chapel Rd. In addition to the capital costs of design and construction in FY 2020 and FY 2021, Fire Station #10 will have capital costs in FY 2022 for the purchase of a pumper. We expect

that this cost can be accommodated without debt. Both projects would have significant operating costs beginning in FY 2022, for both the equipment needed to upfit the facilities, and ongoing annual personnel costs, utilities, supplies, and maintenance. The debt for the construction of these facilities would be subject to voter approval. The additional debt service associated with the bonds and the operating costs of the facilities could be funded through either a tax rate increase (as with the 2012 bonds) or reductions to spending and service levels. In addition to these two Council priorities, the proposal includes several time-sensitive projects of importance. The full proposal is shown below:

| Project | Type of Debt | FY 17 | FY 18 | FY 19 | FY 20 | FY 21 |
|---|---|---|---|---|---|---|
| Sidewalk Facilities | 2012 GO Referendum | $1,027,700 | - | - | - | - |
| Fire Station #9 | 2012 GO Referendum Installment Purchase | $7,150,000 | - | - | - | - |
| Police Evidence Room Capacity | Installment Purchase | $2,000,000 | - | - | - | - |
| Aerial Ladder Truck for New Company in NW Area | Installment Purchase | $672,000 | - | - | - | - |
| Downtown Development Project | Fund Balance (Green Money) | $5,000,000 | | | | |
| USA Baseball National Training Center Facility Improvements | Fund Balance (Green Money) | $3,197,500 | - | - | - | - |
| Reedy Creek Road Widening | 2012 GO Referendum | - | - | $7,000,000 | - | - |
| Aerial Ladder Replacement | Installment Purchase | - | - | - | $1,260,000 | - |
| Mills Park Community Center | Future GO Referendum | - | - | - | $1,500,000 | $15,000,000 |
| Fire Station #10 | Future GO Referendum | - | - | - | $750,000 | $7,000,000 |
| Chapel Hill Road Widening | Future GO Referendum | - | - | - | - | $5,850,000 |
| Fire Pumper Replacement | Installment Purchase | - | - | - | - | $655,200 |
| **TOTAL** | | **$19,047,200** | **-** | **$7,000,000** | **$3,510,000** | **$28,505,200** |

NOTE: The amounts shown are not the full cost of the project, but are the portion to be funded by debt or additional General Fund fund balance.

The rationale for including the additional projects is summarized below:

- Sidewalk facilities – Sidewalks on Penny Road and Old Apex Road were part of the sidewalk program presented to voters in 2012 bond information, but they cannot be completed within the amount of debt issued for sidewalks because the cost of the other 2012 sidewalk projects is higher than expected due to the need to purchase additional right-of-way and easements. These two projects would be funded by using authorized but unissued 2012 bonds.
- Fire Station #9 – Fire Station #9 on Walnut St would improve service to areas of Cary, including Crossroads Shopping Center, where response time currently exceed standards. The station's current building on NE Maynard Road has structural concerns and cannot serve as a long-term facility. The closure of the current station and construction of a new station was part of the plan when Fire Station #2 was proposed for construction as part of the 2012 bonds. The Station #9 project would be financed by a combination of authorized but unissued 2012 bonds and installment purchase debt, which pledges the asset as collateral and does not require voter approval.
- Police Evidence Room Capacity – The Police volume of material stored in the evidence room is rapidly reaching capacity, due in part to the requirement that evidence in some crimes against persons cases be kept for decades. The proposed funding is a preliminary estimate of the cost to build a new, secure evidence storage facility on Town property. The construction would be financed with Installment purchase debt.
- Aerial Ladder Truck for New Company in NW Area – The Town standard for structural fires requiring a ladder truck is that 90 percent of responses must take less than 10 minutes to provide an "effective firefighting force". In the northwest part of Cary the figure is 19 minutes. Adding a

ladder company in this area would bring response time within the standard. Because the truck would require 13 new positions to staff all three shifts, the operating cost of this truck would be $1.2 million beginning in FY 2018. This significant cost would require either a reduction in spending and service levels within the General Fund operating departments or a tax increase in that year of less than half a cent at current revenue projections. The purchase of the truck would be financed with installment purchase debt.

- Reedy Creek Road Widening – The project would widen Reedy Creek Rd from NE Maynard Rd to Harrison Ave to three lanes and provide curb and gutter, sidewalks, and street lighting. The Town has received $360,000 in Federal funds to begin the design and permitting of the project and the Town contributed $240,000. If the project is not completed by September 2021, the Town will be required to return the $360,000. Construction funding would be needed by FY 2019 to meet this schedule. It is likely that additional federal funding will be available to offset some of the project cost and reduce the amount of debt that would needed. The Town portion of the project would be financed with authorized but unissued 2012 bonds.
- Aerial Ladder Replacement – The scheduled replacement of a ladder truck could not be fully funded within designated capital funding sources in FY 2020 due to its cost. The purchase of the truck would be financed with installment purchase debt.
- Chapel Hill Road Widening – The project would widen Chapel Hill Road from N. Academy to Reedy Creek Road to a 3-lane section with curb and gutter, bike lanes, sidewalk, and street side trail in order to improve safety in corridor, provide safe pedestrian and bicycle links to the downtown area and spur economic redevelopment in the corridor. Most of this project would be funded by General Obligation bonds for which voter approval would be sought in November 2018.
- Fire Pumper Replacement - The scheduled replacement of a pumper truck could not be fully funded within designated capital funding sources in FY 2021 due to its cost. The purchase of the truck would be financed with installment purchase debt.
- USA Baseball National Training Center Facility Improvements – As part of its interlocal agreement with Wake County for use of occupancy tax funds, the Town committed to using part of its distribution of the funds to support half the cost of constructing a clubhouse facility and office space at the USA Baseball National Training Facility. The remainder would be paid by USA Baseball, which so far has not raised its share of the funding. In the last year, USA Baseball implemented an agreement with youth baseball organizations for the licensing of youth baseball bats, which will provide it with an ongoing revenue source to fund the improvements. USA Baseball has requested that the Town front the full cost of the construction project and that it be allowed to pay the Town back through a ten-year lease of the facility that would cover both the annual maintenance of the facility and the capital costs. This project would be funded with General Fund fund balance (green money). The capital portion of the lease payments would replenish fund balance.

It is possible to revise the Town's debt issuance schedule and debt repayment structure in order to avoid a tax increase for the debt-funded projects proposed for FY 2017 and FY 2019. The Town was planning to issue a second round of bonds to fund the 2012 referendum projects in September 2016. Given the pace of spending for the projects, this debt issuance date now appears premature. If the sale is delayed until September 2017, the funds that would have been used to pay the debt service on this issuance can be directed to an existing 2012 bond project (Carpenter Fire Station Rd Bridge and Intersection Improvements), thereby reducing the need to issue debt for that project. Rather than use the repayment structure that was planned, which involved high initial payments and much lower later payments, the debt could be issued with a more even repayment schedule, thereby allowing the debt to be issued at a lower annual repayment cost and allowing the additional debt proposed for FY 2017 as part of this proposal to be issued in May 2017 without a net increase in annual debt service. By funding these important projects with debt and fund balance (green money) the portion of the CIB devoted to expansion of existing facilities and development of new facilities would increase to 47 percent.

## FY 2017-21 Utility Capital Improvement Plan and Utility Rates

The utility capital budget was developed as it has been in prior years, with a multi-year focus. All identified projects are funded with sources designated for utility projects, such as water and sewer development fees, transfers from the utility fund, or revenue bonds. The cost of the debt service for revenue bonds is factored into the rates charged to water and sewer customers. Future utility rates are calculated using the multi-year rate smoothing approach initiated in FY 2009, which is designed to avoid large rate increases in years when significant amounts of debt must be issued, and to generate funds that can be used to reduce the amount of debt that must be issued. Rate smoothing spreads the effect of large projects on the rates over several years, avoiding large rate increases in any one year.

Over 42 percent ($55 million) of the capital funding over the first five years of the utility capital plan is devoted to the upgrading of water lines and the rehabilitation of sewer lines. Seven other projects valued at over $3 million each account for 54 percent of the total funding.

The Recommended Budget also includes increases in the water and sewer utilities rates that equate to a $2.85 (3.8 percent) increase in cost for a residential customer using 5,000 gallons per month. Because of rate smoothing, we currently project that utility rates will increase at an annual average rate of 3.74 percent over the next eight years.

## Conclusion

In summary, I believe that this budget will move the Town towards the Council's stated goals and will do so in a fiscally responsible manner. The production of the Recommended Budget is truly a collaborative effort by our Town staff. Departments assess their needs and develop budget requests. The Budget Office coordinates the development of the budget and provides analysis of the departmental requests. The Finance Department develops our utility rate recommendations. The Executive Team reviews requests and advises me as I make decisions about the budget. I wish to recognize and extend thanks to staff in all Town departments for their invaluable assistance during the budget process and express my appreciation to the Town staff that helped in preparing this budget.

Respectfully submitted,

Michael J. Bajorek
Interim Town Manager

# CHANGES TO FISCAL YEAR 2017 RECOMMENDED BUDGET

## Operating Budget

### Market Adjustment

1. Change Section 18 of the ordinance to state that the market adjustment is 2%. This figure was not determined at the time the recommended budget was submitted.

### General Fund

1. Increase the General Fund transfer of fund balance to Parks capital projects by $400,000 in support of the MacDonald Woods restrooms ($300,000) and Downtown Park future phases master plan ($100,000) projects.
2. Increase Ad Valorem Taxes revenue by $277,387 to reflect revised property valuation.
3. Increase Sales and Service revenue by $201,560 to reflect a revised solid waste and recycling fee projections.
4. Reduce Intergovernmental revenue by $77,555 to reflect revised projections of state collected taxes.
5. Reduce Other Taxes & Licenses Revenue by $25,707 to reflect a revised projection of ABC store distributions.
6. Increase Soccer revenue by $104,077 and expenses by $81,077, for a net increase in revenue of $23,000, to reflect provisions of the new Railhawks contract.
7. Increase Fire department expense and revenue each by $10,543 for installation of an additional Exhaust Removal drop in Stations 5 and 6 so that Cary and Apex EMS can connect to the exhaust removal system. Wake County EMS will refund the Town for its costs once the installation is complete.
8. Decrease the General Fund transfer to Transit by $18,229 as a result of technical corrections in the Transit budget.
9. Increase various General Fund divisions by $26,604 due to technical corrections.
10. Add the following sentence to the encroachment fee in Attachment A “Encroachments for private irrigation systems are exempt from these fees.” It was not intended that these encroachments be subject to a fee.
11. Revise the Staffing Document (Attachment B to the Recommended Budget) to reflect an additional change in Technology Services’ organizational structure. The Telecommunications Manager changes to an Infrastructure and Networking Manager and the Technology Services Operations Manager changes to a Technology Services Service Delivery Manager. There is no change in expenses due to these title changes.
12. Revise the Staffing Document (Attachment B to the Recommended Budget) to reflect a grade change from 32 to 29 for the new Project Manager position in the Town Manager’s office. The grade decrease results in a $5,178 decrease in expenses.
13. Increase fuel expenses in various General Fund departments by $61,043 to reflect: 1) a revision in estimated FY 17 fuel consumption based on 10 months of FY 16 consumption; and 2) an adjustment to projected fuel prices based on the Department of Energy’s latest crude oil price forecast.
14. Increase the Town contribution to health insurance in various General Fund divisions by $334,445 to reflect a revised projection of health care costs based on three additional months of claims data.
15. Increase General Fund Miscellaneous Revenue $41,560 to reflect reimbursement from the Town of Morrisville to manage and maintain five (5) traffic signals. Expenses in the Public Works Operations Division will increase by the same amount.

## Utility Fund

1. Increase fuel expenses in various Utility Fund divisions by $5,028 to reflect: 1) a revision in estimated FY 17 fuel consumption based on 10 months of FY 16 consumption; and 2) an adjustment to projected fuel prices based on the Department of Energy's latest crude oil price forecast.
2. Increase the Town contribution to health insurance in various Utility Fund divisions by $110,060 to reflect revised projection of health care costs based on three additional months of claims data.
3. Technical correction to increase the Utility Fund reimbursement to the General Fund to match the amount used in the General Fund.
4. Change the Tier 1 and 2 Irrigation Non-Residential & Multifamily rates to $6.46 and $12.19, respectively, per 1,000 gallons to match the Tier 1 Irrigation Single Family Residential rates, and decrease Water Service Fees by $45,521.
5. Adjust the change fund balance from an appropriation to fund balance of $226,101 to an appropriation from fund balance of $18,822.

## Fleet Fund

1. Decrease fuel expenses in the Fleet Fund by $1,263 to reflect: 1) a revision in estimated FY 17 fuel consumption based on 10 months of FY 16 consumption; and 2) an adjustment to projected fuel prices based on the Department of Energy's latest crude oil price forecast.
2. Increase the Town contribution to health insurance in the Fleet Fund by $9,240 to reflect revised projection of health care costs based on three additional months of claims data.
3. Increase Fleet Fund appropriation from fund balance by $7,977 to off-set expense adjustments.

## Transit Fund

1. Adjust Transit budget by a net decrease in expenses of $8,509 and increase in revenue $9,720 due to technical corrections.
2. Increase Transit Fund fuel expenses by $25,582 to reflect a revision in estimated FY 17 fuel consumption and an adjustment to projected fuel prices, and increase the Town contribution to health insurance by $1,036 to reflect revised cost projections. These increases will be covered by an increase in the Transit Fund appropriation from fund balance.

# <u>Capital Budget</u>

## General

1. Reduce the $1,700,000 interlocal funding appropriation to the Cary Tennis Park Interlocal project in FY 2017 by $463,629. Staff Report TF16-067 Bid Award - Cary Tennis Park Expansion was approved by Council on May 12, 2016 and directed that $463,629 of the $1,700,000 of anticipated interlocal funding in FY 2017 for this project be appropriated mid-year 2016 in order to award the construction bid for this project.
2. Appropriate $300,000 of General Fund transfer funding for the design and construction of restrooms at MacDonald Woods Park as directed by Council during Budget Worksession #2 on June 13, 2016.
3. Appropriate $100,000 of General Fund transfer funding for completion of a master plan for the future phases of the Downtown Park as directed by Council during Budget Worksession #2 on June 13, 2016.

## Utility

There are no changes to the 2017 utility capital budget.

# BUDGET OVERVIEW
# FOR FISCAL YEAR 2017

## Maintaining Financial Condition

The Town Council has established the following goals and objectives for maintaining the strong financial condition of the Town:

Goals

- Achieve a stable and strong financial position by accurately estimating, prudently allocating, and managing financial resources.
- Continuously provide high quality financial services ranging from day-to-day management to long-term planning that will preserve the Town's strong financial condition.

Objectives

- Maintain a AAA Bond Rating, maintaining the credibility of the organization with the public, the State of North Carolina and private financial markets.
- Ensure funding is allocated to execute priorities and service levels defined through the mission statement, statement of values and Council goals and initiatives.
- Promote efficient and effective use of resources through vigorous budget preparation, approval and execution.
- Provide credibility and accountability through internal controls, performance measures and attention to details.
- Estimate revenues in an aggressively conservative manner, identify future issues and forecast operational and fiscal impacts.
- Utilize fund balance for mid-year funding flexibility, bond rating stability, interest income, help managing cash flow, providing flexibility in debt management which all contribute to an overall healthy financial position.
- Maximize our financial position through prudent debt, cash and investment management, and include revenue billing and collection processes that are accurate and timely.
- Protect assets through a proactive risk management system and comply with all applicable federal and state laws, as well as grant and contract commitments.

## Budget Issues and Trends

### The Great Recession, Recovery, and the New Normal

Along with the state and nation, Cary experienced fiscal stress as a result of the Great Recession. The severe downturn in the housing industry, and Federal Reserve actions to limit the effects of the downturn, had significant effects on Cary's revenues. In 2008, Town staff and the Council recognized that a contraction of the economy had begun, and Council directed that the FY 2009 budget include reduction of $3.5 million to the general fund. The severity of the recession became clear early in fiscal year 2009 and it affected revenues for the next few years. Building permit and fee revenue dropped from $6 million in FY 2008 to $2.9 million in FY 2011. Sales tax revenue also decreased from $24.2 million in FY 2008 to $21.9 million in FY 2010.

The Town took a number of steps in response to the effects of the recession on Town revenues:

- Reduced contracted services by $1.6 million and training and travel expenditures by $226,000.
- Implemented a Voice Over Internet Protocol (VOIP) phone system that cut phone bills by 17 percent.

- Delayed hiring for several of the new positions approved as part of the FY 2009 budget, left other new positions vacant, and did not fill some vacancies in existing positions. Positions that were vacant and held open in FY 2009 were available for reconsideration during the FY 2010 budget development process. Only one new position was added in FY 2010, and through the FY 2011 budget, 31.25 vacant positions were officially eliminated. These actions saved approximately $1.5 million town-wide, with $1.3 million of the savings being realized in the general fund.
- Delayed 19 capital projects, including $63.8 million of debt funding, none of which had yet been borrowed. These changes resulted in lowering projected debt service in the general fund for FY 2011 by $2.6 million, or 19 percent, compared to what would have been required if the projects had proceeded as planned.
- Postponed 39 active capital projects indefinitely and transferred the available cash balances to other projects to replace previously planned debt.
- Refinanced $51.4 million of debt, resulting in net present value savings of $2.8 million.
- Increased the monthly solid waste fee from $11.75 to $14.00 in FY 2009 and to $15.00 in FY 2014 in order to bring the program closer to full cost recovery.
- Implemented an automated meter reading project, allowing for the elimination of five Meter Reader positions in FY 2011 and another four Meter Reader positions effective at the end of FY 2012.
- In FY 2012, all employees, not just those with dependents, began financially participating in health plan funding through direct contributions each pay period. In FY 2014, all employees began financially participating in dental plan funding as well. For FY 2015, employee health insurance contributions were linked to measures of employee health, with those employees who do not meet minimum standards paying a surcharge each month.

While revenue growth began to improve in FY 2012, several recent developments have affected the Town's resources or raised the prospect that future revenue growth will be more limited. The monetary policy of the Federal Reserve Board since the beginning of the 2008-09 recession has held interest rates to historic lows, reducing the amount of revenue that the General Fund receives from investment of its cash balance from $3-5 million per year to less than $1 million. For FY 2015 and FY 2016, the General Assembly phased out the municipal privilege license tax, the only tax other than the property tax for which the Town could control the tax rate, resulting in the loss of $1.7 million in revenue. The General Assembly also dramatically restricted all municipalities' ability to annex land into their corporate limits, which has slowed the growth of the Town's land area. The 2008-09 recession and housing market crash dramatically reduced the construction of new housing in Cary. As the market recovered from the recession, new construction did not return to pre-recession levels.

While some of this weakened growth in construction, and consequently the property tax base, can be attributed to the lingering effects of the recession, it may well represent the long term rate of growth in our tax base. While Cary has experienced slow growth in property value since the last recession, other municipalities in Wake County, such as Morrisville, Holly Springs, and Fuquay-Varina have seen much higher levels of real estate value growth.

During this period when Cary's growth lagged that of other municipalities, the Town benefitted from growth in the multi-family housing market as 2,400 new housing units added $200 million of value to the tax base. Without this construction, growth would have been even less. The pace of multi-family construction has come down, however, and likely will not fuel tax base growth to the same extent in the future. Single family housing construction also appears to be leveling off in Cary. Only 17 percent of the land within Cary's planning area currently is developable, compared to 58 percent in 1996. Little room remains for the type of large scale single family residential construction that Cary has seen in the past, so the pace of tax base growth will be slower in the future.

The slowing pace of tax base growth has made it more difficult for the Town to continue proving high quality services at a low tax rate. For FY 2014, the Town was facing a very lean budget that would have provided minimal funding for additional staff, but was able to generate additional funding by paying off debt early and reduce annual debt service by $2.2 million for two years. For FY 2016, the Town

Manager's Recommended Budget included a one cent tax increase that later proved unnecessary when FY 2015 revenue from the new legislatively established utility sales tax distribution was significantly higher than projected and the FY 2016 revenue estimate could be increased.

## Capital Plan and Debt

Having eliminated or delayed many capital projects during the recession and reduced debt service requirements through refinancing, the Council used its January 2012 retreat to revisit the state of its capital improvement program. Council assessed current service needs, infrastructure condition, available debt capacity, potential cash funding, and the impacts of several different capital funding scenarios. In March 2012, the Council decided to put a referendum totaling $80 million before Cary voters on the November 2012 ballot. Three separate bond questions were put before voters ($57.7 million for transportation, $15.9 million for parks, and $6.4 million for fire) and voters were informed that if all three questions on the ballot were approved, there would be a two cent tax increase in FY 2014 and another two cent tax increase in FY 2016 to pay the associated debt service. For a home valued at $250,000, this four cent increase would result in the owner paying an additional $100 per year in property taxes. Each of the three different bond questions passed voter approval with at least 69 percent support.

As the Town proceeded to issue this debt, it received confirmation of the strength of its financial condition, even in a slowly recovering economy. All three major national bond rating agencies awarded AAA bond ratings to the Town of Cary for first the $40 million of general obligation debt in January 2014. It should be noted that in February 2015, all three agencies also awarded AAA ratings to the Town's revenue bond debt. These AAA ratings allow the town to save tax dollars by gaining lower interest rates on bond issuances.

## Fund Balance

Over the last 25 years, the Town benefitted from several periods of rapid growth in the size of the Town and the number of housing units constructed within its borders. During high growth periods, revenues often well-exceeded expenses for a given year. In addition, these periods coincided with periods of higher interest rates, which produced high levels of interest income. In combination, these factors generated significant contributions to fund balance. These contributions to fund balance enabled the Town to fund many large projects and new priorities with cash resources. For example, from FY 1998 through FY 2002, the Town was able to fund $130 million worth of projects, or about 52 percent of its entire general capital program, with cash generated from over-collection of revenue, underspending, grants, or capital reserve revenue sources. The growth in fund balance also helped facilitate mid-year funding flexibility regarding special opportunities and emergencies.

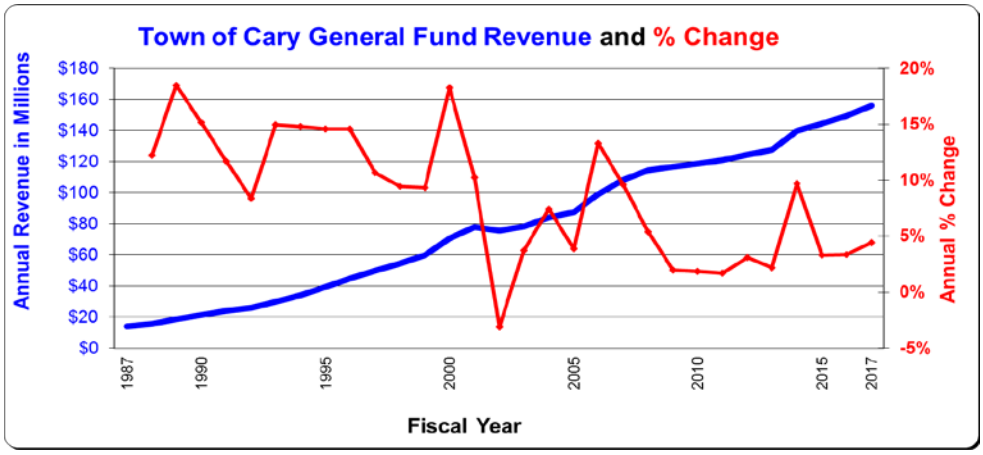
Prior to 2008, the Town's policy was to set aside an amount within fund balance equal to six months of operating expenditures in order to meet State fund reservation requirements and address emergencies. Any amount of fund balance above this level would be available for use on capital projects or mid-year changes in service. In 2008, the Council revised the policy to set aside an amount within unreserved fund balance (after the amount reserved by State statute) equal to four months of operating expenditures in order to address emergencies. In April 2015, Council changed this policy to three months of operating expenditures. Council also amended the policy to state the purposes for which fund balance could be appropriated after the budget was adopted. This change was designed to limit use of fund balance to unanticipated costs and projects that generate new revenue or produce costs savings.

Because steady, but not rapid, economic and revenue growth are expected for the near future, fund balance will be replenished each year if it is used for a moderate program of capital improvement projects. Growth will not be sufficient to fund the large scale capital spending undertaken in previous expansion periods. Significant capital improvements will need to be funded through debt. Issuing large amounts of debt without a tax increase would require significant expenditure reductions to create the funding necessary to service the related debt.

## Significant Revenue Trends

### General Fund

The general fund revenues for FY 2017 are expected to total $156.5 million, or 4.8 percent above the FY 2016 budgeted level. The chart below shows the level of general fund revenues (blue line) and the resulting rate of change (red line) in each year since FY 1987. Although the national, state, and local economic climates continue to improve, and the diminishing amount of developable land should result in Cary experiencing a slower growth rate than in prior expansion periods.

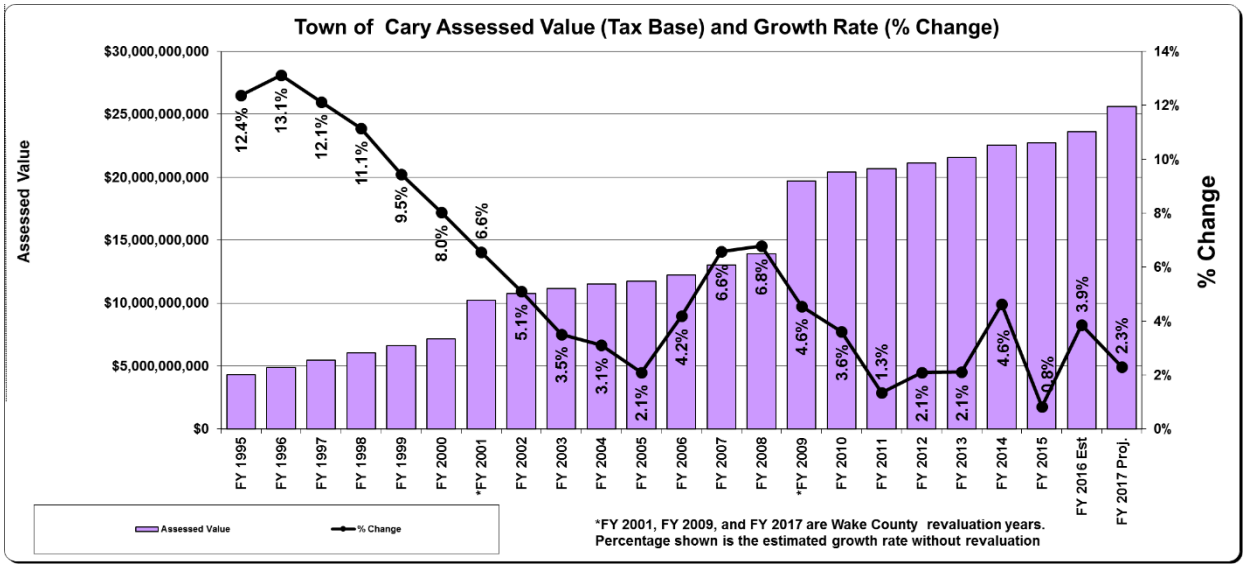



As is the case with most municipalities in North Carolina, the Town has the ability to set the level of only some of its significant revenue sources (property tax, solid waste fees, permits and fees), but has little or no control over the level of others (sales taxes, state shared revenues, investment earnings). Beginning in FY 2016, all municipalities in North Carolina lost the authority to levy and set rates for business privilege license taxes as a result of legislative action. Several of the Town's notable revenue sources are discussed below.

### Property Tax

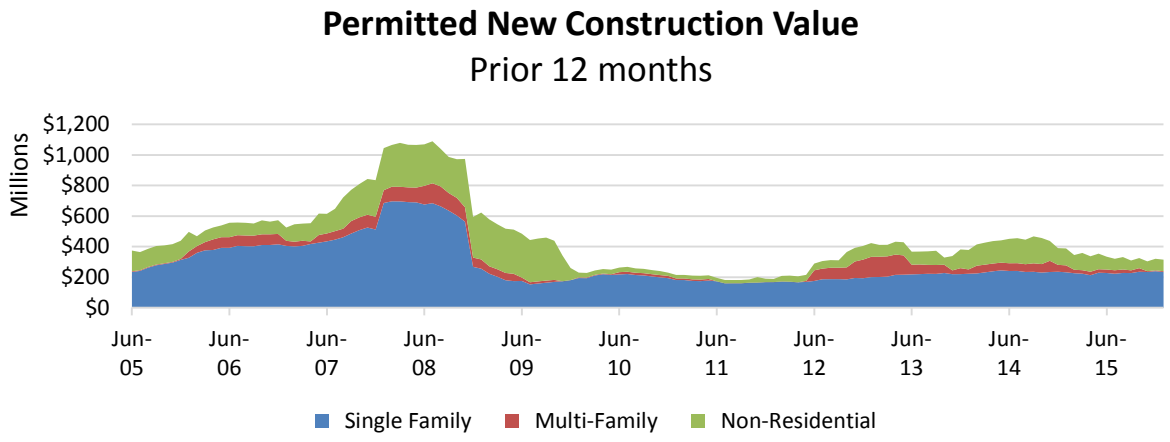
Property taxes are the largest source of revenue for the Town's general fund. Taxable property in the Town of Cary is comprised of real property (land and buildings), personal property (campers, boats, business machinery and equipment, etc.), public service property (public utilities), and vehicles. In FY 2017, the taxable property is expected to equal about $25.6 billion, which includes $560 million for property located within Cary's portion of Chatham County, or about 2.2 percent of Cary's entire taxable property total.

A historical perspective of the Town's assessed value growth since FY 1995 is provided in the graph on the next page. During the early 2000s, the poor economy and the Town's growth-control measures combined to slow the rate of revenue growth compared to that of the mid-to-late 1990s. The Town of Cary gradually bounced back from its low in annual tax base growth of 2.1 percent in FY 2005 to growth of 6.8 percent in FY 2008, before seeing an erosion in revenue growth over the three subsequent years as a result of the Great Recession.



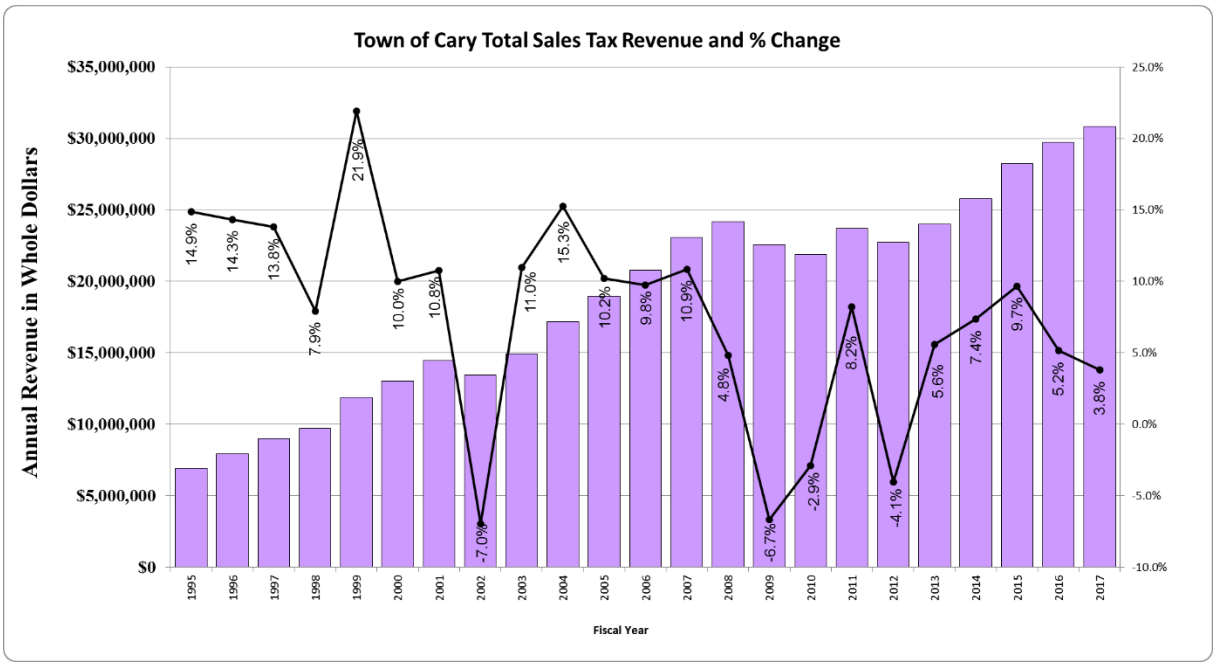

Tax base growth began to pick up in FY 2012. The high rate of growth in FY 2014, and subsequent low growth in FY 2015, was due to a unique circumstance in FY 2014. During FY 2014, the State implemented a new assessment and collection system for the property tax on motor vehicles that changed the timing of the tax bill, and therefore the tax assessment. Bills previously were sent three months after an owner registered a vehicle or renewed its registration. Under the new system, bills are sent at the time of registration. As a result, for FY 2014, the Town assessed 15 months of vehicle registrations instead of 12 months. This caused a one-year spike in assessed value for FY 2014 and a subsequent 22.2 percent decline in vehicle value for FY 2015. The assessed value for FY 2017 is the value after the octennial property revaluation, but the 2.3 percent growth rate reflects historical average annual growth between revaluations since actual growth is not known.

The following graph illustrates the recovery in Cary's level of construction as the Triangle area rebounded from the housing downturn. While the annual amount of permitted construction has risen since the recession, due largely to increasing commercial construction and multi-family housing. The decline in this type of construction since 2014 highlights the need for caution in assuming that Cary's rate of property tax growth will return to pre-recession levels.



## Sales Taxes

Sales tax revenues include a one-cent tax (Article 39) and the two half-cent taxes (Articles 40 and 42). The Article 39 and 42 taxes are returned to the counties in which they are generated. The Article 40 tax is distributed state-wide based on the population of each county. These taxes are levied by counties and the proceeds are allocated between counties and their municipalities based on either the population or the amount of property levied in each jurisdiction. Counties previously had the authority to levy an additional one-half cent sales tax (Article 44), which was allocated half point of sale and half per capita. In 2007, State legislation eliminated counties' authority to levy the Article 44 tax in exchange for the State taking over the counties' responsibility to fund a portion of Medicaid payments. Because municipalities did not benefit from this exchange, the legislation also provided municipalities with a "hold harmless" payment, out of the county allocation, which ensured that municipalities receive the same amount of sales tax as they would have were Article 44 still in place. As a result, municipalities receive revenue equivalent to a two and-half cents of sales tax.

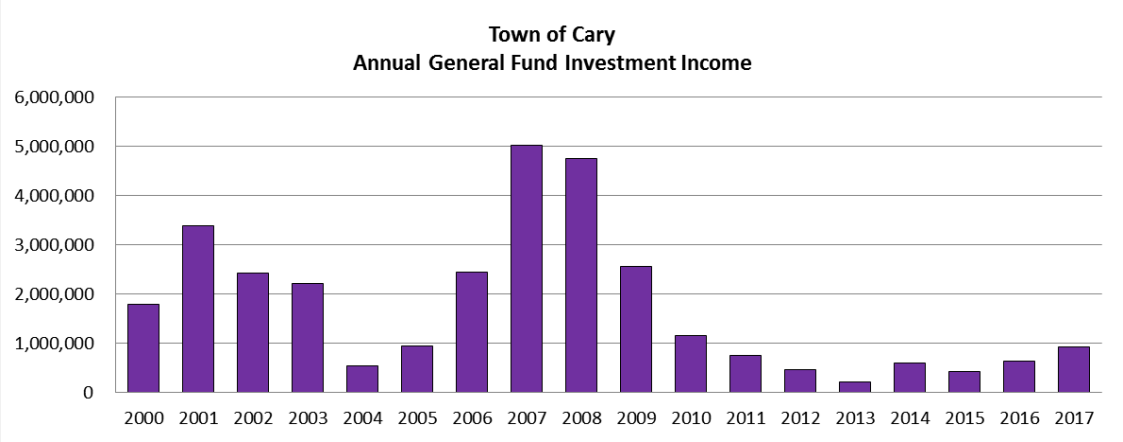



Projected sales tax revenues total $30.9 million in FY 2017. The historical growth rate of this major revenue source was greatly impacted by both the economic slowdown of the early 2000s and the 2008 Great Recession. Sales tax revenues dropped again in FY 2012 due to the results of the 2010 census. In both Wake and Chatham counties, sales tax revenues are distributed to municipalities based upon their proportionate share of population in the respective counties. The 2010 Census population figure for Cary's population within Wake County, which generates the vast majority of the Town's sales tax, was lower than the 2009 population estimate generated by the State Demographer and used for distributions in FY 2011. As a result, when the Census figures were used for the FY 2012 sales tax distribution, Cary went from receiving 16.4 percent of Wake County's sales tax distribution to 14.9 percent, which reduced the Town's sales tax revenues below the FY 2011 level.

The recovery in sales tax revenue after the recession was due largely to the general improvement of the economy. It should be noted that some of the growth in sales tax during FY 2015 was due to tax reform that increased the sales tax base, and to the decision by Amazon to collect use tax on sales to North Carolina residents.

## Investment Earnings

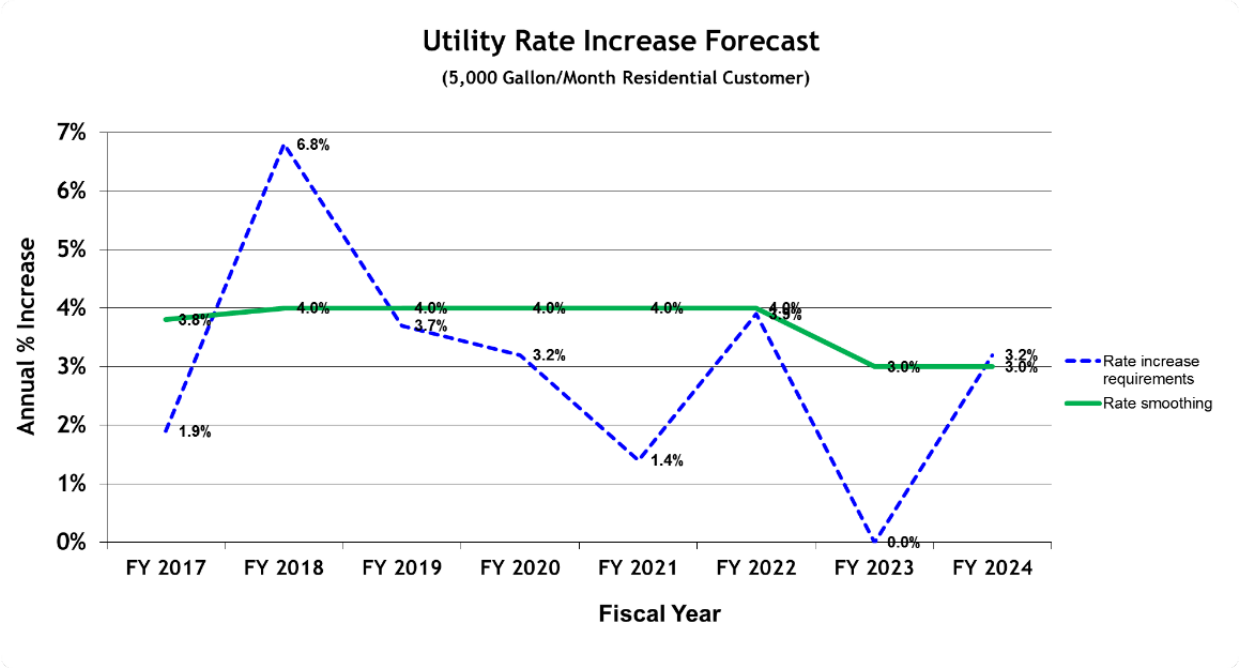
Total investment earnings across all funds are projected at $3.95 million. During previous expansionary periods, the Town was able to use investment earnings to provide significant funding for Town services. While the sagging economy of the early 2000s temporarily reduced the amount of investment income available, the Great Recession caused earnings to reach historically low levels for a sustained period. During this time, the amount of cash that the Town managed actually grew, but the general reduction of market interest rates reduced earnings. For the general fund specifically, investment earnings decreased from $5 million in FY 2007 to $211,791 for FY 2011. As these market changes affected the Town's income over the past few years, the Town adjusted both its operating budgets and capital planning accordingly.




## Utility Fund Operating Revenues

Utility fund operating revenues are budgeted at $74.3 million for FY 2017, an increase of $4.1 million (5.8 percent), and include revenue from customers in both Cary and Morrisville. Utility operating revenues, which include retail water and sewer fees and connection charges, make up 23 percent of total appropriated funds. Following the 2006 merger of the Cary and Morrisville systems, Morrisville customers paid slightly higher rates to fund costs of the merger, but these costs have been paid and all customers now are charged the same rates. Total revenue from water retail fees is expected to increase $0.9 million, or 3.9 percent compared to FY 2016 estimates, while total sewer retail revenues are expected to increase $2.2 million, or 5.4 percent.

The blended water and sewer utility will increase 3.8 percent for a customer using 5,000 gallons per month. The Town sets its rates using multi-year rate smoothing, which is designed to avoid large rate increases in years when debt must be issued for plant expansions, and to generate funds between such expansions that can be used to reduce the amount of debt that must be issued. Because of this rate smoothing, utility rates are projected to increase at an average annual rate of 3.73 percent for the next seven years, rather than rising and falling as capital major improvements are implemented, as shown in the graph on the following page:




The current tiered utility rate structure shifts a portion of the financial burden to high-volume users who require additional capacity to support their peak demand. The rate structure also currently includes a monthly base charge for all users. With the Town's continued emphasis on water conservation measures, the rates provide a financial incentive for the higher volume users to conserve in accordance with the Water Conservation and Demand Management Plan adopted by Council in April 2000. The water conservation program, along with changes in development patterns (e.g. high efficiency toilets, warm season grasses, etc.), helped the Town reach its goal of reducing residential potable per capita consumption by 20 percent. This reduction in consumption helped reduce the size of the Cary/Apex Water Treatment Plant expansion by 8 million gallons per day (MGD).

Other revenue sources in the utility fund include connection fees, pretreatment fees, sewer wholesale service, bulk water sales, and interest income.

## Expenditures and Personnel Impacts

### General Fund and Utility Fund Expenditures

General fund expenditures and inter-fund transfers total $171.3 million for FY 2017. Included in this amount is a transfer of $19.1 million to support capital projects. General capital related debt service is budgeted at $14.1 million in FY 2017. Utility fund expenditures and inter-fund transfers are budgeted at $74.3 million, including $6.7 million in transfers to capital projects and $24.7 million in debt service.

Expenditures and transfers have increased over time to keep the Town of Cary well positioned for responsive, effective, and efficient service delivery for both general fund and utility fund related services. The recommended general fund expenditures and transfers are $46.4 million (37.4 percent) higher than FY 2013, of which $2 million is for additional debt service requirements. Over $3.5 million of the growth in spending during this period is related to the staffing and operational requirements of new Town buildings (Fire Stations 2 and 8, Cary Arts Center, The Cary Theater) and parks (Carpenter, Downtown, Jack Smith, New Hope and Reedy Creek Trailheads).

Since FY 2013, utility fund expenditures and transfers have grown by $23.7 million (47 percent). During this time, debt service requirements increased by $10.6 million due to the construction of the Western

Wake Regional Water Reclamation Facility and the expansion of treatment capacity at the Cary/Apex Water Treatment Facility.

Beginning in fiscal year 2015, the Town began utilizing Priority Based Budgeting (PBB) as a tool for the development the Recommended Budget. At its January 2014 retreat, the Town Council adopted the following goals for what the Town should provide to its residents:

1. Attractive, Well-Planned & Livable Community
2. Economic Vitality & Development
3. Effective Transportation & Mobility
4. Quality Cultural, Recreational & Leisure Opportunities
5. Reliable, Sustainable Infrastructure
6. Safe Community

PBB provides a comprehensive review of the entire organization by identifying every program offered by the Town, determining the costs of each program, and evaluating the relevance of programs to the Town's Goals and Practices. Programs that do not provide direct service to citizens, but which support programs that do, were evaluated relative to a seventh Good Governance goal. All 501 programs are ranked based on their relevance and divided into four priority tiers, with Tier 1 programs having the highest influence on achieving the Town's goals. These priority assignments assist the Town Manager to allocate available resources within the Recommended Budget.

## Major Personnel Impacts

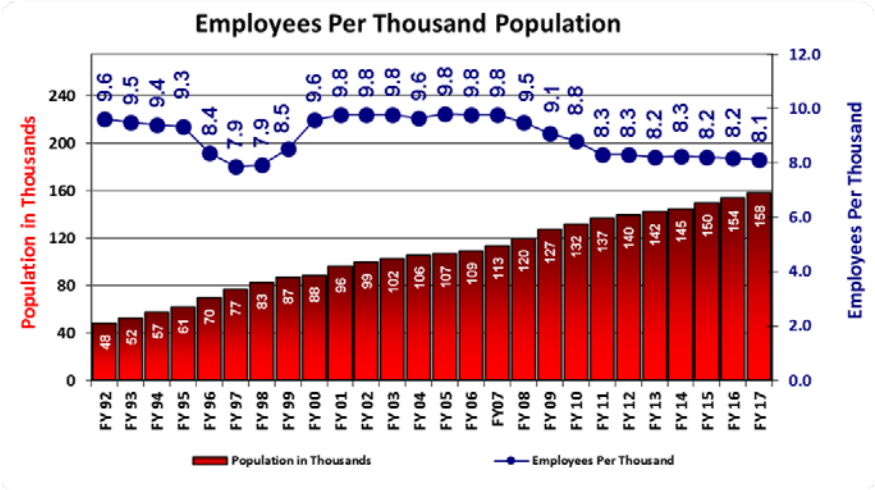
The Town of Cary has a history of being prudent in its application of new resources to accomplish both existing and new tasks by not adding positions or new funding until absolutely necessary in order to achieve the Town's goals. In addition, there is recognition within the organization that most often, positions are the most expensive solution to any problem. In response to the effect of the Great Recession on the Town's revenues, staff thoroughly reviewed operations to control and reduce costs.

As the Great Recession began in 2008, the Town Manager recognized that workload in development related areas, such as planning, engineering, and inspections and permits would decline, and began to hold vacancies in these areas open. In FY 2011, the Town Council eliminated 31.25 positions that had been held open as vacancies occurred since the start of the recession. The Town continues to conduct a thorough review any vacant position and its related responsibilities to ensure that the position remains necessary before approving it to be filled. When the economy began to improve, the Town took cautious steps towards adding personnel to meet critical needs and improve service to citizens. The table on the next page provides a summary of each new position approved for FY 2017, its department, and the full cost of the position in FY 2017, including salaries, benefits, supplies, equipment, and software.

| FTE Approved | Position | Department/Division | Total Cost |
|---|---|---|---|
| 1 | Facility Construction Management Specialist | Transportation & Facilities | $ 141,347 |
| 1 | Project Manager | Town Manager | $ 125,069 |
| 1 | Senior Accountant | Accounting | $ 131,117 |
| 1 | GIS Developer | Technology Services | $ 121,330 |
| 1 | Integration Developer | Technology Services | $ 121,330 |
| 3 | Police Officer I | Police | $ 300,432 |
| 2 | Emergency Communication Officer I | Emergency Communications | $ 152,384 |
| 1 | Planner I | Planning | $ 112,215 |
| 1 | Development Liaison | Development Services | $ 124,081 |
| 1 | Community Outreach specialist | PRCR Admin | $ 95,488 |
| 1 | Technical Operations Assistant | Cultural Admin | $ 1,677 |
| 1 | PW&UT Admin Assistant | PW&UT Admin | $ 76,378 |
| 3 | Yardwaste Collector | Yardwaste | $ 139,770 |
| 1 | Yardwaste Crew Leader | Yardwaste | $ 76,917 |
| 1 | Recycling Crew Leader | Recycling | $ 96,060 |
| 2 | Recycling Crew Collector | Recycling | $ 122,872 |
| **22** | **TOTAL GENERAL FUND POSITIONS** | | **$ 1,938,467** |
| 1 | Buried Infrastructure Condition Assessment Engineer | Water Resources-Utility | $ 135,870 |
| 1 | Water Resources Project Technician | Water Resources-Utility | $ 117,701 |
| **2** | **TOTAL UTILITY FUND POSITIONS** | | **$ 253,571** |
| 1 | Lead Fleet Technician | Fleet | $ 94,038 |
| **1** | **TOTAL FLEET FUND POSITIONS** | | **$ 94,038** |
| **25** | **TOTAL TOWNWIDE POSITIONS** | | **$ 2,286,076** |

Most of the capital improvement projects funded in the FY 2017 budget generally maintain or improve existing Town facilities are not expected to generate additional staffing needs in FY 2017. Some of the projects that will expand or add facilities have personnel impacts in future years, the costs of which are identified in the capital improvement section of the budget.

Even with the addition of 25 positions in FY 2017, the Town's staffing level remains very lean. As seen in the graph below, the Town's count of 8.1 employees per thousand for FY 2017 is a decline from FY 2016, and is 1.7 employees lower than FY 2007. This ratio is the lowest among larger cities and towns in North Carolina. While the Town strives for efficiency in its operations, it may not be possible to maintain the current staffing ratio and continue to provide services at the same level and quality.



# OPERATING BUDGET ORDINANCE

BE IT ORDAINED by the Town Council of the Town of Cary, North Carolina, that the following anticipated fund revenues and expenditures by function, together with a financial plan for Internal Service Funds, certain Fee and Charge Schedules, and with certain restrictions and authorizations, are hereby appropriated and approved for the operation of Town Government and its activities for the Fiscal Year beginning July 1, 2016 and ending June 30, 2017.

SECTION 1. **GENERAL FUND**

| ANTICIPATED REVENUES | |
|---|---|
| Current Year Ad Valorem Taxes | $87,958,479 |
| Prior Year Taxes | $150,000 |
| Penalties & Interest on Taxes | $65,000 |
| ABC Revenue | $879,884 |
| Wake County Sales Tax - 1 Cent (Article 39) | $14,151,063 |
| Wake County Sales Tax - 1/2 Cent (Articles 40 & 42) | $12,559,365 |
| Wake County Sales Tax - 1/2 Cent (Article 44) | $4,144,323 |
| Occupancy Tax | $1,133,000 |
| Pet Licenses | $6,571 |
| Rental Vehicle Tax | $98,000 |
| Utility Franchise Taxes | $7,879,499 |
| Wine and Beer Tax | $685,137 |
| Telecommunications Communications Sales Tax | $1,145,856 |
| Video Programming Sales Tax | $872,476 |
| PEG Channel Distribution | $27,972 |
| High School Resource Officer Reimbursement | $151,352 |
| Landfill Excise Tax | $91,489 |
| Building Permits | $2,626,000 |
| Pavement/Curb Cuts | $20,000 |
| Rezoning/Variance Request Fees | $60,600 |
| Site/Final Plan Review Fees | $307,150 |
| Bldg./Elect./Mech./Plumbing Inspections Fees | $444,400 |
| Sign Permits | $30,470 |
| Fire Permits | $40,000 |
| Watershed Maint. Fees | $300,000 |
| Traffic Impact Analysis Reimbursement | $225,000 |
| Grading Permits | $230,000 |
| Sanitation Fees | $9,131,053 |
| Used Appliance Disposal | $45,411 |
| Community Garden Program Fees | $750 |
| Dog Park | $43,000 |
| Specilized Recreation | $900 |
| Sports Programs | $503,000 |
| Senior Program | $100,000 |
| Community Centers | $1,000,000 |
| Outdoor Recreation | $77,877 |
| Environmental Programs | $41,500 |
| Recreation Retail Sales | $25,500 |
| Recreational Facility Rentals | $343,805 |
| Cary Road Race | $13,000 |
| Teen Council | $43,100 |
| Sports Venues Admin | $528,500 |
| Tennis | $1,705,000 |
| Skate Park | $134,500 |

| | |
|---|---|
| Wake Med Soccer Park | $894,937 |
| USA Baseball | $525,000 |
| Cary Arts Center | $745,550 |
| Cary Theater | $105,000 |
| Downtown Special Events | $15,500 |
| Festivals | $250,230 |
| Historic Program Fees | $75,000 |
| Historic Rentals | $37,500 |
| NCDOT / Amtrak Depot Lease | $73,205 |
| Cellular Tower Lease Proceeds | $815,101 |
| Bulk Water Equipment Rental | $235,000 |
| Interest Earned | $928,250 |
| Miscellaneous Revenues | $473,143 |
| Court Costs | $24,616 |
| Donations | $148,250 |
| Disposable Rebate | $446,490 |
| Morrisville Reimbursement | $41,560 |
| NCDOT Traffic Signal Reimbursement | $658,701 |
| Appropriation From Fund Balance | $14,815,398 |
| Total Anticipated Revenues | $171,328,413 |

AUTHORIZED EXPENDITURES/TRANSFERS OUT

| | |
|---|---|
| General Government | $22,105,150 |
| Development & Infrastructure | $17,416,438 |
| Public Safety | $48,277,941 |
| Operations | $48,706,956 |
| Departmental Allocation Accounts | $1,048,143 |
| Class & Pay Study | $15,000 |
| Debt Expense | $14,136,240 |
| Capital Project Funds | $19,111,000 |
| Transit Fund | $829,545 |
| Economic Development Strategic Fund | $282,000 |
| Health and Dental (OPEB) | $1,000,000 |
| Sale of Assets | ($300,000) |
| General Obligation Bonds Issued | $0 |
| Capital Lease Proceeds | ($1,300,000) |
| Total Authorized Expenditures/Transfers | $171,328,413 |

SECTION 2. **UTILITY FUND**

ANTICIPATED REVENUES/TRANSFERS IN

| | |
|---|---|
| Water Service Fees | $28,525,778 |
| Sewer Service Fees | $43,079,272 |
| Connection Fees | $591,883 |
| New Account Service Charge | $227,543 |
| Utility Inspection Fees | $253,403 |
| Reconnection Fees | $114,621 |
| Pretreatment Program | $125,793 |
| Fats, Oils, and Grease Fees | $69,719 |
| Water and Sewer Extension Permits | $3,917 |
| Late Payment Charge | $266,556 |
| Returned Check Charge | $3,040 |
| Reinstallment Fees | $12,575 |

| | |
|---|---|
| BioSolids | $29,423 |
| Cross Connection Program Fees | $276,413 |
| Interest Earned | $730,750 |
| Appropriation From Fund Balance | $18,822 |
| Total Anticipated Revenues | $74,329,508 |

| | |
|---|---|
| AUTHORIZED EXPENSES/TRANSFERS OUT (TRANSFERS IN) BY DEPARTMENT | |
| Administration | $8,823,742 |
| Self-Insurance | $314,930 |
| Utility Systems Management & Pretreatment | $4,928,053 |
| Reimbursement to General Fund - Field Operations | $10,488,821 |
| Water and Wastewater Plants | $21,638,520 |
| Reimbursement from Apex | ($3,264,151) |
| Debt Issued as Bond Proceeds | ($600,000) |
| Proceeds from Sale of Assets | ($10,000) |
| Long Term Debt | $23,836,133 |
| Bond Issuance Costs | $627,000 |
| Payment to General Fund (Open Space Debt Svc) | $862,663 |
| Capital Projects - Transfer to Sewer Projects | $4,337,488 |
| Capital Projects - Transfer to Water Projects | $2,346,309 |
| Total Authorized Expenditures/Transfers | $74,329,508 |

SECTION 3. **TRANSIT FUND**

| | |
|---|---|
| ANTICIPATED REVENUES | |
| Transfer from General Fund | $829,545 |
| Fees/Vehicle License Fee | $631,107 |
| Federal Transit Grant | $1,611,842 |
| State Grant | $290,715 |
| Transportation / C-Tran Tickets | $349,600 |
| Miscellaneous | $63,000 |
| Appropriation From Fund Balance | $707,063 |
| Total Anticipated Revenues | $4,482,872 |

| | |
|---|---|
| AUTHORIZED EXPENDITURES | |
| Operating Expenses | $4,482,872 |
| Total Anticipated Expenditures | $4,482,872 |

SECTION 4. **COMMUNITY DEVELOPMENT BLOCK GRANT FUND**

*The Community Development Block Grant (CDBG) is a multi-year award from the US Department of Housing and Urban Development (HUD). Under HUD regulations, CDBG funds must be expended within five years of award. The CDBG budgets will remain effective and will not expire for the entire five year period.*

| | |
|---|---|
| ANTICIPATED REVENUES | |
| Federal Grant | $599,500 |
| Total Anticipated Revenues | $599,500 |

| | |
|---|---|
| AUTHORIZED EXPENDITURES | |
| Operating Expenditures | $599,500 |
| Total Anticipated Expenditures | $599,500 |

SECTION 5. **ECONOMIC DEVELOPMENT STRATEGIC FUND**

| | |
|---|---|
| ANTICIPATED REVENUES | |
| Transfer from General Fund | $282,000 |
| Contributions from outside agencies | $273,700 |
| Appropriation from Fund Balance | $988,824 |
| Total Anticipated Revenues | $1,544,524 |
| | |
| AUTHORIZED EXPENDITURES | |
| Operating Expenditures | $1,544,524 |
| Total Anticipated Expenditures | $1,544,524 |

SECTION 6. **POLICE SEPARATION ALLOWANCE FUND**

| | |
|---|---|
| ANTICIPATED REVENUES | |
| Transfer from General Fund | $694,075 |
| Total Anticipated Revenues | $694,075 |
| | |
| AUTHORIZED EXPENDITURES | $640,978 |
| Appropriation to Fund Balance | $53,097 |
| Total Anticipated Expenditures | $694,075 |

SECTION 7. **SELF INSURANCE (WORKMAN'S COMP & SMALL CLAIMS) FUND**

| | |
|---|---|
| ANTICIPATED REVENUES | |
| Transfer from General Fund | $1,804,000 |
| Transfer from Utility Fund | $225,500 |
| Transfer from Fleet Management Fund | $20,500 |
| Total Anticipated Revenues | $2,050,000 |
| | |
| AUTHORIZED EXPENDITURES | |
| Expenditures | $2,050,000 |
| Total Anticipated Expenditures | $2,050,000 |

SECTION 8. **SELF INSURANCE (HEALTH & DENTAL) FUND**

| | |
|---|---|
| ANTICIPATED REVENUES | |
| Transfer from General Fund | $14,310,209 |
| Transfer from Utility Fund | $1,663,776 |
| Transfer from Fleet Management Fund | $151,252 |
| Employee Contribution Premium Revenue | $4,157,667 |
| Total Anticipated Revenues | $20,282,904 |
| | |
| AUTHORIZED EXPENDITURES | |
| Expenditures | $19,282,904 |
| Appropriation to Fund Balance | $1,000,000 |
| Total Anticipated Expenditures | $20,282,904 |

SECTION 9. **911 FUND**

| | |
|---|---|
| ANTICIPATED REVENUES | |
| E911 Combined System | $516,622 |
| Appropriation From Fund Balance | $423,378 |
| Total Anticipated Revenues | $940,000 |
| | |
| AUTHORIZED EXPENDITURES | |
| Expenditures | $940,000 |
| Total Anticipated Expenditures | $940,000 |

SECTION 10. **FLEET MANAGEMENT FUND**

| | |
|---|---|
| ANTICIPATED REVENUES | |
| Parts | $285,032 |
| Fuel | $66,776 |

| | |
|---|---|
| Labor | $1,179,152 |
| Outsourcing Fee | $26,557 |
| Interest | $3,950 |
| Proceeds From Sale of Assets | $10,000 |
| Appropriation From Fund Balance | $47,134 |
| Total Anticipated Revenues | $1,618,601 |

| | |
|---|---|
| AUTHORIZED EXPENSES | |
| Operating Expenses | $1,343,017 |
| Indirect Costs | $246,954 |
| Transfer to Self Insurance | $28,630 |
| Total Authorized Expenses | $1,618,601 |

SECTION 11. **UTILITY FEES AND CHARGES**

**Water Rates**

| **Meter Size** | **5/8" & 3/4"** | **1"** | **1 1/2"** | **2"** | **3"** | **4"** | **6"** |
|---|---|---|---|---|---|---|---|
| *Base Charge Inside Cary or Morrisville Corporate Limits* | 3.07 | 3.07 | 21.71 | 26.41 | 71.08 | 107.70 | 132.94 |
| *Base Charge Outside Cary or Morrisville Corporate Limits* | 9.21 | 9.21 | 65.13 | 79.23 | 213.24 | 323.10 | 398.82 |

**Single-Family Residential: Customers Inside Cary or Morrisville Corporate Limits (charge per 1,000 gallons)**

| | |
|---|---|
| Tier 1 (usage 0 - 5,000 gallons) | 4.56 |
| Tier 2 (usage 5,001 - 8,000 gallons) | 5.11 |
| Tier 3 (usage 8,001 - 23,000 gallons) or up to water budget amount | 6.46 |
| Tier 4 (usage > 23,000 gallons) or over water budget amount | 12.19 |

**Single-Family Residential: Customers Outside Cary or Morrisville Corporate Limits (charge per 1,000 gallons)**

| | |
|---|---|
| Tier 5 (usage 0 - 5,000 gallons) | 13.69 |
| Tier 6 (usage 5,001 - 8,000 gallons) | 15.32 |
| Tier 7 (usage 8,001 - 23,000 gallons) or up to water budget amount | 19.38 |
| Tier 8 (usage > 23,000 gallons) or over water budget amount | 36.57 |

**Government Rates:**

Government Water use shall be billed at the same rate as Tier I Single Family Residential. Government irrigation use shall be billed at the same rate as non-residential Tier I. Government sewer service shall be billed at the same rate for all customer types.

**Non-Residential & Multifamily: Customers Inside Cary or Morrisville Corporate Limits (charge per 1,000 gallons)**

| | |
|---|---|
| Tier 1 (usage 0 - Water Budget Amount) | 5.11 |
| Tier 2 (usage > than Water Budget Amount) | 12.38 |

**Non-Residential & Multifamily: Customers Outside Cary or Morrisville Corporate Limits (charge per 1,000 gallons)**

| | |
|---|---|
| Tier 3 (usage 0 - Water Budget Amount) | 15.32 |
| Tier 4 (usage > than Water Budget Amount) | 37.14 |

**Irrigation Rates**

| Meter Size | 5/8" & 3/4" | 1" | 1 1/2" | 2" | 3" | 4" | 6" |
|---|---|---|---|---|---|---|---|
| *Base Charge Inside Cary or Morrisville Corporate Limits* | 3.07 | 3.07 | 21.71 | 26.41 | 71.08 | 107.70 | 132.94 |
| *Base Charge Outside Cary or Morrisville Corporate Limits* | 9.21 | 9.21 | 65.13 | 79.23 | 213.24 | 323.10 | 398.82 |

**Single-Family Residential: Customers Inside Cary or Morrisville Corporate Limits (charge per 1,000 gallons)**

| | |
|---|---|
| Tier 1 (usage 0 - 15,000 gallons) or up to water budget amount | 6.46 |
| Tier 2 (usage > 15,000 gallons) or over water budget amount | 12.19 |

**Single-Family Residential: Customers Outside Cary or Morrisville Corporate Limits (charge per 1,000 gallons)**

| | |
|---|---|
| Tier 3 (usage 0 - 15,000 gallons) or up to water budget amount | 19.38 |
| Tier 4 (usage > 15,000 gallons) or over water budget amount | 36.57 |

**Non-Residential & Multifamily: Customers Inside Cary or Morrisville Corporate Limits (charge per 1,000 gallons)**

| | |
|---|---|
| Tier 1 (usage 0 - Water Budget Amount) | 6.46 |
| Tier 2 (usage > than Water Budget Amount) | 12.19 |

**Non-Residential & Multifamily: Customers Outside Cary or Morrisville Corporate Limits (charge per 1,000 gallons)**

| | |
|---|---|
| Tier 3 (usage 0 - Water Budget Amount) | 19.38 |
| Tier 4 (usage > than Water Budget Amount) | 36.57 |

**Reclaimed Water Rate (per 1,000 gallons)** 3.75

**Sewer Rates**

| Meter Size | 5/8" & 3/4" | 1" | 1 1/2" | 2" | 3" | 4" | 6" |
|---|---|---|---|---|---|---|---|
| *Base Charge Inside Cary or Morrisville Corporate Limits* | 3.07 | 3.07 | 21.71 | 26.41 | 71.08 | 107.70 | 132.94 |
| *Base Charge Outside Cary or Morrisville Corporate Limits* | 9.21 | 9.21 | 65.13 | 79.23 | 213.24 | 323.10 | 398.82 |

**Volume Charge: All Customer Types**

| | |
|---|---|
| Tier 1: Customers Inside Cary or Morrisville Corporate Limits (charge per 1,000 gallons) | 9.75 |
| Tier 2: Customers Outside Cary or Morrisville Corporate Limits (charge per 1,000 gallons) | 29.26 |

SECTION 12. **SANITATION FEES**

There is hereby established, for Fiscal Year 2017, a Sanitation Fee of $16.00 per month.

SECTION 13. **UTILITY CONNECTION FEES SCHEDULE**

There are hereby established, for Fiscal Year 2017, Utility Connection Fees as contained in Attachment A.

SECTION 14. **FEES SCHEDULE**

There is hereby established, for Fiscal Year 2017, various fees as contained in Attachment A.

SECTION 15. **LEVY OF TAXES**

There is hereby levied, for Fiscal Year 2017, an Ad Valorem Tax Rate of $0.35 per One Hundred Dollars ($100.00) valuation of taxable property as listed for taxes as of January 1, 2016, for the purpose of raising the revenue from current taxes as set forth in the foregoing estimates of revenues, and in order to finance the foregoing applicable appropriations. This rate of tax is based on an estimated assessed valuation of $25,618,906,479.

SECTION 16. **LEVY OF TAXES**

There is hereby levied, for Fiscal Year 2017, a Tax on Gross Receipts derived from retail short-term motor vehicle leases or rentals of one and one-half percent (1 1/2%) of the gross receipts from the short-term lease or rental of vehicles at retail to the general public as defined in Section 105.871.1 of the North Carolina General Statutes.

SECTION 17. **AUTHORIZED POSITIONS**

A. There is hereby established, for Fiscal Year 2017, a schedule of authorized positions, as contained in Attachment B.

B. Position authorizations (new positions) are initially established by the annual budget ordinance.

C. Any new positions needed during the fiscal year outside of the annual budget process must be approved by the Town Council.

D. Any changes to non-exempt positions may occur during the fiscal year as authorized by the Town Manager.

E. Any changes to exempt positions (other than grade increases) may occur during the fiscal year as authorized by the Town Manager.

F. Any grade increases to exempt positions must be approved by the Town Council.

SECTION 18. **MARKET ADJUSTMENT**

There is hereby authorized for Fiscal Year 2017, a 2% market adjustment to the Town's pay table, as included and reflected in Attachment C.

SECTION 19. **SPECIAL AUTHORIZATION - BUDGET OFFICER**

A. The Budget Officer shall be authorized to reallocate appropriations within functions, and amounts of various line accounts not organized by departments, as deemed necessary.

B. The Budget Officer shall be authorized to execute interfunctional and interdepartmental transfers within the same fund.

C. Utilization of appropriations contained in contingencies may be accomplished by the Town Manager and notification of all such transfers shall be made to the Town Council at its next meeting following the date of transfer.

D. The Budget Officer shall be authorized to make interfund loans as necessary to meet cash flow needs. The Budget Officer may make advances to the various Internal Service Funds, for working capital purposes, without additional approval from the Town Council.

E. Interfund transfers, established in the Budget Ordinance, may be accomplished without additional approval from the Town Council.

F. The Budget Officer shall be authorized to amend the CDBG budget based on what is actually awarded by HUD.

G. The Budget Officer shall be authorized to assign or unassign Fund Balance without approval from the Town Council.

SECTION 20. **SPECIAL AUTHORIZATION - BUDGET OFFICER**

Interfund and Interdepartmental transfer of monies, except as noted in Section 19, paragraphs C, and D, and Section 21, paragraphs A and B, shall be accomplished by Town Council authorizations only.

SECTION 21. **UTILIZATION OF BUDGET ORDINANCE**

A. This ordinance shall be the basis of the financial plan for the Cary Municipal Government during the 2016-2017 Fiscal Year. The Budget Officer shall administer the Budget and ensure that operating officials are provided guidance and sufficient details to implement their appropriate portion of the Budget.

B. The Finance Department shall establish and maintain all records which are in consonance with this Budget Ordinance, and the appropriate Statutes of the State of North Carolina.

SECTION 22. **SPECIAL AUTHORIZATION - TOWN MANAGER**

A. The Town Manager shall have the power to authorize the transfer of funds out of the employee pay plan accounts in the General Fund, Utility Fund and Fleet Management Fund, into departmental accounts to fund class and pay changes and performance award and reclassification increases for individual employees, and payment of accumulated vacation and compensatory time to retirees.

B. The Town Manager shall have the power to authorize the transfer of funds out of the departmental allocation accounts in the General Fund and Utility Fund into departmental accounts.

C. The Town Manager shall have the power to reallocate the health and dental insurance budget allocations as necessary across and between all accounts and ordinance line items in all funds to accommodate any changes necessary as a result of the open enrollment process completed in late June.

SECTION 23. **REAPPROPRIATION OF FUNDS ENCUMBERED IN FY 2016**

Operating funds encumbered on the financial records as of June 30, 2016, are hereby reappropriated to this budget.

# FEES AND CHARGES

## NORTH CAROLINA SALES AND USE TAX

All North Carolina Sales and Use Tax will be charged at the rates as identified in the North Carolina General Statue Chapter 105, as applicable.

## FINANCE DEPARTMENT FEES:

Late Payment Fees:

Utility Bills ..... 1% per month on unpaid balance ($5 minimum)
Miscellaneous invoices ..... ¾ % per month on unpaid balance ($5 minimum)
Business licenses..... 5% per month, 25% maximum ($5 minimum)
Returned Check Fee ..... Maximum allowed by NC State Law as of July 1, 2009……..$25.00
Utility Service Charge for New Accounts, per metered service (may be added to the first month's bill) ..... $18.00
Utility Deposit per meter (additional requirements, waiver, and refund criteria are included in Finance Policy 112):
5/8 inch meter ..... $60.00
1 inch meter ..... $100.00
1.5 inch meter ..... $150.00
2 inch meter ..... $200.00
3 inch meter ..... $300.00
4 inch meter ..... $400.00
6 inch meter ..... $600.00
Meter Test ..... (per test) $86.00

Nonpayment Charges for Utility Bills:

Fee for processing disconnection of service due to nonpayment of utility charges:
For services reestablished Monday through Friday, 8 a.m. - 5 p.m. ..... $33.00
Any other time ..... $48.00

## POLICE DEPARTMENT FEES:

Special Events (Vehicle Usage) ..... (per day) $10.00

Note:
This per vehicle fee is charged when a police vehicle or other equipment is needed to accompany a police officer in the opinion of the Chief of Police at a non-Town sponsored special event. This per vehicle fee is paid to the Town and is in addition to the set wage paid to the officer.

## Precious Metals Fees:

NCGS Chapter 66, Article 25 contains the specific statutes detailing with the permit process and various fees for the precious metal dealer permits. The statutes applying to this process are NCGS 66-163 through 66-179 and are broken down as follows:
Criminal Background Check..... $38.00

The State Bureau of Investigation (SBI) will bill the Town of Cary their standard fee ($38.00) for running each criminal history. The Town of Cary will collect this fee from the applicant/co-applicant prior to the fingerprint cards being sent to the SBI.

Precious Metals Dealer Permit..... $180.00
(This fee is collected by the Town of Cary Finance Department after the criminal background check is completed and returned.)

Precious Metals Business Employee Registration Form:
Application Fee for Qualifying Employees of Precious Metal Businesses..... $10.00
Application Annual Renewal Fee for Qualifying Employees of Precious
Metal Businesses ..... $3.00

## Pawnbrokers:

Town of Cary Code 20-2, and NCGS Chapter 66, Article 45, Part 1 are hereby adopted.
State law reference – Authority to adopt NCGS 66-397 , Chapter 66, Article 45, Part 1 and G.S. 66-397 contains the specific statutes detailing with the permit process and various fees for Pawnbroker permits (*).
Pawnbroker Dealer Permit ..... $180.00
* All Precious Metals Dealer Permit fees apply if Pawnbrokers are going to purchase Precious Metals.

## Pet License Tax:

Non-neutered/Non-Spayed dog or cat permanent pet tag.....(one time) $50.00
Neutered/Spayed dog or cat permanent pet tag.....(one-time) $10.00
Neutered/Spayed dog or cat that has also been micro chipped permanent pet tag.....(one-time) $5.00
Penalty for not displaying .....(one-time) $20.00

## Motor Vehicles and Traffic:

The owner or operator of any vehicle who has received a notice of violation under Article 111 of the Traffic Violations Bureau may answer such charge before the traffic violations bureau by voluntarily paying a civil penalty as specified in this section. Provided further, if the owner shall fail to pay said penalty within fifteen (15) days from issuance of the violation notice, the owner is subject to being charged under G.S. 20-37.6

For violation of the following traffic regulations, the penalties shall be as follows:
Parking as to obstruct fire hydrants or in designated fire lanes ..... $5.00
Parking or leaving standing any vehicle:

a. In space designated in conformance with G.S. 20-37.6(d) for handicapped or visually impaired person when the vehicle does not display the distinguishing license plate or placard as required by state statute; or
b. So as to obstruct a curb ramp or curb cut for handicapped persons as provided for by the North Carolina Building Code or as designated in G.S. 136-14.14

Violation of either a. or b. ..... $100.00
All other parking violations ..... $5.00

Parking of Oversized Vehicles and Trailers Prohibited:

1) It shall be unlawful for any person to park any vehicle or trailer of eighty (80) inches or more in width or thirty (30) feet or more in length on the streets within the corporate limits of the Town at any time except for the duration of the following activities:
    a. When actively engaged in loading or unloading;
    b. Temporary parking for emergency services to a vehicle or trailer or repair a mechanical breakdown;
    c. Temporary parking at a construction site during the period of active construction.

2) Provided, that this section shall not apply to any mass transit buses or to school buses, when the school buses are parked in conformity with permits issued by the Police Department. Any violator who has received a notice of violation under this section may answer such charge before the traffic violation bureau by voluntarily paying a civil penalty of ten dollars ($10).

Motor vehicle and traffic penalties are paid to the Wake County Public School System.

## FIRE DEPARTMENT FEES:

### Hazardous Material Emergency Charges and Special Events:

Hazardous material emergency charges, natural disasters, and special events costs are charged according to the specific service needed. Most of the respective charges are detailed in the "PUBLIC WORKS / UTILITIES FEES - Vehicle, Equipment and Labor Charges, Per Hour" section within this document.

For all services provided that are not specifically listed in that section, the Federal Emergency Management Agency (FEMA)'s schedule of equipment rates will be applied. Material and labor costs of personnel responding are not included in the FEMA equipment rates. The actual rates for personnel responding and materials utilized will be added accordingly. Detailed item and cost descriptions of those fees can be found at: https://www.fema.gov/schedule-equipment-rates.

## INSPECTIONS & PERMITS FEES

### Commercial (Non-Residential) Building Permit Fees

| DESCRIPTION | FEE | UNIT | MINIMUM BLDG FEE[1] |
|---|---|---|---|
| New Building or Addition – All occupancy classifications except apartments | $0.11 | SQ. FT. | $204.00 |
| Residential Apartments - $60 per unit additional to SF calculation | $0.165 | SQ. FT. | $204.00 |
| Alteration (includes interior demolition) | $0.11 | SQ. FT. | $204.00 |
| Fire Alarm System | $0.034 | SQ. FT. | $66.00 |
| Sprinkler System/Standpipe | $0.034 | SQ. FT. | $66.00 |
| Trades[2] (P M E) | $0.034 | SQ. FT. | $66.00 |
| Accessory Structure (dumpster enclosure, compactor enclosure, roofed structure) | | | $204.00 |
| Change of Occupancy (except those listed below) | | | $204.00 |
| Change of Occupancy (Business to Mercantile or Mercantile to Business up to 2,500 SQ. FT.) | | | $66.00 |
| Change of Tenant | | | $66.00 |
| Construction Office or Sales Office | | | $204.00 |
| Construction Trailer [5] | | | $66.00 |
| Demolition of a Building (flat fee - inclusive of all trades) | | | $132.00 |
| Equipment Change Out | | | $66.00 |
| Fixed Extinguishing Systems, per Trade | | | $66.00 |
| Exhaust Hood | | | $66.00 |
| Mall Kiosk | | | $66.00 |
| Other Structures (non-enclosed, non-roofed) | | | $66.00 |
| Re-Roof | | | $66.00 |
| Retaining Wall | | | $66.00 |
| Sign or Awning | | | $66.00 |

Notes:

1. Minimum fee for the Building Permit only. Trades fees are in addition per schedule unless noted otherwise.
2. Subsequent contractor for the same trade pays the minimum fee.
3. Double permit fees shall be charged for work started without a permit (applicable to all permits).
4. Fees not included in the fee schedule or fees for unique situations will be referred to supervisory staff and subsequently to the Department Director for approval.
5. Occupants of construction trailer limited to construction personnel only. This fee is inclusive of the electrical trade. All other trade fees are in addition per schedule.

## Residential (One & Two-Family Dwellings) Building Permit Fees

| DESCRIPTION | FEE | UNIT | MINIMUM BLDG FEE[1] |
|---|---|---|---|
| New or Relocated Dwelling and Additions | $0.165 | SQ. FT. | $204.00 |
| Alterations | $0.165 | SQ. FT. | $66.00 |
| Accessory Building (screen porch, detached garage) | $0.165 | SQ. FT. | $204.00 |
| Deck | $0.165 | SQ. FT. | $66.00 |
| Roof over an existing deck, driveway or patio | $0.165 | SQ. FT. | $66.00 |
| Structural Repair | $0.165 | SQ. FT. | $66.00 |
| Trades[2] (P M E) | $0.044 | SQ. FT. | $66.00 |
| | | | **FLAT FEE** |
| Closed Crawl (inclusive of all trades) | | | $132.00 |
| Construction Trailer [5] | | | $66.00 |
| Demolition of a Dwelling (inclusive of all trades) | | | $132.00 |
| Equipment Change Out (inclusive of all trades) | | | $66.00 |
| Manufactured Home (inclusive of all trades) | | | $198.00 |
| Other Accessory Building or Structure[1] | | | $66.00 |
| Retaining Wall | | | $66.00 |
| Siding Replacement (>25% exterior wall area of structure) | | | $66.00 |
| Solar Panel (inclusive of all trades) | | | $132.00 |

Notes:
1. Minimum fee for the Building Permit only. Trades fees are in addition unless noted otherwise.
2. Subsequent contractor for the same trade pays the minimum fee.
3. Double permit fees shall be charged for work started without a permit (applicable to all permits).
4. Fees not included in the fee schedule or fees for unique situations will be referred to supervisory staff and subsequently to the Department Director for approval.
5. Occupants of construction trailer limited to construction personnel only. This fee is inclusive of the electrical trade. All other trade fees are in addition per schedule.

## Inspection Fees

| DESCRIPTION | FEE | UNIT | MIN FEE |
|---|---|---|---|
| Special Request Inspection per Inspector | $66.00 | HOUR | $66.00 |
| ABC Inspection | | | $66.00 |
| Re-inspection[1] | | | $66.00 |

Notes:
1. A re-inspection fee shall be assessed when the project is not ready for inspection, recurring deficiencies exist, or inspection requests are not canceled on time.

## Plan Review Fees

| DESCRIPTION | MIN FEE |
|---|---|
| Standard Plan Review: | |
| Utility Pretreatment | $60.00 |
| Re-review (flat fee - inclusive of all trades) | $30.00 |
| Express Plan Review: | |
| For the first hour | $600.00 |
| For each quarter hour thereafter | $150.00 |
| For the first hour of a re-review | $300.00 |
| For each quarter hour thereafter | $150.00 |

Notes:
1. Cancellations of Express Plan Review must be made at least 3 days prior to the scheduled review or the $600.00 fee is applied.
2. Express Plan Reviews will not be charged standard plan review fees. However, they are subject to standard re- review fees for plan changes submitted after permit issuance if not submitted as an Express Plan Re-Review.
3. Fees may be collected on behalf of Wake County Environmental Services for plan review by County staff in accordance with Wake County's current budget and fee schedule.

## Administrative Fees

| DESCRIPTION | MIN FEE |
|---|---|
| Change of Contractor | $66.00 |
| Duplicate Building Permit Inspections Card | $10.00 |
| Homeowners Recovery Fund [1] | $10.00 |
| Permit Revocation Fee | $66.00 |
| Project Modification Fee | $66.00 |
| Refund Processing Fee (applies to refunds greater than $750) | $50.00 |
| Restamp plans | $66.00 |

Notes:
1. New single family home or an addition/alteration to existing single family home performed by a licensed general contractor (per G.S. 87-15.6).
2. A Certificate of Occupancy or a Certificate of Compliance will not be issued until all fees have been paid.
3. Inspectors cannot accept payment of fees.

## Operational Fire Permits

| DESCRIPTION | UNIT | MIN FEE |
|---|---|---|
| Aerosol Products | | $75.00 |
| Amusement Buildings | | $75.00 |
| Aviation Facilities | | $75.00 |
| Battery Systems | | $75.00 |
| Carnivals and Fairs | | $75.00 |
| Cellulose Nitrate Film | | $75.00 |
| Combustible Dust Producing Operations | | $75.00 |
| Combustible Fibers | | $75.00 |
| Compressed Gases | | $75.00 |
| Covered Mall Buildings | | $75.00 |
| Cryogenic Fluids | | $75.00 |
| Cutting/Welding | | $75.00 |
| Dry Cleaning Plants | | $75.00 |
| Exhibits and Trade Shows | | $75.00 |
| Explosives (Also See Blasting) | | $75.00 |
| Flammable/Combustible Liquids Storage | | $75.00 |
| Floor Finishing | | $75.00 |
| Fruit/Crop Ripening | | $75.00 |
| Fumigation and Thermal Insecticidal Fogging | | $75.00 |
| Hazardous Materials | | $250.00 |
| HPM Facilities | | $75.00 |
| High Piled Storage | | $75.00 |
| Hot Work Operations | | $75.00 |
| Industrial Ovens | | $75.00 |
| Lumber Yards/Woodworking Plants | | $75.00 |
| Liquid- or Gas- Fueled Vehicles or Equipment in Assembly Buildings | | $75.00 |

| DESCRIPTION | UNIT | MIN FEE |
|---|---|---|
| LP Gas | | $75.00 |
| Magnesium | | $75.00 |
| Miscellaneous Combustible Storage | | $75.00 |
| Open Burning (Also See Burn Permits) | | $75.00 |
| Open flames and torches | | $75.00 |
| Open flames and candles | | $75.00 |
| Organic Coatings | | $75.00 |
| Places of Assembly | | $75.00 |
| Private Fire Hydrants | | $75.00 |
| Pyroxylin Plastics | | $75.00 |
| Refrigeration Equipment | | $75.00 |
| Repair Garages and Motor Fuel Dispensing Facilities | | $75.00 |
| Rooftop Heliports | | $75.00 |
| Spraying or Dipping | | $75.00 |
| Storage of scrap tires and tire byproduct | | $75.00 |
| Temporary Membrane Structures, Tents, and Canopies | | $75.00 |
| Tire Rebuilding Plants | | $75.00 |
| Waste Handling | | $75.00 |
| Wood Products | | $75.00 |
| Burn Permit (Air curtain burn only) | 30 days | $100.00 |
| Blasting Permit | 30 days | $100.00 |
| Tank Installation | per tank | $180.00 |
| Tank Removal | per tank | $180.00 |

**Fire Inspections Violation Fines**

| | |
|---|---|
| Imminent hazard violation | $250.00 |
| Non-compliance fee for outstanding violation | $50.00 |

**Other Fees:**

| | |
|---|---|
| Hydrant Flow Test and Data | $250.00 |
| Inspection Fees- Initial inspection fees are only charged for inspections conducted outside Cary Town Limits in the Town's Extra Territorial Jurisdiction (ETJ): | |
| Mercantile small | $13.00 |
| Mercantile large | $67.00 |
| Office small | $13.00 |
| Office large | $36.00 |
| Educational (Private) | $24.00 |
| Industrial small | $60.00 |
| Industrial medium | $132.00 |
| Industrial large | $137.00 |
| Hazardous small | $36.00 |
| Day care / rest home | $32.00 |
| Multi-family | $36.00 |
| Assembly | $32.00 |
| Malls | $98.00 |
| Reinspection Fees (charged for all reinspections conducted outside Cary Town Limits but within the Town's ETJ) | $50.00 |
| Reinspection (charged for 2nd reinspection and all subsequent reinspections inside Town Limits | $50.00 |

## TRANSPORTATION AND FACILITIES:

### Street Inspection Fees

In addition to other inspection fees, the owner of any land proposed for development as a subdivision or proposed for development requiring site plan approval pursuant to the zoning ordinance or development requiring submission of a plot plan shall, upon submission of the final subdivision plan or site plan or plot plan, pay the following street inspection fees:

Public Streets (including widening) ..... (per linear lane ft.) $1.60
Private Streets and Fire Lanes..... (per linear lane ft.) $0.40
Curb Cut Fee..... $60.00

### Public Greenway Inspection Fee:

Public Greenways ..... (per linear ft.) $1.00

### Encroachment Permit Fee:

Residential encroachment permit application ..... $100
Commercial encroachment permit application..... $250
Plus $0.20 per linear ft. over 1,000 linear ft.
Resubmittal fee: ..... $250

Encroachments for private irrigation systems are exempt from these fees.

## WATER RESOURCES FEES:

### Flat Fee Assessment Rates:

### Water Assessment:

Water Main per linear foot (unpaved area or shoulder) ..... $20.00
Per linear foot (paved area) ..... $34.00
Water Connection without Meter (bored under roadway) ..... $800.00
Water Connection without Meter..... $480.00

### Sewer Assessment:

Per linear foot (unpaved area or shoulder) ..... $32.50
Per linear foot (unpaved area, easement required) ..... $42.50

Per linear foot (paved area) ..... $46.50
4" service lateral (bored under roadway) ..... $1,000.00
4" service lateral..... $600.00

### Environmental Permits (Grading Permits):

Sites and Subdivisions ..... (per denuded acre) $500.00
Application fee for Drainage and Utility Easement Release Request..... (each) $125.00

### Water, Sewer, Reclaimed Extension Permits:

Site Plans / Subs submitted via TOC Planning..... Included in Plan Review Fee
Site Plans / Subs not submitted via TOC Planning..... (each) $200.00

## Utility Inspection Fees:

In addition to other inspection fees, the owner of any land proposed for development as a subdivision or proposed for development requiring site plan approval pursuant to the zoning ordinance or development requiring submission of a plot plan shall, upon submission of the final subdivision plan or site plan or plot plan, pay the following utility inspection fees:

Water lines .....(per linear foot) $0.85
Reclaimed water lines .....(per linear foot) $0.85
Sewer lines.....(per linear foot) $0.85
Water and Sewer taps..... (per tap) $50.00
Reclaimed Water and Sewer Taps ..... (per tap) $50.00
Pump Station Construction ..... (per pump station) $1,400.00
Abandonment procedures in accordance with Policy Statement 44 ..... (per occurrence) $250.00

## Water Conservation Ordinance Civil Penalties:

## Civil Penalty Charges:

Water service provided by the Town includes only alternate day outdoor irrigation:

| | Residential | Non-Residential |
|---|---|---|
| 3rd violation | $100 | $250 |
| 4th violation | $250 | $500 |
| 5th violation | $500 | $1,000 |
| Subsequent violations | $1,000 | $2,000 |

Two notices of violation will be issued before civil penalties apply. Reference Section 36-80 in the Town of Cary Code of Ordinances for additional information.

## Water shortage response:

| | |
|---|---|
| 1st violation | $500 |
| 2nd violation | $1,000 |
| 3rd violation | Termination of Service |

The civil penalty for the first violation will be waived or deferred per Section 38-81 in the Town of Cary Code of Ordinances for additional information.

## Water waste:

| | Residential | Non-Residential |
|---|---|---|
| 2nd violation | $100 | $250 |
| 3rd violation | $250 | $500 |
| 4th violation | $500 | $1,000 |
| Subsequent violations | $1,000 | $2,000 |

A verbal or written notice will be issued before civil penalties apply. In the case of leaks, civil penalties may be issued at the discretion of the Water Resources Director based upon the leak severity and repair complexity. Reference Section 36-83 in the Town of Cary Code of Ordinances for additional information.

### Rain sensors on automatic irrigation systems:

| | Residential | Non-Residential |
|---|---|---|
| 3rd violation | $100 | $250 |
| 4th violation | $250 | $500 |
| 5th violation | $500 | $1,000 |
| Subsequent violations | $1,000 | $2,000 |

Two notices of violation will be issued before civil penalties apply. Reference Section 36-84 in the Town of Cary Code of Ordinances for additional information.

## PLANNING FEES:

### Site Plan/Subdivision Filing Fees:

New site plan for building(s) with 20,000 square feet or more of gross floor area:
"Full Plan" option ..... (each) $2,800
"Sketch Plan" option ..... (each) $1,200

New site plan for building(s) with less than 20,000 square feet of gross floor area:
"Full Plan" option ..... (each) $2,000
"Sketch Plan" option ..... (each) $1,000

New subdivision plan, less than 5 acres*:
"Full Plan" option ..... (each) $1,800
"Sketch Plan" option ..... (each) $900

New subdivision plan, 5 acres or greater*:
"Full Plan" option ..... (each) $2,900
"Sketch Plan" option ..... (each) $1,000

New site plan located in Town Center Zoning District* ..... (each) $500.00

New subdivision plan, located in Town Center Zoning District* ..... (each) $500.00

*Re-review of site or subdivision plan (at every fourth review) ..... 50% of initial fee

Quasi-Judicial Public Hearing – Standard ..... (each) $2,500.00

Quasi-Judicial Public Hearing – Modifications Only ..... (each) $1,750.00

Name Change for Site or Subdivision (after initial plan approval) ..... $100.00

### Revision Filing Fees:

Revision to previously approved site plan (within 5 years of original approval)
50% or less increase in gross floor area ..... (each) $1,000.00
(changes greater than 50% require new subdivision plan)

Revision to previously approved subdivision plan (within 5 years of original approval)
50% or less increase in existing number of lots ..... (each) $900.00
(changes greater than 50% require new subdivision plan)

Revision to previously approved Town Center Zoning District plans (within 5 years of original approval)
Site plan – Less than 50% increase in gross floor area ..... (each) $200.00
Subdivision plan ..... (each) $200.00

Reuse/Redevelopment Plans ..... (each) $500.00

Minor Alterations – Incidental revisions to site or subdivision plans (i.e.: revisions to lighting, façades, landscaping, dumpster/mechanical screening, fencing, and similar).....(each) $125.00

Planning Director Modification to the Development and Zoning District Standards approval (LDO 3.19.1) and special exceptions requiring Planning Director Approval..... (per modification or exception) $150.00

## Rezoning Application Fees:

General rezoning.....(each) $1,400.00

Initial zoning – Associated with owner-initiated annexation petition (to establish closest comparable Cary zoning)
5 acres or greater.....(each) $1,400.00
Less than 5 acres.....(each) $300.00

Conditional use rezoning (per change of zoning classification requested)..... (each) $1,900.00

Mixed Use District (MXD) Rezoning .....(each) $2,500

Mixed Use District (MXD) Rezoning amendment to less than 50% of total size (gross floor area, number of units, etc.) .....(each) $500.00

Planned Development District Rezoning - new application or ~~major~~ amendments .....(each) $2,500

Minor Planned Development District ..... (each) $1,250

## Final Plat Filing Fees (includes preliminary plat review):

New Plat approval .....(each) $475.00

Revision to previously approved plat (e.g., recombination, minor correction or easement plat) .....(each) $150.00

## Other Land Development Ordinance Fees:

Additional Public Hearing / Mailed Notice (beyond that listed in the LDO for any development-related application)..... (per occurrence) $150.00

Annexation Petition – Owner-initiated
3 acres or greater.....(each) $300.00
Less than 3 acres.....(each) $100.00

Appeal, Administrative or Civil Penalty (BOA – LDO, Minimum Housing).....(per appeal) $600.00

Comprehensive Plan Amendment .....(each) $2,000.00

Planning Director Modification – (LDO 3.19.3) ..... (per modification) $150.00

Special Use application
Uses other than telecommunication tower.....(each) $600.00
Telecommunication tower .....(each) $4,500.00

Variance application..... (per variance) $600.00

## Accessory Use Permit:

### Other Permit Application Fees:

Accessory Use Permit..... (per application) $50.00

Fence Permit..... $50.00

Temporary Use Permit, events .....(each) $50.00

Temporary Use Permit, other than events .....(each) $75.00

Tree Clearing Certificate ..... $50.00

Zoning Compliance Permit (excluding family care homes and group homes) ..... (per application) $125.00

## Historic Preservation Related Fees:

Certificate of Appropriateness (Minor) ..... $25.00
Certificate of Appropriateness (Major) ..... $75.00
Application for Landmark Designation ..... $100.00

## Sign Permit Application Fees (Permanent and Temporary):

Temporary Signs ..... (each) $25.00

New Sign or change greater than 25% to an existing sign

Ground Sign ..... (per sign) $100.00
Wall Sign ..... (per sign) $75.00

Minor Modification to an existing sign (change of 25% or less) ..... (each) $50.00

Master Sign Plans (new or change greater than 25% to an existing plan)

Residential ..... (each) $145.00
Non-Residential sites greater than 200,000 sf ..... (each) $200.00
Non-Residential sites 200,000 sf or smaller ..... (each) $150.00

Minor Modification to Master Sign Plan (change of 25% or less) ..... (each) $60.00

## Site Inspection Fees:

In addition to other inspection fees, the owner of any land proposed for development as a subdivision or proposed for development requiring site plan approval pursuant to the zoning ordinance or development requiring submission of a plot plan shall, upon submission of the final subdivision plan or site plan or plot plan, pay the following site inspection fees:

Residential (single-family dwelling) Sites ..... (per lot) $35.00

Residential Accessory Structure ..... (per structure) $35.00

Non-Residential or Multi-family Development Sites

Denuded site ..... $515 per acre ($50 minimum)

Non-denuded site ..... (per site) $50.00

Re-inspections

Single-family residential sites ..... (per lot) $60.00

Residential accessory structures ..... (per structure) $35.00

Non-residential or Multi-family sites ..... (per inspection) $125.00

### Administrative Fees:

Refund Processing Fee (applies to refunds $100 or more) ..... $25.00

Vested Rights Certificate ..... (each) $300.00

Zoning Verification Letter ..... (per parcel) $125.00

## PARKS, RECREATION AND CULTURAL RESOURCES FEES:

## Recreation Fees:

Sports Leagues

Youth Sports (Ages 5-18)
Fees for Cary residents recover a minimum of 75% of direct costs.
Non-resident participants must pay an additional $25
Adult Sports (Over Age 18)
Fees are calculated at a 100% direct costs recovery rate with up to an additional $25/participant for non-residents.

Sports Camps and Clinics
Fees for Cary residents are set to recover up to 175% of instructor and 100% of supply costs or in-kind services. Non-resident participants must pay an additional 30% not to exceed $30 per camp or clinic.

Instructional Programs
Fees for Cary residents recover a minimum of 175% of instructor costs and 100% supply costs based upon minimum to average participation.

Classes: Additional non-resident fee equal to 30% of resident's fee not to exceed $30.00 with a minimum of $5.00

1-Day Workshops: Additional non-resident fee equal to 30% of resident fee not to exceed $30.00 with a minimum of $1.00.

## Specialized Recreation Programs/Special Events/Trips:

Classes & Workshops:
Fees for classes shall be set to recover a minimum of 75% of instructor costs plus 100% of supplies based on minimum to average participation. Non-residents shall pay an additional 30% of resident fees not to exceed $30.00 with a minimum of $5.00.

1-Day Workshops: Additional non-resident fee equal to 30% of resident fee not to exceed $30.00 with a minimum of $1.00.

Day Trips:
Fees for day trips are 100% of transportation cost plus 100% of admission fees (based on a minimum number of riders). Staff travel costs are to be divided among all travelers' expenses. Non-residents shall pay an additional 30% of resident fees with a minimum of $5.00.

Special Events and Dances:
Direct supply and/or meal costs will be divided among all participants (resident and non-resident will have same fee).

## Senior Citizen Programs/Special Events/Trips/SeniorNet Classes:

Classes & Workshops:
Fees for classes shall be set to recover a minimum of 110% of instructor costs plus 100% of supplies based on minimum to average participation. Non-residents shall pay an additional 30% of resident fees not to exceed $30.00 with a minimum of $5.00.

1-Day Workshops: Additional non-resident fee equal to 30% of resident fee not to exceed $30.00 with a minimum of $1.00.

Day and Overnight Trips:
Fees for day trips are 110% of transportation cost plus 100% of admission fees (based on a minimum number of riders). Staff travel costs are to be divided among all travelers' expenses. Non-residents shall pay an additional 30% of resident fees with a minimum of $5.00.

Senior Special Events and Dances:
Direct supply and/or meal costs will be divided among all participants (resident and non-resident will have same fee).

SeniorNet Classes and Workshops:
All participants in SeniorNet must join the national organization prior to registering for any classes. Cary residents and non-residents pay the same membership fee. Class fees will be based on recommendations from SeniorNet and the ability to provide sufficient funds to replace lab supplies and

equipment. Non-residents shall pay an additional 30% of resident fees not to exceed $30.00 with a minimum of $5.00 for classes, workshops and labs.

Garden Plots (for Cary Residents Only):
Small bed Less than 99 square feet (per season) ..... $20.00
Medium bed 100-199 square feet (per season) ..... $30.00
Large bed 200+ square feet (per season) ..... $40.00

Senior Fitness Pass - Adult (55+)
Fees for Cary residents recover a minimum of 110% of instructor costs and 100% supply costs based upon minimum to average participation. Base rate will be determined based upon the highest number of session passes available. Per session rate of the highest session-pass available will not be less than the per class rate of qualifying courses, programs or activities.

Senior Open Studio Membership Pass - Adult (55+)
Resident (per visit) ..... $4.00
Non-Resident (per visit) ..... $5.00
Resident (per 10 visit pass) ..... $25.00
Non-Resident (per 10 visit pass) ..... $30.00

## Gym, Fitness and Wellness Passes:

Open Gym Adult (18+)
Resident (per visit) ..... $4.00
Non-Resident (per visit) ..... $6.00

Resident (per 5 visit pass) ..... $15.00
Non-Resident (per 5 visit pass) ..... $25.00
Resident (per 10 visit pass) ..... $25.00
Non-Resident (per 10 visit pass) ..... $45.00

Resident (per 25 visit pass) ..... $44.00
Non-Resident (per 25 visit pass) ..... $82.00

Resident Seniors (55+) ..... (per visit) $1.00
Resident Seniors (55+) ..... (per 10 visit pass) $5.00
Non-Resident Seniors (55+) ..... (per visit) $2.00
Non-Resident Seniors (55+) ..... (per 10 visit pass) $10.00
Resident Seniors (55+) ..... (Annual Pass) $40.00

Open Gym Youth and Teens (Ages 8-17):
Resident (per visit) ..... $4.00
Non-Resident (per visit) ..... $6.00
Resident (per 5 visit pass) ..... $10.00
Non-Resident (per 5 visit pass) ..... $20.00
Resident (per 15 visit pass) ..... $15.00
Non-Resident (per 15 visit pass) ..... $30.00

Fitness, Wellness and Dance Pass:
Fees for Cary residents recover a minimum of 175% of instructor costs and 100% supply costs based upon minimum to average participation. Base rate will be determined based upon the highest number of session passes available. Per session rate of the highest session-pass available will not be less than the per class rate of qualifying courses, programs or activities.

Corporate Pass (For Businesses Within Town of Cary)
Open Gym Pass 100 Sessions ..... $300.00
Fitness Pass 100 Sessions ..... $400.00

Wellness Pass 100 Sessions ..... $900.00

Teen Programs:
Fees are calculated based on 110% of direct costs, including part-time staff salaries, instructors, transportation, and supplies based on minimum to actual participation. There is an additional fee of 30% of resident fee not to exceed $30.00 for non-residents.

Teen Council Memberships Fee:
Annual Membership Resident ..... (per participant) $25.00
Membership Renewal Resident ..... (per member) $10,00
Annual Membership Non-Resident ..... (per participant) $35.00
Membership Renewal Non-Resident ..... per member) $15.00

Summer Camp/Track-Out Programs:
Fees are calculated to recover a minimum of 110% of direct cost to operate the program based on minimum to actual participation. Non-resident fees shall be an additional 30% of resident fee, not to exceed $30.00

Late pick-up fee (per hour) ..... $13.00

## Ropes Course Fees:

Corporate
Half day low course ..... (per participant) $41.00
Half day high course ..... (per participant) $54.00
Combination High/Low – Full Day ..... (per participant) $65.00
Half day low with one high element ..... (per participant) $51.00

Noncorporate
Half day low course ..... (per participant) $27.00
Half day high course ..... (per participant) $42.00
Combination High/Low ..... (per participant) $36.00

(Half day low with one high element)
Combination High/Low (Full Day) ..... (per participant) $58.00

Corporate/Noncorporate Non-Resident Fee – There is an additional fee of 30% of resident fee not to exceed $30.00 for non-residents. Exception: Wake County Public School System students receive resident rates.

Wake County Public School System Classes:
Half day low course ..... (per participant) $23.00
Half day high course ..... (per participant) $40.00
Combination High/Low ..... (per participant) $32.00
(Half day low with one high element)
Combination High/Low (Full Day) ..... (per participant) $56.00

Special Guided Programs at Hemlock Bluffs
Non-Profit groups ..... (per hour) $36.00
Group rate ..... (per hour) $42.00
Wake County School Groups ..... (per hour) $27.00

## Fees and Reservations:

Town sponsored Parks, Recreation and Cultural Resource programs and
programs co-sponsored by the Parks, Recreation and Cultural Resource Dept. ..... No Fee

## Facility Reservations:

**Herbert C. Young Community Center Reservation Fees*:**

Facility:

Large Meeting Room (A) ..... (per hour 2 hour min) $84.00
Small Meeting Room (B) ..... (per hour 2 hour min) $54.00
Kitchen (available w/ meeting room) ..... (per hour 2 hour min) $29.00
Gymnasium (for athletic activities) ..... (per hour 2 hour min) $64.00
Gymnasium (when used as banquet, event, party, performance space) ..... (per hour 5 hour min) $125.00

*Herbert C. Young Community Center fees shown above are resident fees. Non-resident fees are 150% of the resident rate.

Additional per hour charge beyond normal hours ..... $25.00

Damage Deposit

(25% of total reservation fee) ..... (minimum) $100.00
(with permitted beer and wine serving) ..... (minimum) $300.00

Cary based Non-Profit Groups ..... 50% discount & no charge for kitchen (weekdays, 8 am - 2 pm)
Application fee for serving beer and wine ..... (per application) $50.00

Activities:

Volleyball ..... (per usage, per net, includes set-up) $25.00

Equipment: (Includes set-up and removal)

Staging ..... (per use) $100.00
Portable Dance Floor ..... (per use) $525.00
40' Pipe and Drape ..... (per use) $300.00
10' Pipe and Drape ..... (per use) $75.00
Electric Piano ..... (per use) $25.00
Gym Floor Cover Use ..... (per use) $200.00
Gym Scoreboard ..... (per hour with 2 hour minimum, includes operator) $15.00

## Middle Creek Community Center Reservation Fees and Charges*:

East/West Meeting Room ..... (per hour) $54.00
Gymnasium (for athletic activities only) .....(per hour with 2 hour min) $64.00

*Middle Creek Community Center fees shown above are resident fees. Non-resident fees are 150% of the resident rate shown.

Additional per hour charge beyond the normal hours ..... $25.00
Damage Deposit (25% of total reservation fees) ..... (minimum) $100.00
Volleyball Net .....(per net use) $25.00
Gym Scoreboard ..... (per hour with 2 hour minimum, includes operator) $15.00
Cary-based Non-Profit groups (weekdays, 8 am – 2 pm)..... 50% discount

## Bond Park Community Center Reservation Fees and Charges*:

Maple Room w/kitchenette.....(per hour with 2 hour min) $54.00
Oak Room w/kitchenette .....(per hour with 2 hour min) $54.00
Dogwood Room .....(per hour with 2 hour min) $34.00
Gymnasium (per gym-for athletic activities only) .....(per hour with 2 hour min) $64.00

*Bond Park Community Center fees shown above are resident fees. Non-resident fees are 150% of the resident rate.

Additional per hour charge beyond the normal hours ..... $25.00
Damage Deposit (25% of total reservation fee)..... (minimum) $300.00
Volleyball/ Badminton/Pickleball Net.....(per net usage) $25.00
Gym Scoreboard ..... (per hour with 2 hour minimum, includes operator) $15.00
Cary-based Non-Profit groups (weekdays, 8 am - 2 pm) ..... 50% discount

Application fee for serving beer and wine ..... (per application) $50.00

## Cary Senior Center Reservation Fees and Charges*:

Ball Room (includes use of Courtyard/Gazebo).....(per hour with 2 hour min) $99.00
Ball Room 1 ($^1/_3$ Ball Room) .....(per hour with 2 hour min) $54.00
Ball Room 2 ($^2/_3$ Ball Room) .....(per hour with 2 hour min) $69.00
Classroom 302 .....(per hour with 2 hour min) $44.00
Kitchen .....(per hour with 2 hour min) $29.00
(Reserved only w/ Ball Room(s); no cooking, catering only).
Coffee Urn .....(per use) $25.00
Courtyard-Gazebo.....(per hour with 2 hour min) $15.00
Conference Room .....(per hour with 2 hour min) $20.00
*Senior Center fees shown above are resident fees. Non-resident fees are 150% of the resident rate shown.

Cary-based Non-Profit groups (weekdays, 8am-2pm) ..... 50% discount
Additional per hour charge beyond normal hours ..... $25.00
Application fee for serving beer and wine ..... (per application) $50.00
Damage Deposit (25% of total reservation fee) ..... (minimum) $100.00
Damage Deposit (with permitted beer and wine serving) ..... (minimum) $300.00
Stage Usage (includes set-up).....(per use) $100.00
40' Pipe and Drape .....(per use) $300.00
10' Pipe and Drape .....(per use) $75.00

## Art Supplies – Senior Center:

General art supply charges are calculated at cost. Clay charges are calculated at a minimum of 300% of costs to recover studio usage (wheels, firings, glazes, utility costs).

**The Cary Downtown Theater – Reservation Rates:**

Cary Residents (private reservations)..... (per 5-hr minimum) $400.00
Plus $80/ each additional hour

Non-Cary Residents (private reservations ..... (per 5-hr minimum) $600.00
Plus $120/ each additional hour

Cary-based Cultural Organizations Performances in theater ..... (per 5-hr minimum) $300.00
Plus $40/each additional hour

Rehearsals/Set up in theater..... (5- hour minimum) $125.00
+ $35/each additional hour

Upper Lobby Meeting Room ..... (per hour) $25.00

Cary-based nonprofits (non-cultural):
Receive 10% off the Cary resident rates. To qualify for the nonprofit rate you must provide proof of your IRS 501-(c)3 status.

Cinema Only Reservations
Cary Residents (private reservations)..... (per hour) $75.00
Plus rights for movie

Non-Cary Residents (private reservations)..... (per hour) $112.00
Plus rights for movie

Hours are calculated in ½ hour segments and rounded up.

Movie Rights:
Renter is responsible for paying the rights for movies. The Town of Cary will secure rights through our distributor and the cost will be taken out of the box office settlement. If the box office settlement does not cover the cost, the renter will owe the difference for the rights.
Other Fees
Catering buy-out ..... $150.00
Cleaning fee ..... (minimum) $100.00

Linens..... (each) $3.00
Damage Deposit ..... (per use) $500.00

Technical Assistants (TA) ..... (per hour) $30.00
Cultural Organizations receive a 50% per ~~$5~~/hour discount
(base rate – overtime charges additional)
Technical Assistants (TA) (for Cary-based cultural orgs) ..... (per hour) $15.00
(base rate – overtime charges additional)

Additional Front of House Staff ..... (per hour) $15.00
Security (as required)..... (per hour) $30.00
(rates are subject to change without notice)

Stage Extension (installation labor) ..... (for non-cultural groups – per use $160.00
..... ( for cultural groups – per use $120.00

Logo Non-Use Fee..... (per event) $100.00
Ticket Surcharge ..... (per ticket) $1.50
(other box office fees may apply) - this cost is outside of Admissions Tax.
Merchandising Fee..... 20% of gross sales receipts

Audio Recording (additional staff time not included)

- Console Feed (no dedicated mix).....$15
- Multitrack Recording.....$300 per setup

Video Recording (additional staff time not included)

- Single Camera Fixed Shot.....$200
- Additional Cameras.....$200 per camera

Marquee rental (facility rentals only/subject to availability)……$100 per day/$250 per week

## Page-Walker Arts and History Center Reservation Fees*:

First Floor - Main Gallery.....(per hour with 2 hour min) $70.00
(Monday -Thursday)

First Floor - Main Gallery.....(per hour with 6 hour min) $100.00
(Friday, Saturday, & Sunday)
First Floor/Second Floor Combination (Friday, Saturday, & Sunday).....(per hour with 6 hour min) $135.00

Second Floor - Conference Room (Friday, Saturday, and Sunday).....(per hour with 2 hour min) $50.00
Second Floor - Conference Room (Monday-Thursday).....(per hour with 2 hour min) $35.00

Third Floor - Archive Gallery (Monday – Thursday).....(per hour with 2 hour min) $45.00
Third Floor–Archive Gallery (Friday, Saturday, & Sunday).....(per hour with 2 hour min) $68.00

Class Room Second Floor .....(per hour with 2 hour min) $15.00
Class Room Third Floor .....(per hour with 2 hour min) $15.00

Additional per hour charge (outside established hours) ..... $25.00

*Page-Walker Arts and History Center fees shown above are resident fees. Non-resident fees are 150% of the resident rate shown.

Cary based non-profit cultural groups..... 50% discount
(Sunday evening - Thursday evening)

## Other Charges/Equipment:

Application fee for serving beer and wine ..... (per application) $50.00
Damage Deposit - First floor ..... $250.00
Damage Deposit - Second floor ..... $100.00
Damage Deposit -Third Floor..... $125.00
TV/VCR .....(per use) $10.00
Piano Tuning ..... $100.00
Coffee Urn (100 cup).....(per use) $10.00
Portable Dance Floor ..... (per use) $525.00

## Cary Arts Center Reservation Fees and Charges:

Cary Arts Center fees shown below are for resident rates.
Non-resident fees are 150% of resident rate

## Cary Arts Center:

Conference Room ..... (per hour) $25.00
Principal's Hall..... (per hour) $55.00
Studio M10 ..... (per hour) $49.00
Studio M50 ..... (per hour) $25.00
Catering Prep ..... (per hour) $25.00

Paul Cooper Room..... (per hour) $69.00
Marcus Dry Room ..... (per hour) $99.00
Theatre.....(5 hour minimum) $ 600.00
+ $100 for each additional hour
Additional Rooms with Theatre rental (Resident/Non-Resident) .....$25.00 per hour

### Cary Cultural Organizations Reservation Rates (with Facility Resident designation):

Rehearsal rooms..... (per hour) $20.00
Studios ..... (per hour) $20.00
Catering Prep ..... (per hour) $20.00
Construction Lab ..... (per hour) $15.00
Textile Lab..... (per hour) $15.00
Cary Arts Center Theatre .....(5 hour minimum) $ 400.00
+ $65 for each additional hour

A 25% discount will be offered to Cary Arts Center Facility Resident Organizations who contract to rent the Cary Arts Center Rehearsal Rooms or Studios for 65 dates or more within the fiscal year. A 25% discount will be offered to Cary Arts Center Facility Resident Organizations who contract to rent the Cary Arts Center Theatre for 40 dates or more within the fiscal year. These rates apply with the exception of certain high demand dates as determined by Cary Arts Center management staff

### Cary Cultural Organization Reservation Rates (without Facility Resident designation):

Rehearsal rooms..... (per hour) $25.00
Studios ..... (per hour) $25.00
Catering Prep ..... (per hour) $25.00
Construction Lab ..... (per hour) $20.00
Textile Lab..... (per hour) $20.00
Cary Arts Center Theatre .....(5 hour minimum) $ 500.00
+ $70 for each additional hour

### Other Cary Non-Profit Organization Reservation Rates (available Mon – Fri, 9:00 am – 4:00 pm

Conference Room ..... (per hour) $23.00
Principals Hall ..... (per hour) $50.00
Studio M10 ..... (per hour) $44.00
Catering Prep ..... (per hour) $23.00
Marcus Dry Room ..... (per hour) $89.00
Cary Arts Center Theatre .....(5 hour minimum) $ 540.00
+ $90 for each additional hour
Additional per hour charge beyond normal operating hours..... $25.00

### Cary Arts Center Theatre Reservations:

Cary Arts Center Theatre reservations in each category will receive a 20% discount off the applicable rate for booking Monday through Thursday. This fee applies only to the 5 hour minimum fee, with the exception of certain high demand dates as determined by Cary Arts Center management staff.

### Cary Arts Center Theatre Reception and Performance Rental Package

Package includes:
10 hours of theatre use (same day or two days), 10 hours of stagehand labor (3 staff) Additional House Manager, Principal's Hall to hold reception. Additional fees may apply ..... $2,300.00

### Additional Fees

Catering buy-out.....(each event) $200.00
Room Reservation Damage Deposit .....(each event) $100.00

With permitted beer and wine serving.....(each event) $150.00
Cleaning Fee (minimum charge).....(each event) $100.00
Merchandising Fees/Commission.....Maximum of 20% of gross sales receipts
Technical Assistants .....(per hour) $30.00
Cultural Organizations receive a 50% per hour discount(base rate – overtime charges additional)
Front of House Staff.....(per hour) $15.00
Steinway Piano Use (includes tuning) .....(per hour) $ 150.00
Upright Piano tuning.....$125.00
Marley Floor .....(per use) $125.00
TV/VCR/DVD .....(per use) $10.00
Theatre Stage Adjustment (change apron setting) .....$200.00

Audio Recording (additional staff time not included)

- Console Feed (no dedicated mix).....$15
- Multitrack Recording.....$300 per setup

Video Recording (additional staff time not included)

- Single Camera Fixed Shot.....$200
- Additional Cameras.....$200 per camera

## Ticket Sales:

Ticket sales for Applause! Cary Youth Theatre are calculated to recover 100% of production costs.
Ticket sales for other productions are calculated to recover 100% of artist fees and production costs.

## Box Office Charges:

Ticket Surcharge .....(per ticket) $1.50
Offsite Box Office Service..... (per performance) $100
Other box office fees may apply.

## Cary Arts Center - Retail Store:

Retail prices charge based on cost and inventory. General art supply charges required for classes are calculated at cost.

## Clay Charges – Cary Arts Center:

Clay charges are calculated at a minimum of 175% of costs to recover studio usage (wheels, firings, glazes, utility costs).

## Logo Non-Use Fee

Applies if renter does not utilize the Cary Arts Center logo in publicity as agreed upon
by staff and renter .....$100.00

## Open Studio Pass Program:

## Clay Studio:

Adult 6 Month .....$50.00
Adult 12 Month .....$75.00

Teen 6 Month .....$30.00
Teen 12 Month .....$45.00
Youth 6 Month.....$20.00
Youth 12 Month.....$30.00

Non-Resident Adult 6 Month .....$60.00
Non-Resident Adult 12 Month.....$90.00

Non-Resident Teen 6 Month ..... $36.00
Non-Resident Teen 12 Month ..... $54.00
Non-Resident Youth 6 Month ..... $24.00
Non-Resident Youth 12 Month ..... $36.00

### Art Studio:

Adult 6 Month ..... $40.00
Adult 12 Month ..... $60.00

Non-Resident Adult 6 Month ..... $48.00
Non-Resident Adult 12 Month ..... $72.00

Resident ..... (per visit) $4.00
Non-Resident ..... (per visit) $5.00

Resident ..... (per 10 visit pass) $25.00
Non-Resident ..... (per 10 visit pass) $30.00

### North Cary Park Shelter and Rotary Picnic Shelter-Ritter Park

Weekdays.....(per hour with 4 hour min) $16.00
Weekends & holidays.....(per hour with 4 hour min) $22.00
Non-resident rates are ..... .....150% of the resident rate shown
Additional per hour charge beyond the normal hours ..... $25.00

### Kiwanis Shelter - Bond Park:

Weekdays.....(per hour with 4 hour min) $18.00
Weekends & holidays.....(per hour with 4 hour min) $24.00
Non-resident rates are ..... .....150% of the resident rate shown
Additional per hour charge beyond the normal hours ..... $25.00

### Davis Drive Park Shelter, Thomas Brooks Playground Shelter, Thomas Brooks Soccer Shelter, White Oak Park Shelter and Ropes Course Shelter:

Weekdays.....(per hour with 2 hour min) $12.00
Weekends & holidays.....(per hour with 2 hour min) $17.00
Non-resident rates are ..... .....150% of the resident rate shown
Additional per hour charge beyond the normal hours ..... $25.00

### Buehler Shelter, Kids Together Park Shelter, Jack Smith Park Shelter, and Bond Park Screened Porch:

Weekdays.....(per hour with 2 hour min) $14.00
Weekends & holidays.....(per hour with 2 hour min) $20.00
Non-resident rates are.....150% of the resident rate shown
Additional per hour charge beyond the normal hours ..... $25.00

### Green Hope Elementary Park Shelter:

Weekdays.....(per hour with 4 hour min) $14.00
Weekends & holidays.....(per hour with 4 hour min) $20.00
After-hours usage fee..... (per hour) $25.00
Non-resident rates are ..... .....150% of the resident rate shown

### Bond Park Boathouse Deck (w/screen porch):

Resident .....(per hour with 2 hour min) $60.00
Non-Resident .....(per hour with 2 hour min) $90.00

| **Sertoma Amphitheater:** | **Resident Fee** | **Non-Resident Fee** |
|---|---|---|
| Mon-Fri (8am-2pm) - *Non-Holiday* | (per use) $125.00 | (per use) $175.00 |
| Mon-Fri (3pm-Closing) - *Non-Holiday* | (per use) $125.00 | (per use) $175.00 |
| Mon-Fri (All Day) - *Non-Holiday* | (per use) $250.00 | (per use) $350.00 |
| Sat-Sun & Holidays (9am-2pm) | (per use) $200.00 | (per use) $250.00 |
| Sat-Sun & Holidays (3pm-Closing) | (per use) $200.00 | (per use) $250.00 |
| Sat-Sun & Holidays (9am-Closing) | (per use) $400.00 | (per use) $500.00 |

## Bond Park Equipment Usage and Boat Launch Fees (subject to availability):

Pedal Boats ..... (per ½ hour) $7.00
Sailboats ..... (per hour) $11.00
Kayaks, Canoes, Stand-Up Paddleboards, Rowboats ..... (per hour) $6.00
Trolling Motors ..... (per use) $9.00
Boat Launch Ramp (non-motorized vessels maximum 16 ft.) ..... (per use) $4.00
Annual boat launch pass (Cary residents only unlimited use) ..... (per year) $30.00

## Bond Park – Cross Country Course:

Cross Country Course Reservation by Middle/High Schools ..... (per school year) $150.00
(Includes training and meet access for schools in Wake County per school year)
Cross Country Course (Non-profit event) ..... (per event) $500.00
Cross Country Course (for-profit event) ..... (per event) $750.00

## Bond Park - Retail Store:

Retail prices charged based on cost and inventory.
Retail prices charged based on cost and inventory.

## Hourly Sports Fields Reservations: (Excludes Thomas Brooks & Middle Creek baseball/softball complexes and WakeMed Soccer Park).

Hourly Rate for baseball/softball field use – (Resident) ..... $40.00
Hourly Rate for baseball/softball field use – (Non-Resident) ..... $60.00
Hourly Rate for baseball/softball field use (Non-Profit Athletic Org(s), Wake Co. Schools) ..... $40.00
Hourly Rate for Soccer /Multi-Purpose per field use (Resident) ..... $50.00
Hourly Rate for Soccer/Multi-Purpose per field use (Non-Resident) ..... $70.00

Hourly Rate for Soccer/Multi-Purpose per field use (Non-Profit Athletic Org(s), Wake Co. Schools) . $50.00
Hourly Rate for Artificial Turf per field use (Resident) ..... $100.00
Hourly Rate for Artificial Turf per field use (Non-Resident) ..... $125.00
Hourly Rate for Artificial Turf per field use (Non-Profit Athletic Org(s), Wake Co. Schools) ..... $100.00

## Other Fees for Field Reservation Use:

Light usage (where available) ..... (per hour) $20.00
Baseball/Softball infield preparation ..... (per application) $25.00
Football field lining/painting ..... (per application) $100.00

## Sand Volleyball Court Reservations:

Tournament or Special Events rate for Sand Volleyball Courts (per court per hour) $5.00
Half-day (3-5 hours) on 4 courts ..... $50.00
Full-day (6+ hours) on 4 courts ..... $100.00
(Each tournament reservation includes use of the court(s), lines, sand groomed, and lights)

## Pickleball Court Reservations (White Oak Park):

Tournament or Special Events rate for Pickleball Courts ..... (per court per hour) $3.00
Half-day (3-5 hours) on 3-4 courts ..... $30.00

Full-day (6+ hours) on 3-4 courts ..... $60.00

NOTE for outdoor sports facilities: Fees for special athletic events such as leagues, tournaments, co-sponsored events and multi-field events will be determined based on the number of games/matches, tournament structure, economic impact or other related criteria.

## Middle Creek Softball Complex:

### Tournament and Rental Reservation Fees:

1 Field (hourly rate)(per hour) ..... $50.00

### Youth Tournaments and Showcases

Minimum of 9 teams needed to host a tournament

| | |
|---|---|
| 9-13 Teams - Team Fee of $180 per team -- Rate Range | $1,620 - $2,340 |
| 14-18 Teams - Team Fee of $160 per team -- Rate Range | $2,240 - $2,880 |
| 19-22 Teams - Team Fee of $130 per team -- Rate Range | $2,660 - $3,080 |
| 23+ Teams - Flat Rate of | $3,000 |

These rates are based on a Two-Day Tournament (1/2 team rate applies for a single day).
For 2 ½ - 3 Day Events, staff will customize based rate structure.

A $100 per day cancellation fee will be assessed to each tournament director for each day that he/she cancels a tournament after informing staff that the tournament will go. Weekend tournaments must be confirmed each Monday week at noon.

| | | |
|---|---|---|
| Tuesday - | (minimum) | $100 |
| Wednesday - | | $200 |
| Thursday - | | $300 |
| Friday - | (maximum) | $400 |

### Adult Tournaments

5-19 Teams - rental rate is $1,500
20-23 Teams - rental rate is $1,700
24+ Teams -rental rate is $1,900

These rates are based on a Two-Day Tournament. (1/2 rate applies for a single day) For 2 ½ - 3 Day Events, staff will customize based rate structure.

Each tournament reservation fee includes basic maintenance service, water coolers in each dugout, batting cage use, and light use. (Basic maintenance service includes fields to be drug and marked prior to the first game of each day rented and drug after the 3rd game of the day.)

### Additional Services for Tournament Reservations:

Extra Field Preparation ..... (per application) $30.00
Tent usage ..... (per tent) $30.00
Table/chair usage (1 table/6 chairs)..... $25.00
Batting Cage Rental only (outside of field rental)..... (per hour) $35.00

## Thomas Brooks Park:

### Softball Complex Tournament and Rental Reservation Fees:

1 Field (hourly rate) (per hour) ..... $50.00

### Youth Tournaments and Showcases

Minimum of 9 teams needed to host a tournament

| | |
|---|---|
| 9-13 Teams - Team Fee of $180 per team -- Rate Range | $1,620 - $2,340 |
| 14-18 Teams - Team Fee of $160 per team -- Rate Range | $2,240 - $2,880 |

| | |
|---|---|
| 19-22 Teams - Team Fee of $130 per team -- Rate Range | $2,660 - $3,080 |
| 23+ Teams - Flat Rate of | $3,000 |

These rates are based on a Two-Day Tournament (1/2 team rate applies for a single day).
For 2 ½ - 3 Day Events, staff will customize based rate structure.

A $100 per day cancellation fee will be assessed to each tournament director for each day that he/she cancels a tournament after informing staff that the tournament will go. Weekend tournaments must be confirmed each Monday week at noon.

| | | |
|---|---|---|
| Tuesday - | (minimum) | $100 |
| Wednesday - | | $200 |
| Thursday - | | $300 |
| Friday - | (maximum) | $400 |

### Adult Tournaments

5-19 Teams - rental rate is ..... $1,500
20-23 Teams - rental rate is ..... $1,700
24+ Teams - rental rate is ..... $1,900

### These rates are based on a Two-Day Tournament.

(1/2 rate applies for a single day)
For 2 ½ - 3 Day Events, staff will customize based rate structure.

Each tournament reservation fee includes basic maintenance service, water coolers in each dugout, batting cage use, and light use. (Basic maintenance service includes fields to be drug and marked prior to the first game of each day rented and drug after the 3rd game of the day.)

### Softball Complex - Additional Services for Tournament Reservations:

Extra Field Preparation ..... (per application) $30.00
Tent usage ..... (per tent) $30.00
Table/chair usage (1 table/6 chairs) ..... $25.00
Batting Cage Rental only (outside of field rental) ..... (per hour) $35.00

### USA Baseball National Training Complex at Thomas Brooks Park:

Stadium Event (usually a high attendance game, 1,000 or more) ..... (per event/game) $1,500.00
Stadium Game (usually a low attendance game on the stadium, 999 or less) ..... (per game) $900.00

Each stadium event or game includes batting practice prior to use, field prepped before Batting Practice (BP) and also prepped and lined before the game itself, use of lights, coolers and ice in dugouts, field recovery support in rain situations, and use of press box (including amenities), training room and ticket booths (when authorized by Town). Does not include tarp crew.

Tarp crew per game ..... $800.00

### Training Field Reservations: (includes fields 2, 3, 4) (per field per hour) $85.00

These hourly rentals include use of field, dugouts, scoreboards, PA system and ticket booths (when authorized by Town), ice and coolers in dugouts, field prep and lining, adjacent Batting Cage.

### USA Baseball Complex at Thomas Brooks Park: Additional Services for Hourly Training Field Reservations:

Extra Field Preparation ..... (per application) $40.00
Batting Practice Setup/Takedown ..... (per occurrence) $100.00
Training Room Reservations ..... (per day) $40.00
Pitching Machine ..... (per hour) $15.00
Light Usage ..... (per hour) $20.00
Scoreboard Operator/Official Scorer ..... (per hour) $15.00

Press Box Usage for Tournament Headquarters..... (per day) $40.00
(Location for Tournament Directors to use with their staff during weekend tournaments)
Batting Cage Rental only (outside of field rental)..... (per hour) $35.00
Bullpen rental (outside of field rental) ..... (per hour) $45.00
Dugout Coolers ....…… (per game) $5.00

## Gate Fees:

Town Revenues for Gate Fee (12 and older) ..... (per person) $5.00
Tournament Directors may request an increase to the Town's stated gate fees (see above). If approved by the Town, any income generated from this increase will belong to the Tournament.

NOTE: Fees for special athletic events such as tournaments, co-sponsored events and multi-field events, rates will be determined based on number of games, tournament structure, economic impact or other related criteria.

## Thomas Brooks Park - Other Park Fees:

## Baseball Instructor (for personal lessons)

1 to 2 persons ..... (per person/per lesson hour) $40.00
3 to 4 persons ..... (per person/per lesson hour) $20.00
5 to 6 persons ..... (per person/per lesson hour) $15.00
7+ team rate (includes extra instructor if needed) ..... (per person/per lesson hour) $10.00

Parking Lot Reservation (for use as remote parking for off-site events) ..... (per event) $400.00-$900.00
(This may be adjusted based on number of spaces needed/used or the parking lots being used)

Use of Park outside of field/complex reservations .....(per day) $2,800.00
Use of Park outside of field/complex reservations..... (per weekend –Sat/Sunday $4,600.00

## Cary Tennis Park :

## Instructional Programs:

- Beginner classes /Intermediate classes/Camps – Fees for Cary residents are established at an hourly rate computed as follows: (the average instructor's rates + supply expenses + 25%) divided by the average between the minimum and maximum number of students per instructor. Single day/drop-in rate add additional 20%. Additional non-resident fee of 20% not to exceed $30.

- Advanced Classes/Academy Instruction - Fees for Cary residents are established at an hourly rate computed as follows: (the average) instructor's rate + supply expenses + 25%) divided by the average between the minimum and maximum number of students per instructor. Single day/drop-in rate add additional 20%. Additional non-resident fee of 20% not to exceed $30 with the exception of no additional non-resident rate for the highest level of the Academy Program.

- League Team Instruction - Fees shall be computed by taking the beginner class hourly rate multiplied by the average roster size of the league and the number of instructional hours for the season. No additional non-resident rate.

- Program Registrations will be assessed a late payment fee of $20. Registration due dates are determined by each program.

## Challenger Ladder:

Singles Challenge Ladder (Resident) (Per player per season) ..... $25.00
Singles Challenge Ladder (Non-Resident) (Per player per season)..... $30.00
Doubles Challenge Ladder (Resident) (Per paired team per season)..... $30.00
Doubles Challenge Ladder (Non-Resident) (Per paired team per season)..... $36.00

## Court Fees:

Court Fee rates are established for resident and non -resident patrons. In addition, actual fees may be increased up to $1.00 for reservations during peak times. Peak times will be approved by the Department Director.

Outdoor

Court Fees (Per hour/Per player) (Resident) ..... $3.00
Court Fees (Per Hour/Per player) (Non- Resident) ..... $4.00
Court Fees (Per hour/Per player) 36ft Courts (Resident) ..... $1.00
Court Fees (Per hour/Per player) 36ft Courts (Non-Resident) ..... $2.00

Fees may be increased/decreased by up to $1.00 for outdoor court reservations during high/low volume use times at the approval of the Department Director.

Covered:

Court Fees (Per hour) (Resident Reservation) ..... $34.00
Court Fees (Per Hour) (Non- Resident Reservation)..... $38.00
Court Fees (Per Hour) (Annual Pass Holder Reservation)..... $30.00

Fees may be decreased for covered court reservations during low demand times at the approval of the Department Director.

Covered Court Contract Time:

Fees shall be computed by taking the hourly covered court rate for the user group, multiplied by the number of hours of play multiplied by the number of weeks. Discounts may be offered up to 10%. Number of weeks and available slots per contract season will be approved by the Department Director.

## Adult League Facility Registration Fees:

Outdoor Courts

(Per player on roster plus applicable practice court fees)..... (Resident) $20.00
(Per player on roster plus applicable practice court fees).....(Non-Resident) $24.00

Outdoor court Facility Registration fees cannot be applied to covered court use.

Covered Courts:
Fees shall be computed by taking the hourly covered court rate multiplied by the number of hours of play multiplied by the number of league weeks divided by the average number of players on court. Additional non-resident fee of 20% not to exceed $30.

## Private Group Lessons:

Individual Private Lessons (1 or 2 individuals).....$40.00-55.00
(Private Lesson Hourly rates based on instructor certifications & experience)
Semi-Private Lessons (3 individuals/Fee applies per person/per hour) .....$20.00-$22.00
Group Private Lessons (4 or more individuals/Fee applies per person/per hour) .....$15.00-$17.00

## Pro Shop Sales - Retail Prices Based on Cost and Inventory

## Seasonal Court Fee Pass

Outdoor Court Fee Pass (40 hours) (Resident) (change expiration from one year to four months) ... $72.00
Outdoor Court Fee Pass (40 hours) (Non-Resident) (change expiration from 1 year to 4 months).. $108.00

Outdoor Court Fees Pass (60 hours) (Resident) (six month expiration) ..... $96.00
Outdoor Court Fees Pass (60 hours) (Non-Resident) (six month expiration)..... $144.00

### Tennis Park Annual Pass:

Cary Tennis Park Annual Passholder benefits include: All Cary Tennis Park outdoor court fees, Challenge Ladder registration fees, discounted covered court fees and covered court contract time, Cary Tennis Park facility fees for league play, Socials, Pro/Special Tournaments gate admission, ten (10) Guest Passes, eight (8) pass holder ball machine uses, outdoor court reservation up to one week in advance, ten percent (10%) discount on most inventory items and various special programs/clinics offered at reduced cost throughout the year. Pass holder benefits may be changed throughout the year at the discretion of the Department Director.

Adult Annual Pass (Resident) ..... $300.00
Adult Annual Pass (Non-Resident) ..... $400.00
Youth Annual Pass (Resident) (18 and under) ..... $100.00
Youth Annual Pass (Non-Resident) (18 and under) ..... $120.00
Senior Annual Pass (Resident) (Ages 55 and older) ..... $200.00
Senior Annual Pass (Non-Resident) (Ages 55 and older) ..... $250.00
Family of Two Senior Annual Pass (Resident) (Ages 55 and older)..... $300.00
Family of Two Senior Annual Pass (Non-Resident) (Ages 55 and older)..... $400.00
Family of Two Annual Pass (Resident)..... $400.00
Family of Two Annual Pass (Non-Resident)..... $500.00
Full Family Annual Pass (Resident)..... $500.00
Full Family Annual Pass (Non-Resident)..... $700.00

### Corporate/Organization Pass:

Businesses or Organizations can purchase an annual pass for their employees to use at a 40% discount with a minimum of 10 passes purchased. The passes can be any combination of individual or family passes. This special is only valid for current full time employees of the business/organization. Each passholder will have full Annual Passholder benefits.

### Tennis Park Social Activities:

Fees for social activities shall be computed to recover total direct expenses including part-time staff costs and court fees divided by number of attendees.

### Organized Play/Tournaments:

Organized play fees shall be set to recover the direct staff costs, court fees and supply costs of organizing and conducting the program.

NOTE: Fees for special athletic events such as tournaments, co-sponsored events and multi-court events, will be determined based on the number of matches, tournament structure, economic impact, community benefit or other related criteria.

### Soccer Park:

### Instructional Programs:

Fees for instructional programs shall be established to recover a minimum of 160% of the direct operational costs (instructors, supplies, equipment, etc.) Non-Resident participants shall pay an additional 30% of the resident rate not to exceed $30.00 per instruction program.

### Reservations:

Cross Country Course (Non-profit event) .....(per event) $500.00
Cross Country Course (for-profit event).....(per event) $750.00
(Includes use of the cross country course and parking lot E)

Large Cross Country Event.....(per event) $6,000.00
(This includes any Cross Country event requiring the entire park dedicated to the event)
Cross Country Course Reservation by Middle/High Schools .....(per school year) $150.00
(Includes training and meet access for schools in Wake County per school year)

General Field Reservations * (Fields 4, 5, 6, or 7)..... (per hour) $100.00
General Fields Reservations
* (Fields 4, 5, 6, or 7) Youth based non-profit organizations) ..... (per hour) $75.00

Field Reservation Training Field 8 ..... (per hour) $75.00

Field Reservation Training Field 8 youth-based non-profit organizations ..... (per hour) $65.00
Enhanced Field Reservations * (Fields 2 or 3) (Field lighting not included) ..... (per hour) $125.00
Enhanced Field Reservations * (Fields 2 or 3) (Youth based non-profit organizations)
(Field lighting not included) ..... (per hour) $100.00

*General and Enhanced field reservations include field lining for standard soccer field size

## Stadium Reservation:

(Includes lighting if applicable, restrooms, ticket office on day of event, locker room(s), training room, officials locker room, Town of Cary skyboxes, press box, audio/visual platform, scoreboard, videoboard)
(does not include necessary staffing for videoboard)
(Event is defined as a single match).....(per event) $10,000

## Parking:

Event parking fees shall be set by the Town and if applicable, promoter. Proceeds received from parking may be retained by the Town, promoter or shared as per negotiated agreements.

**Other Fees:** (When Not Included In Reservation Fee)

Lighting Fee (Fields 2 or 3) .....$40.00 per hour
Town of Cary Skybox Use ..... (1 hour minimum) $50.00 per hour
Athletic Training Room.....$50.00 per day
Locker Room..... (per locker room / per day) $200.00
Portable Sound System .....(per event) $25.00
Portable Scoreboard .....(per event) $25.00
Portable Bleachers..... (per bleacher per event) $50.00
Parking Lot E Reservation (For non-profit festivals, events, etc.) .....(per event) $500.00
Parking Lot E Reservation (For for-profit festivals, events, etc.) .....(per event) $750.00

Parking Lot Rental for use as a park-and-ride type of program per rider charge with a min. $1,000.00 per event. (This use may be negotiated per rider fee based on number of days, approved hours and purpose of event or by other contractual terms.)

## Building C:

Skybox (capacity: 100)..... (per hour) $150.00
Skybox (1/4 room, capacity: 25) ..... (per hour) $50.00
Skybox (1/2 room, capacity: 50) ..... (per hour) $75.00
Skybox (3/4 room, capacity: 75) ..... (per hour) $125.00
Party Deck (capacity: 75)..... (per hour) $50.00
Damage Deposit (25% of total reservation fee).....(minimum) $25.00
Stage Usage (includes set-up).....(per use) $100.00

### Soccer Instructor : (for personal training)

The rate for 1:1 private instruction ..... (per hour) $30.00
The rate for a small group training of 2-4 people ..... (per player/per hour) $25.00
The rate for a small group training of 5-8 people ..... (per player/per hour) $20.00
The rate for Team Training for 9 players or more ..... (per team/per hour) $100.00

Security Services (Promoter must contact Town of Cary Police Department to arrange required security service.

Technological Services/Phone (Price determined by Town of Cary Technology Services Department staff based on required services ordered.)

NOTE: Fees for special athletic events such as tournaments, co-sponsored events and multi-field events will be determined based on the number of matches, tournament structure, economic impact or other related criteria.

### Koka Booth Amphitheatre at Regency Park:

Booth Amphitheatre is managed by an outside contractor who is responsible for setting the fee schedule for the current year. Current fees may be attained by calling (919) 462-2025.

### Sk8-Cary:

Session Pass ..... $5.00

30 Day Pass (Resident) ..... $28.00
30 Day Pass (Non-Resident) ..... $36.00

Annual Pass (Resident) ..... $275.00
Annual Pass (Non-Resident) ..... $300.00

Equipment Rental – Helmet ..... (each) $2.00
Knee/Elbow/Wrist Pads..... (each set) $2.00

Facility Rental Non-operational Hours (2 hour min.)..... (per hour) $50.00
Facility Rental Saturday/Sunday..... (Full day) $1,200.00
Instructor Fee (2 hour min.)..... (per hour) $25.00

### Instructional Programs:

Fees are set to recover a minimum of 175% of instructor cost based on minimum to average participation. Non-resident fees shall be an additional 30% of resident fee, not to exceed $30.00.

Retail Sales ..... Retail price charges based on costs and inventory.

### Off-Leash Dog Park:

Single-Dog Annual Membership (Resident)..... $40.00
Single-Dog Annual Membership (Non-Resident)..... $80.00
Multi-Dog Annual Membership (Resident) ..... $60.00
Multi-Dog Annual Membership (Non-Resident) ..... $120.00
Day Pass (Resident) ..... $5.00
Day Pass (Non-Resident) ..... $10.00

### Open Space

Open Space not otherwise identified herein ..... (per hour) $25-$100

## Parking Fee

Parking Fee ..... (per year) $200.00

## Community Garden Plot (Carpenter Park)

Per Plot…….....(per year)$33.00

## PUBLIC WORKS/UTILITIES FEES:

## Streets and Sidewalks:

Fees for Pavement Cuts and Alterations:
When Town resources are necessary to repair contractor pavement cuts:
Maintenance Only: Min. charge for stone (includes labor, materials, & equip. costs) ..... ~~$~~108.00
Permanent Street Repairs: Full depth patches (includes labor, materials, and equipment costs):
Asphalt (0-10 tons) ..... $1,563.00
Asphalt (over 10 tons) ..... (per ton) $108.00

## Utility Connection Tap Fees - Definitions

## The Town retains ownership of all meters, meter boxes, vaults, etc.

Type: Refers to the type of utility connection (water, sewer, reclaimed water, or future reclaimed water).

Tap Size: The diameter of the service line tap made into the main line at the connection point.

Full Tap: (All Types)
Includes the labor, equipment and materials needed to make the actual tap and connection to the main line and extend the service line to the property line. Fee includes meter, box and yolk assembly. Fee does not include street cuts or bore charges. Street cuts and bore charges will be added if needed.

Split Tap:
Existing Service - The addition of one or more 1” meters on to an existing service line that is large enough to handle the flow requirements.

New Service - At the time of a new service line connection, one or more additional 1” meters may be installed at the same time as long as the service line is of sufficient size to meet the flow requirements.

Meter Only: The cost of the meter, radio, labor and equipment ~~cost~~ involved in placing the meter in the box or vault. Fee does not include box or yolk assembly.

Well House: The installation of a meter outside a well house for basing sewer charges on the amount of water from the well. Includes the labor, equipment, meter and materials needed to install the meter.

Sewer Tap: Includes the labor, equipment and materials needed to make the actual tap and connection to the main line and extend the service line to the property line. Fee does not include street cuts or bore charges. Street cuts and bore charges will be added if needed.

Street cut, bore and sidewalk/curb cut fees are charged if needed:
Curb Cut - Cost to repair one 10’ section of curb removed for the installation of a water or sewer service. Higher charges will apply if more than one section is removed.

Sidewalk Cut - Cost to repair one 5’ x 5’ section of sidewalk removed for the installation of a water or sewer service. Higher charges will apply if more than one section is removed.

Street Cut - Minimum cost of cutting paved street with minimal digging for water or sewer connection and for repairs to return section back to acceptable engineering standards.

Bore - When time or conditions make it impractical to cut open a street, a bore may be made. The current charge covers up to a 3” water bore or a 4” sewer bore. Any other size will be charged on an individual basis. Bore charges do not include the cost of a sleeve and will be more if a sleeve is deemed necessary under a state maintained road.

Repeat Call Fee: Charged anytime a second trip is necessary to perform a requested service, including repeat trips for setting meters and final acceptance inspections for fire hydrants.

Fees from the following schedule are charged when the Town performs a water, sewer, reclaimed water or future reclaimed water service tap or installs a water meter only. Any utility connections not included in the fee schedule will be referred by the Inspections and Permits Office to the Public Works Director who, after consultation with the Engineering Services Manager for engineering feasibility, will prepare an estimate of costs. The estimated costs must be paid in advance; any difference between estimated and actual costs will result in either a refund or an additional charge.

### Utility Connection Fees Schedule:

Street cut or bore charges will be added to Full Tap services if needed

| TYPE | FULL TAP 1” | FULL TAP 1.5” | FULL TAP 2” | SPLIT TAP 1” | METER ONLY 5/8” OR 1” | METER ONLY 1.5” | METER ONLY 2” | METER ONLY 3” | METER ONLY 4” |
|---|---|---|---|---|---|---|---|---|---|
| Potable Water or Irrigation | $3,800 | $5,400 | $5,800 | $1,475 | $255 | $575 | $790 | $1,200 | $2,250 |
| Reclaimed Water or Future Reclaimed Water | $3,800 | NA | NA | $1,475 Future reclaimed water only | $255 Reclaimed $255 Future Reclaimed | NA | NA | NA | NA |

| INDIVIDUAL ITEMS | COST |
|---|---|
| Sewer Tap (4” or 6”) | $2,730 |
| Well House | $1,475 |
| Sidewalk Cut | $719 |
| Curb Cut, Street Cut or Bore each | $1,563 |

| INDIVIDUAL ITEMS | COST |
|---|---|
| Repeat Call Fee | $65 |
| Meter Box (reclaimed) | $427 |
| Meter Box 1” (potable) | $480 |
| Meter Box Lid | $15 |

**Bulk Water:**

**Sales and Equipment Rental:**

Cary Commercial Potable Irrigation Rate ..... (per thousand gallons) $6.38
Meter Setup Fee ..... (per setup) $52.00
Meter Relocation Fee ..... (per relocation) $52.00
Meter Rental ..... (per day) $20.00
1 ½" or 2 ½” Hose Rental (per 50’ section) ..... (per day) $3.00
Nozzle Rental ..... (per day) $4.00
Hydrant Wrench Rental ..... (per day) $4.00
Adapter Rental ..... (per day) $4.00

**Lost and Damaged Items (replacement cost plus 10%):**

Bulk Water Meter ..... $1,097.00
Backflow Preventer ..... $463.00
Meter Enclosure ..... $500.00
Meter Register ..... $74.00
Gate Valve Handle ..... $8.00
Gate Valve ..... $60.00
NST Bushing ..... $57.00
Meter Handle ..... $45.00
Inlet Coupling ..... $210.00
Hydrant Wrench ..... $30.00
Adapter ..... $50.00
Nozzle ..... $30.00

**Tampering with the water or sewer system – Protection of systems on certain days.**

**Civil Penalty Charges:**

| Item | Penalty |
|---|---|
| 1st violation | $250 |
| All subsequent violations | $1,000 |

Reference Section 36-1 in the Town of Cary Code of Ordinances for additional information.

**Cross Connection Control Ordinance Civil Penalties:**

**Non-Compliance Activity** **Tier / Penalty**

Failure to respond to second notification of program requirements and/or plan to comply with Ordinance. ..... (Tier 1) per device / $300.00

Failure to comply with agreed upon plan of correcting stated / presented violation within the prescribed time frame ..... (Tier 2) per device / $500.00
(Also, repetitive Tier 1 violations may result in a Tier 2 Penalty)

Failure to test/repair existing system or repetitively require notification to meet test deadlines ..... (Tier 3) per device / $750.00

A 3rd or 4th, either repetitive or concurrent, violation of the program ordinance and requirements. .....(Tier 4) per device / $1,000.00

## Vehicle, Equipment and Labor Charges, Per Hour:

Hazardous material emergency charges, natural disasters, and special events costs are charged according to the specific service needed. Most of the respective charges are detailed in this "*Vehicle, Equipment and Labor Charges, Per Hour"* section. For all services provided that are not specifically listed in that section, the Federal Emergency Management Agency's (FEMA) schedule of equipment rates will be applied. Material and labor costs of personnel responding are not included in the FEMA equipment rates. The actual rates for personnel responding and materials utilized will be added accordingly. Detailed item and cost descriptions of those fees can be found at:
http://www.fema.gov/government/grant/pa/eqrates.shtm

| | |
|---|---|
| Sedan | $12.00 |
| Minivan, Cargo | $15.00 |
| Cargo Van, ¾ Ton | $16.50 |
| Cargo Van, 1 Ton | $22.00 |
| Utility Vehicle | $7.50 |
| Pick-Up Truck, ¼ Ton | $12.50 |
| Pick-Up Truck, ¾ Ton | $16.00 |
| Pick-Up Truck, ¾ Ton Crew Cab | $18.75 |
| Pick-Up Truck 1 Ton Crew Cab | 19.50 |
| F-450 Super Duty Truck | $21.50 |
| F-550 Super Duty Truck Crew Cab | $23.00 |
| F-550 Truck with Utility Body Crane Truck | $33.70 |
| F-550 Truck with Utility Body with Bucket | $27.80 |
| Dump Truck with Plow Attachment | $38.70 |
| Street Flusher | $26.00 |
| Catch Basin Cleaner | $29.75 |
| Tandem Dump Truck | $ 48.25 |
| Sanitation Truck – rear load/automated | $53.00 |
| Recycling Truck – automated | $53.00 |
| Tractor with Flail Mower | $7.30 |
| Backhoe/Loader Tractor | $27.25 |
| Electric Lift – 47 ft | $7.80 |
| Roller | $17.50 |
| Bobcat | $34.00 |
| Tracked Loader | $46.55 |
| Trailer- two axle tilt | $11.80 |
| Trailer – two axle enclosed | $8.75 |
| Trailer – tri axle | $34.90 |
| Trailer – two axle no tilt and < 14 ft | $5.75 |
| Trailer – Sign/Line | $5.75 |
| Trailer - Hudson | $9.50 |
| Dump Trailer – 26 ft | $15.35 |
| Fertilizer Spreader | $10.75 |
| Sand/Salt Spreader | $24.25 |
| Seeder | $5.25 |
| Tiller | $3.25 |
| Mower – Walk Behind | $4.75 |
| Mower – Riding Excel 60 in | $8.25 |
| Turf Sweeper | $8.25 |
| Bed Trencher | $4.75 |
| String Trimmer / Curb Edger | $2.16 |
| Tamp – Earth/Pressure Washer | $5.90 |
| Auger – Post Hole Digger | $4.26 |

Boring/Pulverizer Attachment ..... $4.55
Brush Chipper ..... $18.25
Leaf Collector ..... $12.25
Flashing Arrow Panel ..... $7.50
Concrete/Pipe Saw ..... $5.60
Chainsaw ..... $3.25
Backpack Blower ..... $2.50
Air Compressor with Dual Reel ..... $4.90
Generator ..... $11.40
Water Pump Centrifugal ..... $10.55
Valve Box Cleaner ..... $7.60
Pump – Trailer Mount 4 in ..... $4.80
Aerator Attachment ..... $3.25
Box Scraper ..... $8.30
Street Sweeper ..... $54.55
Hurricane Sprayer/Ballfield Line Painter ..... $3.85
Concrete Mixer ..... $3.60
Irrigation Sprinkler – 1.5 in ..... $2.75
Fusion Splicer ..... $150.00
Labor Fees ..... (Actual hourly rate plus 40% for benefits)
Administrative Charge is 10% of total cost ..... (minimum charge) $100.00

## Services:

Replace Clean Out Caps ..... $32.00
Replace Meter Radio ..... $135.00
Chipper Service (materials at curb – chipped and left) $3.00/minute ..... (minimum charge) $90.00
Chipper Service (materials at curb – chipped and hauled) $3.50/minute ..... (minimum charge) $105.00

## Debris Clean Up & Damage to Town of Cary Assets:

**C**harges consist of cleanup cost plus administrative charge
Cleanup Cost ..... Actual Cost

## Special Collection:

Bulky Item Collection ..... (for 1st item) $15.00
Additional Bulky Item ..... (each) $8.00
Bulky items are charged per item (ex: 3-piece sectional sofa would be charged as 3 items)
Special Request Leaf Collection ..... (per request) $100.00
Yard Waste Debris Pickup Fee ..... (per hour / 1 hr. min.) $250.00
Early Yardwaste Collection (not available on Mondays or holiday weeks) ..... 50.00
Solid Waste or Recycling Overflow Collection (95 gallons or less) ..... $10.00
Clean-out / Move-out Collection Fee (does not include appliances or electronics) ..... minimum $50.00
Multiple Cart Exchange (solid waste or recycling) ..... (no charge for 1st exchange) $20.00
Roll-in Cart, Bin or Container Fee (solid waste, recycling or yard waste) (2nd offense in 12 months) $15.00
Late Set Out collection (solid waste, recycling or yard waste) ..... (3rd offense in 12 months) $15.00
Damaged Cart Fee due to negligence (65 gallon or 95 gallon / solid waste or recycling) ..... $50.00
Dirty Cart Exchange (65 gallon or 95 gallon / solid waste or recycling) ..... $50.00
Additional Solid Waste Cart Fee (65 gallon or 95 gallon) ..... $4.00/month
Additional Recycling Bin (Purchase) ..... (each) $8.00
Multi-Family Units with Dumpster Service ..... (per unit) $6.85

## Appliance Fees:

Customer drop off at Citizens' Convenience Center ..... (per appliance) $10.00
Curb-side pick up ..... (for 1st appliance) $20.00
Additional item ..... (per appliance) $10.00

## Electronics Recycling Fees:

Customer drop off at Citizens' Convenience Center..... (per electronic item) $10.00
Curb-side pick up ..... (for 1st electronic item) $20.00
Additional item..... (per electronic item) $10.00

* An "electronic item" is defined as: desktop computer (includes monitor and PU), laptop, television, monitor, or video display.

## Water Reclamation Facility Biosolids Fee:

Dried Biosolids (Class A Exceptional Quality- individual sales)..... (per ton) $50.00

## Industrial Pretreatment Program Fees:

The Industrial Pretreatment Program Fee section is in association with the Sewer Use Ordinance - Chapter 36, Article IV, Division 2.

## Administrative Fees:

Application Fee - The initial application for an industrial user to discharge to the Town of Cary wastewater system shall include an application fee. This fee is for staff costs in reviewing the application and will not be refunded if a determination is made that the proposed industrial user does not need to be permitted.
Application Fee ..... $225.00

Permit Initial Fee – For an initial permit that is issued to an industrial user to discharge to the Town of Cary wastewater system shall include an initial permit fee. This fee is for staff costs in drafting and meeting with the industrial user for issuance of permit. This fee will be in addition to the application fee for those industrial users that are issued a discharge permit.
Initial Permit Fee ..... $275.00

Permit Renewal Fee - Each time a permit is renewed a permit renewal fee shall be collected to cover staff time and resources.
Permit Renewal Fee..... $250.00

Reinspection Fee – Post initial inspection. If, after a facility's initial inspection, repeat inspections are necessary to confirm Sewer Use Ordinance adequacy, a reinspection fee will apply for each inspection.
..... $50.00

Sampling Charges - Normal monitoring of industrial users is performed through a self-monitoring program; however, the Town periodically monitors industrial users based on frequencies established in a wastewater discharge permit. The following charges apply to Town monitoring events, additional Town monitoring requested by any industrial user, monitoring required due to real or suspected noncompliance, surcharge determinations, or identifying wastewater constituents of a sewer user. It is at the Town's discretion when and whether monitoring or analysis is conducted. The Town also has the discretion of whether analyses are conducted by Town laboratories or by outside laboratories. Town analytical fees are based on daily routine analysis with laboratory operations, special analyses outside of normal laboratory operations will include additional labor charges. Sampling charges generally include a sampling/monitoring fee in addition to individual analytical fees for tests performed.

Sampling, monitoring, or variance fee per visit..... $195.00
Portable sampler per 24 hours…….. ..... $60.00
Biochemical Oxygen Demand Test..... $15.00
Carbonaceous Biochemical Oxygen Demand Test ..... $15.00
Chemical Oxygen Demand Test ..... $6.00
Total Suspended Solids Test ..... $5.00
Chemical Oxygen Demand Test ..... $6.00
Settlable Solids ..... $9.00
pH Test..... $6.00

Metals Testing (in-house) - each ..... $2.00
Total Phosphorus Test ..... $15.00
Ammonia Test ..... $4.00
Total Kjeldahl Nitrogen ..... $15.00
Nitrate/Nitrite ..... $22.00
Testing through outside lab ..... (costs + 20%)
Any labor charges not outlined above will be billed at actual hourly rate plus 40% for benefits.

## Surcharges:

Industrial users discharging into the Town of Cary wastewater collection and treatment system are subject to the following surcharge parameters. Surcharges recover treatment costs of higher strength parameters above a mass based threshold. Surcharges are in addition to current sewer rates and volume charges. Each industrial user will be required to furnish a water meter or method for measuring the quantity of wastewater discharged. Approval of alternative wastewater measurement methods shall be at the discretion of the Utilities Director

## Carbonaceous Biochemical Oxygen Demand (CBOD) :

for CBOD above 250 mg/1 on a mass basis ..... (per 100 lbs) $21.04
Total Suspended Solids (TSS) for TSS above 250 mg/l on a mass basis ..... (per 100 lbs) $21.81
Total Phosphorus (TP) for TP level above 7.0 mg/l on a mass basis ..... (per 100 lbs) $719.70
Total Nitrogen (TN) for TN above 40 mg/l on a mass basis ..... (per 100 lbs) $130.46

## Sewer customers located in the Kit Creek Sewer Service Area are subject to the following surcharge parameters:

Surcharge fee costs per parameter will be based on current Durham County surcharge fees and pollutant threshold levels when wastewater is being treated by Durham County. The Kit Creek Sewer Service Area surcharge fees recover costs of surcharge parameters with the Town of Cary inter-local wastewater mutual aid agreement and wastewater treatment by Durham County:

Biochemical Oxygen Demand (BOD) above 250 mg/L
on a mass basis ..... current Durham County surcharge fees

Total Suspended Solids (TSS) above 180 mg/L
on a mass basis ..... current Durham County surcharge fees

Phosphorus for Total Phosphorus (TP) above 5.0 mg/L
on a mass basis ..... current Durham County surcharge fees

Total Nitrogen (TN) above 40 mg/L
on a mass basis ..... current Durham County surcharge fees

## Fats, Oils and Greases Control Program (FOG Program):

Each food services establishment (FSE) will pay a monthly fee. This fee recovers cost of program implementation requirements: sampling, site evaluation, compliance determination, and documentation.

This program requires that all FSE's are duly informed of the FOG Control Program and compliance with its provisions.

FSE Monthly FOG Program Fee ..... $10.00

## Pretreatment Program Penalties/Rates:

Each industrial user will be required to pay current fiscal year approved sewer rates and volume charges for wastewater discharges. Each industrial user will be required to furnish a water meter or method for measuring the quantity of wastewater discharged. Approval of alternative wastewater measurement methods shall be at the discretion of the Utilities Director.

## Enforcement Response Plan Fees:

Civil Penalties issued as result of implementing the sewer use ordinance enforcement response plan:
Tier I $300.00
Tier II $500.00
Tier III $750.00
Tier IV $1,000.00
Tier V: Up to statutory limits defined pursuant to Section 307(b) and (c) of the Clean Water Act (40 CFR 405 et. seq.) Under North Carolina law the Director has the power to take enforcement ranging from a simple notice of noncompliance or notice of deficiency to a penalty of up to $10,000 per day per violation to severance of sanitary sewer service.

Additionally, under North Carolina General Statute 143-215.6A(b)(1), any user who is found to have failed to comply with any provision of the Sewer Use Ordinance or the orders, rules, regulations and permits issued hereunder, may be fined by the director up to twenty-five thousand dollars ($25,000.00) per day per violation.

Penalties between $10,000.00 and $25,000.00 per day per violation may be assessed against a violator only if:

a. for any class of violation, only if a civil penalty has been imposed against the violator within the five years preceding the violation,
b. or in the case of failure to file, submit, or make available, as the case may be, any documents, data, or reports required by this ordinance, or the orders, rules, regulations and permits issued hereunder, only if the Utilities Director determines that the violation was intentional and a civil penalty has been imposed against the violator with the five years preceding the violation.

## Enforcement Response Plan - Fats, Oils, Greases Control Management:

Civil Penalties issued as result of implementing the FOG Control Program enforcement response plan:
(CI) Class I - $50.00
(CII) Class II - $100.00
(CIII) Class III - $150.00
(TI) Tier I - $300.00
(TII) Tier II - $500.00
(TIII) Tier III - $750.00
(TIV) Tier IV - $1,000.00

## TOWN-WIDE PUBLIC INFORMATION FEES:

Any additional items distributed by the Town will be distributed for a fee that represents cost rounded to the nearest dollar.

There will be no charge for photocopies of documents, maps, or standard technical reports unless the cost equals or exceeds $5.00. Staff has the authority to set minimum limits for all other items distributed.

A special service charge may be charged if the request requires “extensive use of information technology or extensive clerical or supervisory assistance”. The service charge shall be calculated based on Generally Accepted Accounting Principles (GAAP) and shall reflect the actual cost incurred including, but not limited to, the cost incurred for the extensive use of information technology or the labor costs of the personnel providing the service.

## Mailing Records Request:

When a request is made for copies of public records, such copied records will be made available for pick-up at the Town, unless the copying of the record is outsourced, in which case appropriate arrangements

for pick-up should be made. If a requester desires the copied records to be mailed to them, costs incurred by the Town of Cary for mailing records in response to public record requests will be the responsibility of the requesting party. Costs will vary depending upon the size and weight of the package and the method of mailing chosen by the requester. Unless otherwise requested, records will be sent via first class U.S. mail and cost to the requester will be based on the current rates.

## Town-wide Charges for Copies and Certified Copies:

All public records distributed by the Town of Cary will be distributed at the cost to the Town rounded to the nearest dollar. The following schedule is a summary of the current costs for information currently distributed.

As per NCGS 132-6.2, the Town of Cary is permitted to charge the actual costs associated with fulfilling requests for public records, including without limitation, materials for typical, small requests for copies of public records that can be provided during normal working hours. Should the amount of time required to research and assemble the requested information require the use of staff overtime, costs associated with the overtime may also be recovered through a fee. Staff should provide the individual requesting the public records with an estimation of the costs associated prior to staff beginning work on the request. Costs will vary depending upon the amount of time involved and the actual staff performing the work. The detailed costs of materials for copies are below:

## Photocopies – Black & White:

| | | |
|---|---|---|
| 8-1/2” x 11” Copy Paper | (one sided copy) | $0.04 |
| 8-1/2" x 11” Copy Paper | (two sided copy) | $0.07 |
| 8-1/2” x 14” Copy Paper | (one sided copy) | $0.04 |
| 8-1/2" x 14” Copy Paper | (two sided copy) | $0.07 |
| 11” x 17” Copy Paper | (one sided copy) | $0.08 |
| 11” x 17” Copy Paper | (two sided copy) | $0.14 |

The detailed costs of materials for **Black & White** copies are below:
Cost Per Copy - $0.0075

Rental Rate - $0.0243
8 1/2” x 11” paper - $0.0061
8 1/2” x 14” paper - $0.0088
11” x 17” paper - $0.014

## Photocopies – Color:

The Town of Cary does not have color photocopy equipment for printed sizes greater than 11” x 17”. Any requests for records requiring more than ten (10) color copies between standard copy sizes of 8 ½” x 11” through 11” x 17” will be out-sourced to a photo copy business of the record requestor’s choice. The record requestor is responsible for all charges and must directly pay the photocopy provider.

## Photocopies – Color:

| | | |
|---|---|---|
| 8-1/2” x 11” Copy Paper | (one sided copy) | $0.10 |
| 8-1/2" x 11” Copy Paper | (two sided copy) | $0.19 |
| 8-1/2” x 14” Copy Paper | (one sided copy) | $0.10 |
| 8-1/2" x 14” Copy Paper | (two sided copy) | $0.20 |
| 11” x 17” Copy Paper | (one sided copy) | $0.20 |
| 11” x 17” Copy Paper | (two sided copy) | $0.39 |

The detailed costs of materials for color copies are below:
Cost Per Copy - $0.069
Rental - $0.0243
8-1/2” x 11” paper - $0.0061

8 1/2” x 14” paper - $0.0088
11” x 17” paper - $0.014

### Charges For Maps and Documents:

All public records distributed by the Town of Cary will be distributed at the cost to the Town rounded to the nearest dollar. The following schedule is a summary of the current costs for information currently distributed.

18” x 24” Bond.....(per sheet) $5.00
24” x 36” Bond.....(per sheet) $5.00
30” x 42” Bond.....(per sheet) $8.00
All magnetic tapes (distributed by Technology Services & Engineering) .....$12.00-$31.00
All CDs and DVDs burned from existing digital file.....(per CD/DVD) $1.00
Duplication of CD/DVD.....(per CD/DVD) $1.00

### Specific items distributed by Planning, Engineering, and Inspections:

1,000’ Scale Zoning Map .....(each) $25.00
All 2,000’ Scale Maps.....(each) $10.00
Current Growth & Development Map – Aerial View.....(each) $15.00

### Prints from Microfilm:

11” x 17” .....(per sheet) $1.00
18” x 24” .....(per sheet) $6.00
24” x 36” .....(per sheet) $6.00
30” x 42” .....(per sheet) $9.00
CD or DVD created from Microfilm .....$1.00 for CD/DVD plus (per page) $5.00

### <u>PURCHASE OF CEMETERY EASEMENTS:</u>

Cary Residents..... (per easement) $600.00
Non-Residents ..... (per easement) $800.00

ATTACHMENT B

# FULL AND PART TIME BUDGETED POSITION AUTHORIZATIONS
# FY 2017

| DEPARTMENT / POSITION | FULL TIME POSITIONS | PART TIME POSITIONS | E/NE | POS# | GRADE | CDL | HRSS | BBP |
|---|---|---|---|---|---|---|---|---|
| | | | **COLUMN HEADING DESCRIPTIONS** | | | | | |
| | | | **E/NE - Exempt or Non Exempt Position** | | | | | |
| | | | **POS# - Position Number** | | | | | |
| | | | **GRADE - Grade Level of Position** | | | | | |
| | | | **Position** | | | | | |
| | | | **HRSS - High Risk Safety Sensitive Position** | | | | | |
| | | | **BBP - Blood Borne Pathogen Risk Position** | | | | | |
| **GENERAL FUND** | | | | | | | | |
| **LEGISLATIVE DEPARTMENT** | | | | | | | | |
| **Town Clerk - 010-4130-511-0201** | | | | | | | | |
| Town Clerk | 1 | - | E | 45 | UC | | X | |
| Deputy Town Clerk | 1 | - | NE | 46 | 22 | | X | |
| Senior Administrative Assistant | 1 | - | NE | 103 | 18 | | X | |
| Administrative Assistant | 1 | - | NE | 102 | 16 | | X | |
| **Town Clerk Total** | **4** | - | | | | | | |
| **Legal - 010-4140-511-0201** | | | | | | | | |
| Town Attorney | 1 | - | E | 40 | UC | | X | |
| Senior Assistant Town Attorney | 1 | - | E | 41 | 36 | | X | |
| Assistant Town Attorney | 1 | - | E | 42 | 33 | | X | |
| Legal Assistant | 1 | - | NE | 108 | 20 | | X | |
| **Legal Total** | **4** | - | | | | | | |
| **TOTAL LEGISLATIVE DEPARMENT** | **8** | **-** | | | | | | |
| **TOWN MANAGER'S DEPARTMENT** | | | | | | | | |
| **Town Manager's Office - 010-4200-511-0201** | | | | | | | | |
| Town Manager | 1 | - | E | 35 | UC | | X | |
| Deputy Town Manager | 1 | - | E | 33 | NG | | X | |
| Assistant Town Manager | 2 | - | E | 30 | NG | | X | |
| Project Manager | 1 | - | E | 34 | 29 | | X | |
| Downtown Development Manager | 1 | - | E | 31 | 30 | | X | |
| Business System Analyst | 4 | - | E | 174 | 27 | | X | |
| Intergovernmental Relations Manager | 1 | - | E | 106 | 28 | | X | |
| Town Manager's Administrative Specialist | 1 | - | NE | 97 | 21 | | X | |
| Administrative Assistant | 1 | - | NE | 102 | 16 | | X | |
| **Town Manager's Office Total** | **13** | - | | | | | | |
| **Budget Office - 010-4210-511-0201** | | | | | | | | |
| Budget Director | 1 | - | E | 20 | NG | | X | |
| Capital Program Manager | 1 | - | E | 28 | 31 | | X | |
| Senior Budget & Management Analyst | 2 | - | E | 21 | 28 | | X | |
| Budget & Management Analyst | 1 | - | E | 18 | 25 | | X | |
| **Budget Office Total** | **5** | - | | | | | | |
| **Public Information Office - 010-4220-511-0201** | | | | | | | | |
| Public Information Director | 1 | - | E | 95 | NG | | X | |
| Deputy Public Information Officer | 1 | - | E | 92 | 31 | | X | |
| Internet Applications Analyst | 2 | - | E | 322 | 29 | | | |
| Government Access Channel Coordinator | 1 | - | NE | 94 | 25 | | | |
| Government Access Channel Specialist | - | 0.6875 | NE | 91 | 23 | | | |
| Web Content Manager | 1 | - | NE | 90 | 23 | | | |
| Public Information Specialist | 2 | - | NE | 93 | 23 | | | |
| **Public Information Office Total** | **8** | **0.6875** | | | | | | |
| **TOTAL TOWN MANAGER'S DEPARTMENT** | **26** | **0.6875** | | | | | | |
| | | | | | | | | |
| **FINANCE DEPARTMENT** | | | | | | | | |
| **Accounting - 010-4410-511-0201** | | | | | | | | |
| Director of Finance | 1 | - | E | 225 | NG | | X | |
| Controller | 1 | - | E | 220 | 33 | | X | |
| Deputy Treasurer | 1 | - | E | 29 | 31 | | X | |
| Accounting Operations Manager | 1 | - | E | 27 | 30 | | X | |
| Financial Operations Analyst | 1 | - | E | 26 | 30 | | X | |
| Senior Accountant | 1 | - | E | 213 | 28 | | X | |
| Accounting Supervisor | 1 | - | E | 210 | 28 | | X | |
| Financial Reporting Analyst | 1 | - | E | 208 | 28 | | X | |
| Accountant | 4 | - | NE | 209 | 22 | | X | |
| Collections Account Rep | 1 | - | NE | 202 | 18 | | X | |
| Payroll Technician | 1 | - | NE | 217 | 18 | | X | |
| Accounting Technician | 1 | - | NE | 219 | 18 | | X | |
| Administrative Assistant | 1 | - | NE | 102 | 16 | | X | |
| Accounts Payable Technician | 2 | - | NE | 203 | 16 | | X | |
| **Accounting Total** | **18** | - | | | | | | |

ATTACHMENT B

# FULL AND PART TIME BUDGETED POSITION AUTHORIZATIONS
# FY 2017

| DEPARTMENT / POSITION | FULL TIME POSITIONS | PART TIME POSITIONS | E/NE | POS# | GRADE | CDL | HRSS | BBP |
|---|---|---|---|---|---|---|---|---|
| **Procurement and Risk Services - 010-4420-511-0201** | | | | | | | | |
| Procurement and Risk Services Manager | 1 | - | E | 25 | 31 | | X | |
| Purchasing Supervisor | 1 | - | E | 157 | 28 | | X | |
| Risk Management Specialist | 1 | - | NE | 158 | 26 | | X | |
| Senior Buyer | 1 | - | NE | 159 | 24 | | X | |
| Buyer | 1 | - | NE | 156 | 22 | | X | |
| Warehouse Supervisor | 1 | - | NE | 133 | 20 | | X | |
| Assistant Buyer | 1 | - | NE | 155 | 19 | | X | |
| Inventory Specialist | 1 | - | NE | 130 | 16 | | X | |
| **Purchasing Total** | **8** | - | | | | | | |
| **TOTAL FINANCE DEPARTMENT** | **26** | - | | | | | | |
| **TECHNOLOGY SERVICES DEPARTMENT** | | | | | | | | |
| **Technology Services - 010-4500-511-0201** | | | | | | | | |
| Chief Information Officer | 1 | - | E | 325 | NG | | X | |
| Chief Technology Officer | 1 | - | E | 316 | 36 | | X | |
| Technology Service Delivery Manager | 1 | - | E | 317 | 34 | | X | |
| Technology Infrastructure and Network Manager | 1 | - | E | 1310 | 34 | | X | |
| Technology Security Manager | 1 | - | E | 304 | 34 | | X | |
| Innovation and Analytics Manager | 1 | - | E | 302 | 34 | | X | |
| Platform Solutions Strategist | 1 | - | E | 332 | 32 | | X | |
| Technology Project Manager | 1 | - | E | 303 | 32 | | X | |
| Technology Security Officer | 1 | - | E | 326 | 31 | | X | |
| GIS Developer | 1 | - | E | 313 | 30 | | X | |
| Integration Developer | 1 | - | E | 314 | 30 | | X | |
| Technology Services Business Analyst | 4 | - | E | 320 | 30 | | X | |
| Network Administrator | 2 | - | E | 321 | 30 | | X | |
| System Administrator | 6 | - | E | 310 | 30 | | X | |
| Database Analyst | 2 | - | E | 334 | 30 | | X | |
| Telecommunications Analyst | 2 | - | E | 1315 | 30 | | X | |
| Application Support Specialist | 1 | - | E | 318 | 25 | | X | |
| Technology Support Technician | 2 | - | NE | 305 | 25 | | X | |
| Technology Services Assistant | 1 | - | NE | 308 | 20 | | X | |
| **TOTAL TECHNOLOGY SERVICES DEPARTMENT** | **31** | **-** | | | | | | |
| **HUMAN RESOURCES DEPARTMENT** | | | | | | | | |
| **Human Resources - 010-4600-511-0201** | | | | | | | | |
| Director of Human Resources | 1 | - | E | 10 | NG | | X | |
| Employee Benefits Manager | 1 | - | E | 3 | 31 | | X | |
| Employee Comp and Recruitment Manager | 1 | - | E | 7 | 31 | | X | |
| Employee Relations Manager | 1 | - | E | 4 | 31 | | X | |
| Employee Safety Coordinator | 1 | - | E | 5 | 29 | | X | |
| Employee Wellness Coordinator | 1 | - | E | 9 | 27 | | X | |
| Human Resources Training Program Consultant | 1 | - | E | 8 | 27 | | X | |
| Human Resources Consultant | 3 | - | E | 151 | 27 | | X | |
| Employee Benefits Supervisor | 1 | - | E | 148 | 24 | | X | |
| Administrative Specialist | 1 | - | NE | 98 | 20 | | X | |
| Human Resources Assistant | 1 | - | NE | 153 | 18 | | X | |
| Safety Technician | - | 0.625 | NE | 154 | 18 | | X | |
| Human Resources Customer Service Representative | 1 | - | NE | 140 | 15 | | X | |
| **TOTAL HUMAN RESOURCES DEPARTMENT** | **14** | **0.625** | | | | | | |
| **POLICE DEPARTMENT** | | | | | | **Sworn** | | |
| **Police - 010-5110-521-0201** | | | | | | **Officers** | | |
| Police Chief | 1 | - | E | 1235 | NG | 1 | X | X |
| Assistant Police Chief | 3 | - | E | 1231 | 34 | 3 | X | X |
| Police Captain | 6 | - | E | 1227 | 31 | 6 | X | X |
| Police Support Services Manager | 1 | - | E | 1245 | 30 | | X | |
| Police Lieutenant | 11 | - | E | 1225 | 29 | 11 | X | X |
| Police Sergeant | 22 | - | NE | 1215 | 27 | 22 | X | X |
| Police Records Supervisor | 1 | - | NE | 125 | 26 | | X | |
| Police Corporal | 16 | - | NE | 1216 | 25 | 16 | X | X |
| Police Support Services Supervisor | 1 | - | NE | 1239 | 24 | | X | |
| Senior Police Officer | * | - | NE | 1207 | 24 | | X | |
| Master Police Officer | * | - | NE | 1206 | 23 | | X | |
| Crime Analyst | 2 | - | NE | 1205 | 23 | | X | |
| Police Officer II | * | - | NE | 1204 | 22 | | X | |
| Police Officer I | * | - | NE | 1203 | 21 | | X | |
| Police Support Services Technician | 1 | - | NE | 1240 | 21 | | X | |
| Total POI, POII, MPO, SPO Career Ladder Positions(gr 21-24)* | 131 | - | | | | 131 | X | X |
| Police Officer Overhire | 8 | - | | | 21 | 8 | X | X |
| Animal Control Supervisor | 1 | - | NE | 1102 | 21 | | X | X |

ATTACHMENT B

# FULL AND PART TIME BUDGETED POSITION AUTHORIZATIONS
# FY 2017

| DEPARTMENT / POSITION | FULL TIME POSITIONS | PART TIME POSITIONS | E/NE | POS# | GRADE | CDL | HRSS | BBP |
|---|---|---|---|---|---|---|---|---|
| Police Administrative Specialist | 1 | - | NE | 123 | 20 | | X | |
| Police Intelligence Specialist | 1 | - | NE | 122 | 20 | | X | |
| Animal Control Officer | 3 | - | NE | 1101 | 18 | | X | X |
| Police Records Technician | 3 | 0.500 | NE | 301 | 17 | | X | |
| Total Sworn Officers | | | | | | 198 | | |
| **Police Total** | **213** | **0.500** | | | | | | |
| **Emergency Communications - 010-5120-521-0201** | | | | | | | | |
| Emergency Communication Center Supervisor | 1 | - | E | 1301 | 28 | | X | |
| Emergency Communications Center Assistant Supervisor | 1 | - | NE | 1308 | 25 | | X | |
| Emergency Communications CAD Specialist | 1 | - | NE | 1307 | 25 | | X | |
| Emergency Communications Shift Supervisor | 4 | - | NE | 1304 | 22 | | X | |
| Senior Emergency Communications Officer | * | - | NE | 1305 | 20 | | X | |
| Emergency Communications Officer II | * | - | NE | 1303 | 19 | | X | |
| Emergency Communications OVERHIRE | 4 | - | | | 18 | | X | |
| Emergency Communications Officer I | * | - | NE | 1302 | 18 | | X | |
| Total ECOI, ECOII and SR ECO Career Ladder Positions (gr 18 -20)* | 18 | - | | | | | | |
| **Emergency Communications Total** | **29** | **-** | | | | | | |
| **TOTAL POLICE DEPARTMENT** | **242** | **0.500** | | | | | | |
| **FIRE DEPARTMENT** | | | | | | | | |
| **Fire - 010-5300-521-0201** | | | | | | | | |
| Fire Chief | 1 | - | E | 1430 | NG | | X | X |
| Assistant Fire Chief | 4 | - | E | 1427 | 32 | | X | X |
| Battalion Chief | 6 | - | E | 1425 | 30 | | X | X |
| Fire Captain | 47 | - | NE | 1409 | 26 | | X | X |
| Fire Engineer | 45 | - | NE | 1407 | 24 | | X | X |
| Master Firefighter | 45 | - | NE | 1404 | 22 | | X | X |
| Total Firefighter I and II Career Ladder positions (grades 19 - 20)* | 72 | - | NE | | | | X | X |
| Firefighter II | * | - | NE | 1402 | 20 | | X | X |
| Firefighter I | * | - | NE | 1403 | 19 | | X | X |
| Administrative Assistant | 2 | - | NE | 102 | 16 | | | |
| **TOTAL FIRE DEPARTMENT** | **222** | **-** | | | | | | |
| **TRANSPORTATION & FACILITIES** | | | | | | | | |
| **Transportation & Facilities - 010-3600-611-0201** | | | | | | | | |
| Director of Transportation & Facilities | 1 | - | E | 931 | NG | | X | |
| Transportation Manager | 1 | - | E | 940 | 35 | | X | |
| Facilities Design and Construction Manager | 1 | - | E | 660 | 34 | | X | |
| Development Review Supervisor | 1 | - | E | 934 | 32 | | X | |
| Transportation Engineering Supervisor | 1 | - | E | 928 | 32 | | X | |
| Real Estate Manager | 1 | - | E | 910 | 30 | | X | |
| Traffic Signal Systems Supervisor | 1 | - | E | 941 | 30 | | X | |
| Senior Engineer | * | - | E | 924 | 30 | | X | |
| Civil Design and Survey Manager | 1 | - | E | 921 | 30 | | X | |
| Sustainability Manager | 1 | - | E | 32 | 29 | | X | |
| Facilities Planning Manager | 1 | - | E | 919 | 33 | | X | |
| Traffic Engineering Supervisor | 1 | - | E | 905 | 32 | | X | |
| Architect | 1 | - | E | 655 | 28 | | X | |
| Landscape Architect | 3 | - | E | 653 | 28 | | X | |
| Transportation Planning Engineer | 1 | - | E | 916 | 28 | | X | |
| Engineer | * | - | E | 926 | 28 | | X | |
| Total Engineer and Senior Engineer Career Ladder Positions (gr 28 and 30)* | 9 | - | | | | | | |
| Facilities Planner | 1 | - | E | 650 | 27 | | X | |
| Senior Real Estate Specialist | 1 | - | E | 906 | 26 | | X | |
| Civil Design Service Supervisor | 1 | - | NE | 922 | 26 | | X | |
| Traffic Signal System Specialist | 2 | - | NE | 938 | 25 | | X | |
| Senior Civil Design Technician | * | - | NE | 920 | 24 | | X | |
| Real Estate Specialist | 2 | - | E | 911 | 24 | | X | |
| Contract Specialist | 1 | - | NE | 939 | 24 | | X | |
| Facilities GIS Specialist | 1 | - | NE | 651 | 24 | | X | |
| Civil Design Technician | * | - | NE | 915 | 23 | | X | |
| Total Civil Design Technician & Sr Civil Design Technician Career Ladder Positions (gr 23 & 24) | 5 | - | | | | | | |
| Senior Survey Crew Chief | * | - | NE | 901 | 22 | | X | |
| Survey Crew Chief | * | - | NE | 907 | 21 | | X | |
| Total Survey Crew Chief & Sr Survey Crew Chief Career Ladder Positions (gr 21 & 22) | 2 | - | | | | | | |
| Senior Survey Technician | * | - | NE | 902 | 18 | | X | |
| Survey Technician | * | - | NE | 904 | 17 | | X | |
| Total Survey Technician & Sr Survey Technician Career Ladder Positions (gr 17 & 28) | 3 | - | | | | | | |
| **Transportation & FacilitiesTotal** | **44** | **-** | | | | | | |

ATTACHMENT B

# FULL AND PART TIME BUDGETED POSITION AUTHORIZATIONS
# FY 2017

| DEPARTMENT / POSITION | FULL TIME POSITIONS | PART TIME POSITIONS | E/NE | POS# | GRADE | CDL | HRSS | BBP |
|---|---|---|---|---|---|---|---|---|
| **Transit - 025-5700-611-0201** | | | | | | | | |
| Transit Services Administrator | 1 | - | E | 908 | 30 | | X | |
| Transit Planner | 2 | - | E | 713 | 25 | | X | |
| Transit Marketing Specialist | 1 | - | NE | 754 | 19 | | X | |
| **Transit Total** | **4** | **-** | | | | | | |
| **TOTAL TRANSPORTATION & FACILITIES DEPT** | **48** | **-** | | | | | | |
| **WATER RESOURCES** | | | | | | | | |
| **WR - Infrastructure 010-3500-611-0201** | | | | | | | | |
| Director of Water Resources | 1 | - | E | 933 | NG | | X | |
| Stormwater Engineering Manager | 1 | - | E | 845 | 33 | | X | |
| Infrastructure Field Services Manager | 1 | - | E | 917 | 33 | | X | |
| Infrastructure Field Services Supervisor | 1 | - | E | 832 | 28 | | X | |
| Stormwater Engineer | 2 | - | E | 844 | 28 | | X | |
| Stormwater Field Services Administrator | 1 | - | E | 840 | 28 | | X | |
| Stormwater Program Analyst | 1 | - | E | 843 | 27 | | X | |
| Environmental Specialist | 1 | - | E | 847 | 27 | | X | |
| Infrastructure Field Services Technician | 8 | - | NE | 918 | 25 | | X | |
| Senior Stormwater Engineering Technician | 1 | - | NE | 838 | 24 | | X | |
| Stormwater Engineering Technician | 2 | - | NE | 839 | 23 | | X | |
| Infrastructure Administrative Supervisor | 1 | - | NE | 914 | 21 | | X | |
| Senior Administrative Assistant | 1 | - | NE | 103 | 18 | | | |
| Administrative Assistant | 3 | - | NE | 102 | 16 | | | |
| **TOTAL WATER RESOURCES DEPARTMENT** | **25** | **-** | | | | | | |
| **PLANNING DEPARTMENT** | | | | | | | | |
| **Planning Administration - 010-5505-601-0201** | | | | | | | | |
| Director of Planning | 1 | - | E | 755 | NG | | X | |
| Planning Manager | 3 | - | E | 702 | 32 | | X | |
| Principal Planner | 1 | - | E | 708 | 29 | | X | |
| Senior Planner | * | - | E | 707 | 27 | | X | |
| Geographic Information System Planning Supervisor | 1 | - | NE | 703 | 27 | | X | |
| Planner II | * | - | E | 709 | 25 | | X | |
| Senior Development Compliance Officer | 1 | - | NE | 711 | 25 | | X | |
| Planner I | * | - | E | 706 | 23 | | X | |
| Development Compliance Officer | 3 | - | NE | 710 | 23 | | X | |
| Geographic Information System Planner | 1 | - | NE | 704 | 24 | | X | |
| Planning Technician | 1 | - | NE | 705 | 21 | | X | |
| Administrative Specialist | 1 | - | NE | 98 | 20 | | | |
| Administrative Assistant | 2 | - | NE | 102 | 16 | | | |
| Total Planner I/Planner II Career Ladder Positions (gr 23-25)* | 2 | - | | | | | | |
| Total Planner II/Senior Planner Career Ladder Positions (gr 25-27)* | 8 | - | | | | | | |
| **Planning Administration Total** | **25** | **-** | | | | | | |
| **Affordable Housing - 056-5507-601-0201** | | | | | | | | |
| Senior Planner | 1 | - | E | 707 | 27 | | X | |
| Minimum Housing Officer | 1 | - | NE | 811 | 22 | | X | |
| **Affordable Housing Total** | **2** | **-** | | | | | | |
| **TOTAL PLANNING DEPARTMENT** | **27** | **-** | | | | | | |
| **INSPECTIONS & PERMITS DEPARTMENT** | | | | | | | | |
| **Inspections & Permits - 010-5510-601-0201** | | | | | | | | |
| Inspections & Permits Director | 1 | - | E | 860 | NG | | X | |
| Inspections & Permits Operations Manager | 1 | - | E | 1422 | 32 | | X | |
| Chief Code Enforcement Official | 5 | - | E | 804 | 28 | | X | |
| Plans Examiner | 3 | - | NE | 823 | 25 | | X | |
| Senior Code Enforcement Official III | * | - | NE | 808 | 25 | | X | |
| Code Enforcement Official III (Multi Trade) | * | - | NE | 818 | 25 | | X | |
| Total Code Enforcement Official Career Ladder Positions (gr 20-25)* | 27 | - | NE | | | | X | |
| Code Enforcement Official III | * | - | NE | 803 | 24 | | X | |
| Code Enforcement Official II (Multi Trade) | * | - | NE | 817 | 24 | | X | |
| Code Enforcement Official II | * | - | NE | 802 | 22 | | X | |
| Code Enforcement Official I (Multi Trade) | * | - | NE | 816 | 22 | | X | |
| Permit Supervisor | 1 | - | NE | 178 | 25 | | X | |
| Code Enforcement Official I | * | - | NE | 801 | 20 | | X | |
| Permit Technician | 4 | - | NE | 165 | 19 | | X | |
| Administrative Assistant | 1 | - | NE | 102 | 16 | | | |
| **TOTAL INSPECTIONS & PERMITS DEPARTMENT** | **43** | **-** | | | | | | |

ATTACHMENT B

# FULL AND PART TIME BUDGETED POSITION AUTHORIZATIONS
# FY 2017

| DEPARTMENT / POSITION | FULL TIME POSITIONS | PART TIME POSITIONS | E/NE | POS# | GRADE | CDL | HRSS | BBP |
|---|---|---|---|---|---|---|---|---|
| **DEVELOPMENT SERVICES DEPARTMENT** | | | | | | | | |
| **Development Services - 010-5515-601-0201** | | | | | | | | |
| Development Services Director | 1 | - | E | 935 | NG | | | |
| Development Support Manager | 1 | - | E | 175 | 32 | | X | |
| Development Liaison Supervisor | 1 | - | E | 168 | 29 | | X | |
| Development Liaison | 2 | - | E | 177 | 27 | | X | |
| Development Contact Center Supervisor | 1 | - | NE | 169 | 23 | | X | |
| Development Support Center Supervisor | 1 | - | NE | 176 | 23 | | X | |
| Senior Development Support Customer Service Representative | 1 | - | NE | 116 | 18 | | X | |
| Development Support Customer Service Representative | 7 | - | NE | 161 | 16 | | | |
| **TOTAL DEVELOPMENT SUPPORT DEPARTMENT** | **15** | **-** | | | | | | |
| **PARKS, RECREATION & CULTURAL RESOURCES** | | | | | | | | |
| **PRCR Administration - 010-6210-551-0201** | | | | | | | | |
| Director of Parks, Recreation, and Cultural Resources | 1 | - | E | 401 | NG | | X | |
| Administrative Services Division Manager | 1 | - | E | 659 | 33 | | X | |
| PRCR Operations Analyst | 1 | - | E | 17 | 28 | | X | |
| Special Services Supervisor | 1 | - | E | 15 | 25 | | X | |
| PRCR Marketing Supervisor | 1 | - | E | 652 | 25 | | | |
| Specialized Recreation and Inclusion Specialist | 1 | - | NE | 624 | 23 | | | |
| Community Outreach Specialist | 1 | - | NE | 534 | 23 | | | |
| Environmental Outreach Programs Coordinator | 1 | - | NE | 195 | 23 | | X | |
| Recreation Projects Specialist | 1 | - | NE | 661 | 21 | | | |
| Administrative Specialist | 1 | - | NE | 98 | 20 | | | |
| PRCR Marketing Assistant | 1 | - | NE | 662 | 19 | | | |
| PRCR Customer Service Representative | 1 | - | NE | 143 | 14 | | | |
| **PRCR Administration Total** | **12** | **-** | | | | | | |
| **Community Recreation Administration - 013-6250-551-0201** | | | | | | | | |
| Community Recreation Manager | 1 | - | E | 620 | 33 | | | |
| Senior Operations & Program Supervisor | 1 | - | E | 643 | 27 | | | |
| **Community Recreation Administration Total** | **2** | **-** | | | | | | |
| **Sports Programs - 013-6251-551-0201** | | | | | | | | |
| Sports Program Coordinator | 1 | - | E | 628 | 28 | | | |
| Ops & Program Supervisor - Sports | 3 | - | NE | 630 | 25 | | | |
| Administrative Assistant | 1 | - | NE | 102 | 16 | | | |
| Program Attendant | 1 | - | NE | 601 | 12 | | | |
| **Sports Programs Total** | **6** | **-** | | | | | | |
| **Senior Programs - 013-6252-551-0201** | | | | | | | | |
| Ops & Program Supervisor - Seniors | 1 | - | E | 615 | 25 | | | |
| Program Specialist - Seniors | 1 | - | NE | 656 | 21 | | | |
| PRCR Customer Service Representative | 1 | - | NE | 143 | 14 | | | |
| **Senior Programs Total** | **3** | **-** | | | | | | |
| **Community Centers - 013-6253-551-0201** | | | | | | | | |
| Senior Operations & Program Supervisor | 1 | - | E | 643 | 27 | | | |
| Program Specialist - Community Recreation | 3 | - | NE | 640 | 21 | | | |
| Program Specialist - Camps | 1 | - | NE | 626 | 21 | | | |
| Program Assistant - Teens | 1 | - | NE | 622 | 19 | | | |
| Operations Support Assistant | 2 | - | NE | 600 | 16 | | | |
| PRCR Customer Service Representative | 1 | - | NE | 143 | 14 | | | |
| Program Attendant | 2 | - | NE | 601 | 12 | | | |
| **Community Centers Total** | **11** | **-** | | | | | | |
| **Outdoor Recreation - 013-6254-551-0201** | | | | | | | | |
| Program Specialist - Adventure | 1 | - | NE | 649 | 21 | | | |
| Program Specialist - Outdoor Recreation | 1 | - | NE | 621 | 21 | | | |
| **Outdoor Recreation Total** | **2** | **-** | | | | | | |
| **Environmental Programs - 013-6255-551-0201** | | | | | | | | |
| Operations and Program Supervisor - Environmental | 1 | - | E | 623 | 25 | | | |
| Program Specialist - Environmental | 1 | - | NE | 654 | 21 | | | |
| Program Attendant II | 1 | - | NE | 602 | 14 | | | |
| **Environmental Programs Total** | **3** | **-** | | | | | | |
| **Sports Venues Administration - 014-6305-551-0201** | | | | | | | | |
| Sports Venues Manager | 1 | - | E | 635 | 33 | | | |
| Operations and Program Supervisor - Sports Venues | 2 | - | E | 634 | 25 | | | |
| **Sports Venues Administration Total** | **3** | **-** | | | | | | |
| **Sports Venues Skate - 014-6320-551-0201** | | | | | | | | |
| Operations and Program Supervisor - Action Sports | 1 | - | E | 642 | 25 | | | |
| Program Assistant - Action Sports | 1 | - | NE | 619 | 19 | | | |
| **Sports Venues Skate Total** | **2** | **-** | | | | | | |

ATTACHMENT B

# FULL AND PART TIME BUDGETED POSITION AUTHORIZATIONS
# FY 2017

| DEPARTMENT / POSITION | FULL TIME POSITIONS | PART TIME POSITIONS | E/NE | POS# | GRADE | CDL | HRSS | BBP |
|---|---|---|---|---|---|---|---|---|
| **Sports Venue Soccer - 014-6330-551-0201** | | | | | | | | |
| Sports Venue Coordinator | 1 | - | E | 632 | 28 | | | |
| **Sports Venue Soccer Total** | **1** | **-** | | | | | | |
| **Sports Venue Baseball - 014-6340-551-0201** | | | | | | | | |
| Sports Venue Coordinator | 1 | - | E | 632 | 28 | | | |
| **Sports Venue Baseball - 014-6340-551-0201** | **1** | **-** | | | | | | |
| **Cary Arts Center - 019-6350-551-0201** | | | | | | | | |
| Operations and Program Supervisor - Theater | 1 | - | E | 613 | 25 | | | |
| Operations and Program Supervisor - Arts Education | 1 | - | E | 658 | 25 | | | |
| Performing Arts Education Specialist | 1 | - | NE | 607 | 23 | | X | |
| Program Supervisor - Art Studios | 1 | - | NE | 605 | 23 | | | |
| PRCR Customer Service Representative | 2 | - | NE | 143 | 14 | | X | |
| Program Attendant I | 2 | - | NE | 601 | 12 | | | |
| **Cary Arts Center Total** | **8** | **-** | | | | | | |
| **The Cary - 019- 6351-551-0201** | | | | | | | | |
| Operations and Program Supervisor - The Cary | 1 | - | E | 604 | 25 | | X | |
| Program Attendant I | 1 | - | NE | 601 | 12 | | | |
| **The Cary Total** | **2** | **-** | | | | | | |
| **Cultural Arts Historic Programs - 019-6354-551-0201** | | | | | | | | |
| Operations and Program Supervisor - Historical Resources | 1 | - | E | 612 | 25 | | X | |
| Program Specialist - Historical and Cultural | 1 | - | NE | 647 | 21 | | X | |
| PRCR Customer Service Representative | 1 | - | NE | 143 | 14 | | X | |
| **Cultural Arts Historic Programs Total** | **3** | **-** | | | | | | |
| **Cultural Arts Administration - 019-6355-551-0201** | | | | | | | | |
| Cultural Arts Manager | 1 | - | E | 645 | 33 | | X | |
| Arts Programs and Operations Coordinator | 1 | - | E | 611 | 29 | | X | |
| Festivals and Events Supervisor | 1 | - | E | 606 | 25 | | X | |
| Public Art Program/Exhibition Supervisor | 1 | - | E | 610 | 25 | | X | |
| Program Supervisor - Technical Operations | 1 | - | NE | 614 | 23 | | X | |
| Program Specialist - Audience Development | 1 | - | NE | 617 | 21 | | X | |
| Program Specialist - Outdoor Arts Events | 1 | - | NE | 603 | 21 | | X | |
| Technical Operations Assistant | 2 | - | NE | 657 | 18 | | X | |
| Administrative Assistant | 1 | - | NE | 102 | 16 | | X | |
| **Cultural Arts Administration Total** | **10** | **-** | | | | | | |
| **Tennis Park - 014-6310-551-0201** | | | | | | | | |
| Tennis Services Coordinator | 1 | - | E | 633 | 25 | | X | |
| Administrative Specialist | 1 | - | NE | 98 | 20 | | X | |
| Head Tennis Professional-Academy | 1 | - | NE | 631 | 15 | | X | |
| Senior PRCR Customer Service Representative | 1 | - | NE | 144 | 16 | | | |
| Tennis Program Specialist | 1 | - | NE | 627 | 13 | | | |
| Junior Tennis Development Specialist | 1 | - | NE | 636 | 13 | | X | |
| Tennis Professional III | - | 6.000 | NE | 641 | 1 | | X | |
| **Tennis Park Total** | **6** | **6.000** | | | | | | |
| **TOTAL PARKS, REC & CULTURAL RESOURCES** | **75** | **6.000** | | | | | | |
| **PUBLIC WORKS DEPARTMENT** | | | | | | | | |
| **PWUT Administration - 010-7010-531-0201** | | | | | | | | |
| Public Works Director | 1 | - | E | 2102 | NG | | X | |
| Utilities Director | 1 | - | E | 2115 | NG | | X | |
| PW-UT Operations Support Manager | 1 | - | E | 2120 | 29 | | X | |
| PW-UT Operations Support Analyst | 1 | - | NE | 105 | 23 | | | |
| Administrative Specialist | 1 | - | NE | 98 | 20 | | | |
| PW - UT Customer Service Supervisor | 1 | - | NE | 113 | 20 | | | |
| PW-UT Operations Data Technician | 1 | - | NE | 117 | 18 | | | |
| Administrative Assistant | 2 | - | NE | 102 | 16 | | | |
| PW-UT Customer Service Representative | 1 | 2.000 | NE | 141 | 15 | | | |
| **PWUT Administration Total** | **10** | **2.000** | | | | | | |
| **Facilities Management Division - 010-7015-531-0201** | | | | | | | | |
| Facilities Division Manager | 1 | - | E | 530 | 33 | | X | |
| Facilities District Coordinator | 3 | - | E | 2315 | 28 | | X | |
| Senior Facilities Maintenance Project Specialist | 1 | - | E | 2302 | 25 | | X | |
| Stormwater Facilities Specialist | 1 | - | E | 2301 | 26 | | X | |
| Facilities Work Expeditor | 7 | - | NE | 2411 | 25 | | | |
| Arborist | 1 | - | NE | 2245 | 23 | | X | |
| Facilities Maintenance Project Specialist | 1 | - | NE | 2303 | 23 | | | |
| Special Events Coordinator | 1 | - | NE | 2229 | 23 | X | X | |
| Senior Facilities Maintenance Mechanic | 2 | - | NE | 2261 | 21 | | X | X |
| Athletic Field Maintenance Crew Leader | 3 | - | NE | 2258 | 20 | X | | |
| Facilities Maintenance Mechanic II | 3 | - | NE | 2256 | 19 | | X | X |
| Lead Right-of Way Worker | 4 | - | NE | 2257 | 17 | X | | |
| Facilities Maintenance Mechanic I | 10 | - | NE | 2255 | 17 | | | X |

ATTACHMENT B

# FULL AND PART TIME BUDGETED POSITION AUTHORIZATIONS
# FY 2017

| DEPARTMENT / POSITION | FULL TIME POSITIONS | PART TIME POSITIONS | E/NE | POS# | GRADE | CDL | HRSS | BBP |
|---|---|---|---|---|---|---|---|---|
| Lead Landscape Worker | 7 | - | NE | 2254 | 17 | X | | |
| Lead Special Events Worker | 1 | - | NE | 2259 | 17 | X | X | |
| Facilities Maintenance Worker III | 7 | - | NE | 2253 | 16 | X | X | |
| Special Events Worker | 2 | - | NE | 2260 | 15 | X | X | |
| Facilities Maintenance Worker II | 22 | - | NE | 2252 | 14 | X | X | |
| Facilities Attendant | 11 | 1.000 | NE | 2249 | 12 | | X | X |
| Facilities Maintenance Worker I | 20 | - | NE | 2251 | 10 | | X | |
| **Facilities Management Division Total** | **108** | **1.000** | | | | | | |
| **Operations - 010-7020-531-0201** | | | | | | | | |
| Operations Division Manager | 1 | - | E | 2511 | 35 | | X | |
| Operations Coordinator - Signs & Signal System | 1 | - | E | 2309 | 31 | | X | |
| Operations Coordinator - Street Mtc & Repair | 1 | - | E | 2312 | 28 | | X | |
| Operations Coordinator - Utilities | 1 | - | E | 2312 | 28 | | X | |
| Water Distribution System Operator | 1 | - | E | 2635 | 28 | | X | |
| Wastewater Collection System Operator | 1 | - | E | 2623 | 28 | | X | |
| Operations Project Specialist | 1 | - | E | 2320 | 25 | | X | |
| Collections Systems Investigations Field Supervisor | 1 | - | NE | 2585 | 24 | | X | |
| Wastewater Collection Field Supervisor | 2 | - | NE | 2582 | 24 | X | X | |
| Water Distribution Field Supervisor | 2 | - | NE | 2612 | 24 | X | X | |
| Water Service Field Supervisor | 1 | - | NE | 2609 | 24 | | X | |
| Traffic Operations Electronics Technician | 1 | - | NE | 2224 | 23 | | X | |
| Crew Coordinator | 7 | - | NE | 2509 | 22 | X | X | |
| Concrete Crew Coordinator | 1 | - | NE | 2501 | 21 | X | X | |
| Senior Traffic Signal System Technician | 4 | - | NE | 2227 | 21 | X | X | |
| Line Location Coordinator | 1 | - | NE | 2618 | 20 | X | X | |
| Senior Collections Systems Investigations Technician | 1 | - | NE | 2586 | 20 | | X | |
| Water Conservation Technician | 2 | - | NE | 2663 | 20 | | X | |
| Traffic Signal System Technician II | * | - | NE | 2223 | 19 | X | X | |
| Construction Worker III | 9 | - | NE | 2507 | 19 | X | X | |
| Traffic Signs & Marking Supervisor | 1 | - | NE | 2233 | 19 | X | X | |
| Senior Concrete Mason | 1 | - | NE | 2503 | 18 | X | X | |
| Line Locator | 4 | - | NE | 2613 | 17 | X | X | |
| Traffic Signal System Technician I | * | - | NE | 2228 | 17 | X | X | |
| Total Traffic Signal System Tech - Total of I's & II's (gr 17-19)* | 4 | - | | | | | | |
| Water Service Technician III | 1 | - | NE | 2614 | 17 | | X | |
| Equipment Operator | 1 | - | NE | 2218 | 17 | X | X | |
| Collection System Investigations Technician | 4 | - | NE | 2587 | 17 | | X | |
| Construction Worker II | 9 | - | NE | 2506 | 16 | X | X | |
| Water System Technician | 14 | - | NE | 2611 | 16 | X | X | |
| Wastewater System Technician II | 11 | - | NE | 2581 | 16 | X | X | |
| Water Service Technician II | 6 | - | NE | 2608 | 16 | | X | |
| Concrete Mason II | 2 | - | NE | 2502 | 16 | X | X | |
| Traffic Sign & Markings Mechanic | 2 | - | NE | 2230 | 15 | X | X | |
| Wastewater System Technician I | 11 | - | NE | 2580 | 15 | X | X | |
| Concrete Mason I | 1 | - | NE | 2504 | 14 | X | X | |
| Construction Worker I | 12 | - | NE | 2505 | 14 | X | X | |
| **Operations Total** | **123** | - | | | | | | |
| **Solid Waste Management - 010-7025-541-0201** | | | | | | | | |
| Solid Waste Division Manager | 1 | - | E | 2306 | 32 | | X | |
| Solid Waste Operations Coordinator | 1 | - | E | 2307 | 26 | | X | |
| Solid Waste Supervisor | 1 | - | NE | 2305 | 22 | | X | X |
| Solid Waste Equipment Operator | 14 | - | NE | 2214 | 17 | X | X | X |
| Solid Waste Crew Leader | 3 | - | NE | 2213 | 16 | X | X | X |
| Convenience Center Attendant | 1 | - | NE | 2205 | 13 | | X | X |
| Cart Delivery/Repair Worker | 1 | - | NE | 2212 | 13 | | X | X |
| Special Waste Collector | 2 | - | NE | 2207 | 13 | | X | X |
| Solid Waste Collector | 7 | - | NE | 2210 | 12 | | X | X |
| **Solid Waste Management Total** | **31** | - | | | | | | |
| **Recycling - 010-7026-541-0201** | | | | | | | | |
| Recycling Supervisor | 1 | - | NE | 2241 | 22 | | X | X |
| Recycling Equipment Operator | 8 | - | NE | 2243 | 17 | X | X | X |
| Recycling Crew Leader | 2 | - | NE | 2242 | 16 | X | X | X |
| Special Waste Collector | 1 | - | NE | 2207 | 13 | | X | X |
| Recycling Collector | 4 | - | NE | 2237 | 12 | | X | X |
| **Recycling Total** | **16** | - | | | | | | |
| **Yard Waste - 010-7027-541-0201** | | | | | | | | |
| Yard Waste Supervisor | 1 | - | NE | 2200 | 22 | | X | X |
| Yard Waste Crew Leader | 6 | - | NE | 2201 | 16 | X | X | X |
| Yard Waste Collector | 19 | - | NE | 2202 | 12 | | X | X |
| **Yard Waste Total** | **26** | - | | | | | | |
| **TOTAL PUBLIC WORKS DEPARTMENT** | **314** | **3.000** | | | | | | |
| **GENERAL FUND TOTAL** | **1,116** | **10.8125** | | | | | | |

ATTACHMENT B

# FULL AND PART TIME BUDGETED POSITION AUTHORIZATIONS
# FY 2017

| DEPARTMENT / POSITION | FULL TIME POSITIONS | PART TIME POSITIONS | E/NE | POS# | GRADE | CDL | HRSS | BBP |
|---|---|---|---|---|---|---|---|---|
| **UTILITY FUND** | | | | | | | | |
| **FINANCE DEPARTMENT** | | | | | | | | |
| **Utility Accounts - 030-4440-571-0201** | | | | | | | | |
| Utility Accounts Manager | 1 | - | E | 115 | 30 | | X | |
| Utility Accounts Customer Service Supervisor | 1 | - | E | 2604 | 25 | | X | |
| Utility Account Analyst | 1 | - | NE | 212 | 25 | | X | |
| Utiltiy Collections Supervisor | 1 | - | NE | 205 | 21 | | X | |
| Utility Billing Supervisor | 1 | - | NE | 211 | 21 | | X | |
| Utility Billing Technician | 3 | - | NE | 112 | 18 | | X | |
| Senior Utility Collections Representative | 1 | - | NE | 206 | 18 | | | |
| Senior Utility Accounts Customer Service Rep | 1 | - | NE | 2602 | 18 | | X | |
| Utility Accounts Clerk | 1 | - | NE | 204 | 16 | | X | |
| Utility Collections Representative II | 1 | 1.000 | NE | 207 | 16 | | X | |
| Utility Collections Representative I | - | 0.550 | NE | 201 | 14 | | X | |
| Utility Accounts Customer Service Representative | 4 | - | NE | 142 | 16 | | X | |
| **TOTAL FINANCE DEPARTMENT** | **16** | **1.550** | | | | | | |
| **WATER RESOURCES** | | | | | | | | |
| **WR - Utilities 030-3500-571-0201** | | | | | | | | |
| Utility Engineering Manager | 1 | - | E | 927 | 35 | | X | |
| Water Resources Manager | 1 | - | E | 2117 | 33 | | X | |
| Utility Engineering Supervisor | 1 | - | E | 936 | 32 | | X | |
| Senior Engineer | * | - | E | 924 | 30 | | X | |
| Water Resources Engineer | 1 | - | E | 2118 | 28 | | X | |
| Engineer | * | - | E | 926 | 28 | | X | |
| Total Engineer and Senior Engineer Career Ladder Positions (gr 28 and 30)* | 10 | - | | | | | | |
| Water Resources Outreach Supervisor | 1 | - | E | 2662 | 27 | | X | |
| Water Resources Project Technician | 1 | - | NE | 2649 | 23 | | X | |
| Water Resources Communications Specialist | - | 0.625 | NE | 2664 | 23 | | X | |
| Water Resources Specialist | 1 | - | NE | 2663 | 22 | | X | |
| **TOTAL WATER RESOURCES DEPARTMENT** | **17** | **0.625** | | | | | | |
| **UTILITIES DEPARTMENT** | | | | | | | | |
| **Pretreatment - 030-7012-571-0201** | | | | | | | | |
| Utility Pretreatment Program Supervisor | 1 | - | E | 2654 | 28 | | X | |
| Utility Pretreatment Technician II | 1 | - | NE | 2667 | 24 | | X | |
| Utility Pretreatment Technician I | 2 | - | NE | 2661 | 22 | | X | |
| **Pretreatment Total** | **4** | **-** | | | | | | |
| **Utility Systems Management - 030-7030-571-0201** | | | | | | | | |
| WW Collections Program Manager | 1 | - | E | 2638 | 33 | | X | |
| Chief of Utility Systems Maintenance | 1 | - | E | 2634 | 28 | | X | |
| Utility Systems Maintenance Electronics Supervisor | 1 | - | NE | 2629 | 25 | | X | |
| Reclaimed Water Coordinator | 1 | - | E | 2657 | 24 | | X | |
| Utility Systems Maintenance Field Supervisor | 3 | - | NE | 2632 | 24 | | X | |
| Electronics Technician II | * | - | NE | 2628 | 22 | | X | |
| Senior USM Mechanic | * | - | NE | 2633 | 22 | | X | |
| Electronics Technician I | * | - | NE | 2630 | 21 | | X | |
| Utility Systems Maintenance Mechanic II | * | - | NE | 2624 | 21 | | X | |
| Reclaimed Water Technician | 1 | - | NE | 2658 | 20 | | X | |
| Utility Systems Maintenance Mechanic I | * | - | NE | 2631 | 20 | | X | |
| Utility Systems Maintenance Worker | 3 | - | NE | 2639 | 15 | | X | |
| Total of all USM Career Ladder Positions (gr 20 - 24)* | 11 | - | | | | | | |
| **Utility Systems Management Total** | **22** | **-** | | | | | | |
| **North Cary Water Reclamation Facility - 030-7051-571-0201** | | | | | | | | |
| NCWRF Manager | 1 | - | E | 2655 | 33 | | X | |
| WRF Team Leader | 2 | - | E | 2644 | 28 | | X | |
| WRF Master Mechanic/Operator | * | - | NE | 2648 | 24 | | X | |
| Senior Laboratory Analyst | * | - | NE | 2675 | 23 | | X | |
| WRF Senior Mechanic/Operator | * | - | NE | 2646 | 22 | | X | |
| WRF Mechanic/Operator II | * | - | NE | 2642 | 21 | | X | |
| Laboratory Analyst II | * | - | NE | 2671 | 21 | | X | |
| WRF Mechanic/Operator I | * | - | NE | 2641 | 20 | | X | |
| Lab Analyst I | * | - | NE | 2674 | 20 | | X | |
| Administrative Assistant | - | 0.750 | NE | 102 | 16 | | | |
| Total of all NCWRF Career Ladder Positions (gr 20-24)* | 13 | - | | | | | | |
| **North Cary Water Reclamation Facility Total** | **16** | **0.750** | | | | | | |

ATTACHMENT B

# FULL AND PART TIME BUDGETED POSITION AUTHORIZATIONS
# FY 2017

| DEPARTMENT / POSITION | FULL TIME POSITIONS | PART TIME POSITIONS | E/NE | POS# | GRADE | CDL | HRSS | BBP |
|---|---|---|---|---|---|---|---|---|
| **South Cary Water Reclamation Facility - 030-7052-571-0201** | | | | | | | | |
| SCWRF Manager | 1 | - | E | 2651 | 34 | | X | |
| WRF Team Leader | 2 | - | E | 2644 | 28 | | X | |
| WRF Laboratory Supervisor | 1 | - | E | 2676 | 26 | | X | |
| WRF Master Mechanic/Operator | * | - | NE | 2648 | 24 | | X | |
| Senior Laboratory Analyst | * | - | NE | 2675 | 23 | | X | |
| WRF Senior Mechanic/Operator | * | - | NE | 2646 | 22 | | X | |
| WRF Mechanic/Operator II | * | - | NE | 2642 | 21 | | X | |
| Laboratory Analyst II | * | - | NE | 2671 | 21 | | X | |
| WRF Mechanic/Operator I | * | - | NE | 2641 | 20 | | X | |
| Laboratory Analyst I | * | - | NE | 2674 | 20 | | X | |
| Administrative Assistant | - | 0.750 | NE | 102 | 16 | | | |
| Total of all SCWRF Career Ladder Positions (gr 20-24)* | 15 | - | | | | | | |
| **South Cary Water Reclamation Facility Total** | **19** | **0.750** | | | | | | |
| **Western Wake Water Reclamation Facility 030-7055-571-0201** | | | | | | | | |
| WWWRF Plant Manager | 1 | - | E | 2656 | 34 | | X | |
| WRF Team Leader | 2 | - | E | 2644 | 28 | | X | |
| WRF Laboratory Supervisor | 1 | - | E | 2676 | 26 | | X | |
| Senior Electronics Technician | 1 | - | NE | 2626 | 24 | | X | |
| WRF Master Mechanic/Operator | * | - | NE | 2648 | 24 | | X | |
| Senior Laboratory Analyst | * | - | NE | 2675 | 23 | | X | |
| WRF Senior Mechanic/Operator | * | - | NE | 2646 | 22 | | X | |
| Laboratory Analyst II | * | - | NE | 2671 | 21 | | X | |
| WRF Mechanic/Operator II | * | - | NE | 2642 | 21 | | X | |
| Laboratory Analyst I | * | - | NE | 2674 | 20 | | X | |
| WRF Mechanic/Operator I | * | - | NE | 2641 | 20 | | X | |
| Administrative Assistant | - | 0.750 | NE | 102 | 16 | | X | |
| Total of all WWWRF Career Ladder Positions (gr 20-24)* | 13 | - | | | | | | |
| **Western Wake Water Reclamation Facility Total** | **18** | **0.750** | | | | | | |
| **Cary/Apex Water Treatment Plant - 030-7053-571-0201** | | | | | | | | |
| Water System Manager | 1 | - | E | 2684 | 35 | | X | |
| WTP Maintenance Supervisor | 1 | - | E | 2680 | 28 | | X | |
| WTP Facility Supervisor | 1 | - | E | 2670 | 30 | | X | |
| WTP Chemist/Lab Supervisor | 1 | - | E | 2673 | 27 | | X | |
| WTP Operations Specialist | 1 | - | NE | 2672 | 26 | | X | |
| WTP Master Mechanic/Operator | * | - | NE | 2679 | 24 | | X | |
| Senior Laboratory Analyst | * | - | NE | 2675 | 23 | | X | |
| WTP Senior Mechanic/Operator | * | - | NE | 2678 | 22 | | X | |
| WTP Mechanic/Operator II | * | - | NE | 2666 | 21 | | X | |
| Laboratory Analyst II | * | - | NE | 2671 | 21 | | X | |
| Laboratory Analyst I | * | - | NE | 2674 | 20 | | X | |
| WTP Mechanic/Operator I | * | - | NE | 2665 | 20 | | X | |
| Total of all C/AWTP Career Ladder positions (gr 20-24)* | 19 | - | | | | | | |
| Administrative Assistant | 1 | - | NE | 102 | 16 | | X | |
| Utility Plant Maintenance Worker | 1 | - | NE | 2640 | 15 | | X | |
| **Cary/Apex Water Treatment Plant Total** | **26** | **-** | | | | | | |
| **TOTAL UTILITIES DEPARTMENT** | **105** | **2.250** | | | | | | |
| **UTILITY FUND TOTAL** | **138** | **4.425** | | | | | | |
| **FLEET MANAGEMENT FUND** | | | | | | | | |
| **PUBLIC WORKS DEPARTMENT** | | | | | | | | |
| **Fleet Management - 039-5660-531-0201** | | | | | | | | |
| Fleet Division Manager | 1 | - | E | 2519 | 31 | | X | |
| Lead Fleet Maintenance Technician | 2 | - | NE | 2517 | 22 | X | X | |
| Fleet Service Advisor | 1 | - | NE | 2512 | 22 | | X | |
| Fleet Maintenance Technician II | 4 | - | NE | 2516 | 20 | X | X | |
| Fleet Data Control Technician | 1 | - | NE | 2518 | 19 | | | |
| Fleet Maintenance Technician I | 2 | - | NE | 2515 | 18 | | X | |
| Fleet Service Technician | 2 | - | NE | 2513 | 16 | | X | |
| **TOTAL PUBLIC WORKS DEPARTMENT** | **13** | **-** | | | | | | |
| **FLEET MANANGEMENT FUND TOTAL** | **13** | - | | | | | | |

| | | | |
|---|---|---|---|
| TOTALS (including overhires for which funds are not budgeted, 3 in Fire and 12 in Police) | | | **List of 17 Approved Overhire Positions** |
| GENERAL FUND | 1,116 | 10.8125 | |
| UTILITY FUND | 138 | 4.425 | 8 Police Officer I |
| INTERNAL SERVICE FUND | 13 | - | 4 Emergency Communication Officer I |
| **GRAND TOTAL INCLUDING OVERHIRES** | **1,267** | **15.2375** | **12 FY 2017 Total** |
| | **Total FTE =** | **1,282.2375** | |
| TOTALS - Budgeted Positions | | | |
| GENERAL FUND | 1,104 | 10.8125 | |
| UTILITY FUND | 138 | 4.4250 | |
| INTERNAL SERVICE FUND | 13 | - | |
| **GRAND TOTAL BUDGETED POSITIONS** | **1,255** | **15.2375** | |
| | **Total FTE =** | **1,270.2375** | |

**ATTACHMENT C**

# FY 2017 PAY RANGES
# EFFECTIVE 7/1/2016

***Non-Exempt***

| GRADE | DEVELOPMENTAL | MARKET | PERFORMANCE | HIGH PERFORMANCE |
|---|---|---|---|---|
| 9 | $22,984.00 - $26,748.80 | $26,769.60 - $28,225.60 | $28,246.40 - $33,633.60 | $33,654.40 - $35,630.40 |
| 10 | $24,128.00 - $28,080.00 | $28,100.80 - $29,640.00 | $29,660.80 - $35,318.40 | $35,339.20 - $37,398.40 |
| 11 | $25,334.40 - $29,494.40 | $29,515.20 - $31,116.80 | $31,137.60 - $37,086.40 | $37,107.20 - $39,270.40 |
| 12 | $26,603.20 - $30,950.40 | $30,971.20 - $32,676.80 | $32,697.60 - $38,937.60 | $38,958.40 - $41,246.40 |
| 13 | $27,934.40 - $32,510.40 | $32,531.20 - $34,299.20 | $34,320.00 - $40,892.80 | $40,913.60 - $43,305.60 |
| 14 | $29,328.00 - $34,132.80 | $34,153.60 - $36,025.60 | $36,046.40 - $42,931.20 | $42,952.00 - $45,468.80 |
| 15 | $30,804.80 - $35,838.40 | $35,859.20 - $37,814.40 | $37,835.20 - $45,073.60 | $45,094.40 - $47,736.00 |
| 16 | $32,344.00 - $37,627.20 | $37,648.00 - $39,707.20 | $39,728.00 - $47,320.00 | $47,340.80 - $50,128.00 |
| 17 | $33,966.40 - $39,520.00 | $39,540.80 - $41,704.00 | $41,724.80 - $49,691.20 | $49,712.00 - $52,644.80 |
| 18 | $35,651.20 - $41,496.00 | $41,516.80 - $43,784.00 | $43,804.80 - $52,187.20 | $52,208.00 - $55,265.60 |
| 19 | $37,440.00 - $43,555.20 | $43,576.00 - $45,968.00 | $45,988.80 - $54,787.20 | $54,808.00 - $58,032.00 |
| 20 | $39,312.00 - $45,739.20 | $45,760.00 - $48,276.80 | $48,297.60 - $57,532.80 | $57,553.60 - $60,923.20 |
| 21 | $41,267.20 - $48,027.20 | $48,048.00 - $50,689.60 | $50,710.40 - $60,403.20 | $60,424.00 - $63,980.80 |
| 22 | $43,347.20 - $50,419.20 | $50,440.00 - $53,227.20 | $53,248.00 - $63,419.20 | $63,440.00 - $67,184.00 |
| 23 | $45,510.40 - $52,956.80 | $52,977.60 - $55,889.60 | $55,910.40 - $66,601.60 | $66,622.40 - $70,532.80 |
| 24 | $47,777.60 - $55,598.40 | $55,619.20 - $58,676.80 | $58,697.60 - $69,929.60 | $69,950.40 - $74,068.80 |
| 25 | $50,169.60 - $58,385.60 | $58,406.40 - $61,609.60 | $61,630.40 - $73,424.00 | $73,444.80 - $77,771.20 |
| 26 | $52,686.40 - $61,297.60 | $61,318.40 - $64,688.00 | $64,708.80 - $77,084.80 | $77,105.60 - $81,660.80 |
| 27 | $55,307.20 - $64,355.20 | $64,376.00 - $67,932.80 | $67,953.60 - $80,953.60 | $80,974.40 - $85,737.60 |

There is a $20.80 gap between each range segment. This is due to the one penny ($.01) difference between the maximum hourly rate of each segment and the minimum hourly rate of the next segment.

***Exempt***

| GRADE | DEVELOPMENTAL | MARKET | PERFORMANCE | HIGH PERFORMANCE |
|---|---|---|---|---|
| 20 | $39,312.00 - $44,574.40 | $44,595.20 - $46,987.20 | $47,008.00 - $55,848.00 | $55,868.80 - $64,854.40 |
| 21 | $41,267.20 - $46,800.00 | $46,820.80 - $49,337.60 | $49,358.40 - $58,635.20 | $58,656.00 - $68,099.20 |
| 22 | $43,347.20 - $49,150.40 | $49,171.20 - $51,812.80 | $51,833.60 - $61,568.00 | $61,588.80 - $71,510.40 |
| 23 | $45,510.40 - $51,604.80 | $51,625.60 - $54,392.00 | $54,412.80 - $64,646.40 | $64,667.20 - $75,088.00 |
| 24 | $47,777.60 - $54,184.00 | $54,204.80 - $57,116.80 | $57,137.60 - $67,870.40 | $67,891.20 - $78,832.00 |
| 25 | $50,169.60 - $56,888.00 | $56,908.80 - $59,987.20 | $60,008.00 - $71,260.80 | $71,281.60 - $82,784.00 |
| 26 | $52,686.40 - $59,737.60 | $59,758.40 - $62,982.40 | $63,003.20 - $74,838.40 | $74,859.20 - $86,923.20 |
| 27 | $55,307.20 - $62,732.80 | $62,753.60 - $66,123.20 | $66,144.00 - $78,582.40 | $78,603.20 - $91,270.40 |
| 28 | $58,073.60 - $65,873.60 | $65,894.40 - $69,430.40 | $69,451.20 - $82,492.80 | $82,513.60 - $95,825.60 |
| 29 | $60,985.60 - $69,160.00 | $69,180.80 - $72,904.00 | $72,924.80 - $86,632.00 | $86,652.80 - $100,630.40 |
| 30 | $64,022.40 - $72,612.80 | $72,633.60 - $76,544.00 | $76,564.80 - $90,958.40 | $90,979.20 - $105,664.00 |
| 31 | $67,225.60 - $76,252.80 | $76,273.60 - $80,371.20 | $80,392.00 - $95,513.60 | $95,534.40 - $110,947.20 |
| 32 | $70,595.20 - $80,059.20 | $80,080.00 - $84,385.60 | $84,406.40 - $100,276.80 | $100,297.60 - $116,480.00 |
| 33 | $74,131.20 - $84,073.60 | $84,094.40 - $88,608.00 | $88,628.80 - $105,289.60 | $105,310.40 - $122,304.00 |
| 34 | $77,833.60 - $88,275.20 | $88,296.00 - $93,038.40 | $93,059.20 - $110,552.00 | $110,572.80 - $128,419.20 |
| 35 | $81,723.20 - $92,684.80 | $92,705.60 - $97,697.60 | $97,718.40 - $116,084.80 | $116,105.60 - $134,846.40 |
| 36 | $85,800.00 - $97,323.20 | $97,344.00 - $102,585.60 | $102,606.40 - $121,888.00 | $121,908.80 - $141,585.60 |
| 37 | $90,105.60 - $102,190.40 | $102,211.20 - $107,702.40 | $107,723.20 - $127,982.40 | $128,003.20 - $148,657.60 |
| 38 | $94,598.40 - $107,286.40 | $107,307.20 - $113,089.60 | $113,110.40 - $134,388.80 | $134,409.60 - $156,104.00 |
| 39 | $99,340.80 - $112,652.80 | $112,673.60 - $118,747.20 | $118,768.00 - $141,107.20 | $141,128.00 - $163,904.00 |
| 40 | $104,312.00 - $118,289.60 | $118,310.40 - $124,696.00 | $124,716.80 - $148,158.40 | $148,179.20 - $172,099.20 |
| 41 | $109,512.00 - $124,196.80 | $124,217.60 - $130,915.20 | $130,936.00 - $155,563.20 | $155,584.00 - $180,710.40 |
| 42 | $115,003.20 - $130,416.00 | $130,436.80 - $137,467.20 | $137,488.00 - $163,342.40 | $163,363.20 - $189,737.60 |

There is a $20.80 gap between each range segment. This is due to the one penny ($.01) difference between the maximum hourly rate of each segment and the minimum hourly rate of the next segment.

# DESCRIPTION OF BUDGET PROCESS

The Town's budget process begins each July with an evaluation of budget procedures used the prior year. Changes resulting from this evaluation are then implemented, and the budget planning process begins. During October and November, the Budget Office develops the Budget Manual as a reference tool for Town departments. The manual explains the budget processes and procedures and includes instructions, samples, and screen prints of forms, cost information on common purchases, line account definitions, schedules, deadlines, and policy directions.

The month of October is designated as public budget input month. Citizens are encouraged to share their priorities as the Town begins building the next fiscal year's budget. Citizens can register their budget priorities at their convenience via email, voice mail, Facebook or Twitter. Citizens may also speak directly to the Cary Town Council budget input public hearings held during October's regular Council meetings.

The Town mission statement, statement of values, and goals and initiatives are utilized by departments in the development of the Capital Improvements Budget/Plan (CIB/P) and Operating Budget requests. At the Budget Kick-Off meeting, held in late November /early December, the Town Manager and other key staff present information regarding the upcoming budget process, including citizen input. The departments then develop their narratives, their portion of the operating requests, and "special requests" such as positions, vehicles, computer equipment, and facility upgrades/repairs. Departments submit their Operating and Capital project requests in mid-late January. Departmental requests and their analysis by the Budget Staff are guided by the Performance Based Budgeting Goals adopted by the Town Council in January 2014.

After reviewing the initial department budget requests, the Town Manager, Deputy Town Manager, Assistant Town Manager, Budget Director and Budget Analysts meet with department representatives. These meetings allow departments to more fully explain their requests and respond to questions from the Town Manager. After these discussion meetings, expenditure decisions are made and the Town Manager's line item recommendations are returned to departments. The Manager's Recommended Budget is officially presented and made available to the public for review at the first Council meeting in May, and a public hearing is held at the second regular Council meeting in May, and the first regular Council meeting in June. The Council typically meets on the second and fourth Thursday of each month.

The Town Council holds budget worksessions during May and June. These worksessions provide an overview of the budget and focus Council discussions on significant policy decisions. Council directives are confirmed during these meetings for incorporation into each budget document.

The budget ordinance, along with any additional Council directed changes, is adopted at the Council's second meeting in June prior to the start of the new fiscal year July 1.

## Procedures for Amending the Budget

The Town adheres to the following procedures for amending the Budget during the year. The responsible department typically prepares all reports and other materials.

1. A transfer of funds between line accounts of the same division requires approval of the Manager (or his designee). The department completes a Budget Adjustment Request (BAR) for signature by the Controller's office, the Budget Director, and in some cases, the Town Manager, Deputy Town Manager,or Assistant Town Manager. The Finance Department maintains a BAR log on the Town-wide computer server to track the status of the adjustment throughout the authorization process. After completing the authorization process, the BAR form returns to the Finance Department where the change is entered in the Town's accounting system.

2. A budget transfer between line items in the budget ordinance or across funds requires approval by the Council. The responsible department prepares a Staff Report to Council explaining the reason for the transfer. Upon Council approval, a BAR is prepared and is tracked throughout the process in the BAR log as described above.

3. The Council has given the Town Manager authority to make appropriations from contingency, which, by state statute, must be reported to the Council at its next regularly scheduled meeting.

4. Recognition of unbudgeted revenues, such as a donation for an exhibit, must be presented to Council for funding approval and to authorize the related expenditure.

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# FISCAL YEAR 2017 SUMMARY BUDGET SCHEDULE

| Task | Date |
|---|---|
| Public Input Sought on Budget Priorities | October 1- 31, 2015 |
| Public Hearing #1 on Budget Priorities | October 8, 2015 |
| Public Hearing #2 on Budget Priorities | October 22, 2015 |
| FY 2016 Kickoff Meeting | November 13, 2015 |
| Capital Input Due in Request Database | January 11, 2016 |
| Operating and Pay Plan Database Input Due | January 19, 2016 |
| Capital Budget and Plan Discussion & Decision Meetings | February 22 – March 4, 2016 |
| Operating Budget Discussion & Decision Meetings | March 15 – April 11, 2016 |
| Official Presentation of Budget at Council Meeting | May 12, 2016 |
| Council Budget Worksession #1 | May 24, 2016 |
| Public Hearing #1 on Budget | May 26, 2016 |
| Council Budget Worksession #2 | June 13, 2016 |
| Public Hearing #2 on Budget | June 16, 2016 |
| Council Budget Worksession #3 | June 22, 2016 |
| Council Budget Adoption | June 27, 2016 |

# SUMMARY OF OPERATING AND CAPITAL BUDGETS

**OPERATING BUDGET**

**GENERAL FUND**

| | |
|---|---|
| Operating Expenditures | $151,705,868 |
| Net Operating Transfers * | $511,545 |
| Subtotal | $152,217,413 |

* This figure does NOT include transfers to Capital Project Funds totaling $14,666,500 as this amount is reflected in CIB expenditures. It also does not include a transfer to an existing Capital Project totaling $4,444,500.

**UTILITY FUND**

| | |
|---|---|
| Operating Expenses | $67,628,711 |
| Net Other Expenses and Proceeds** | $17,000 |
| Subtotal | $67,645,711 |

** This figure does NOT include transfers to Capital Project Funds totaling $6,683,797 as this amount is reflected in CIB expenditures.

**OTHER FUNDS**

| | |
|---|---|
| Fleet Management | $47,134 |
| Transit | $2,946,264 |
| Health and Dental | $4,157,667 |
| CDBG | $599,500 |
| E911 | $940,000 |
| Operating Expenditures*** | $8,690,565 |

*** These figures are net expenditures and transfers between funds are only counted as expenditures in the major fund, typically being the General Fund.

| | |
|---|---|
| **TOTAL OPERATING BUDGET** | **$228,553,689** |

**CAPITAL IMPROVEMENTS BUDGET (CIB)**

**UTILITY CIB**

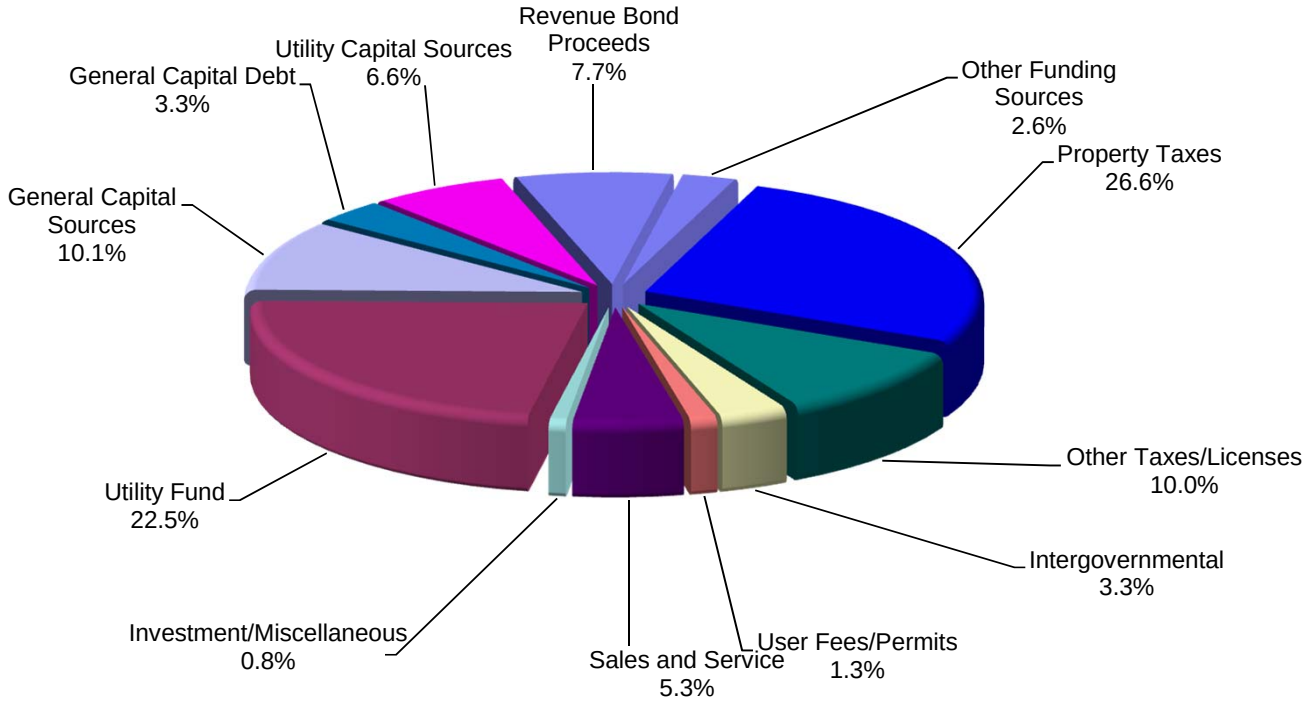
| | |
|---|---|
| Water | $25,945,678 |
| Sewer | $21,314,905 |
| Subtotal | $47,260,583 |

**GENERAL CIB**

| | |
|---|---|
| Transportation | $11,192,700 |
| Fire | $9,410,000 |
| Parks, Recreation and Cultural Resources | $13,364,371 |
| General Government | $4,852,000 |
| Downtown | $5,300,000 |
| Subtotal | $44,119,071 |

| | |
|---|---|
| **TOTAL CAPITAL IMPROVEMENTS BUDGET** | **$91,379,654** |
| **TOTAL OPERATING PLUS CIB** | **$319,933,343** |

# REVENUE SOURCES ALL FUNDS



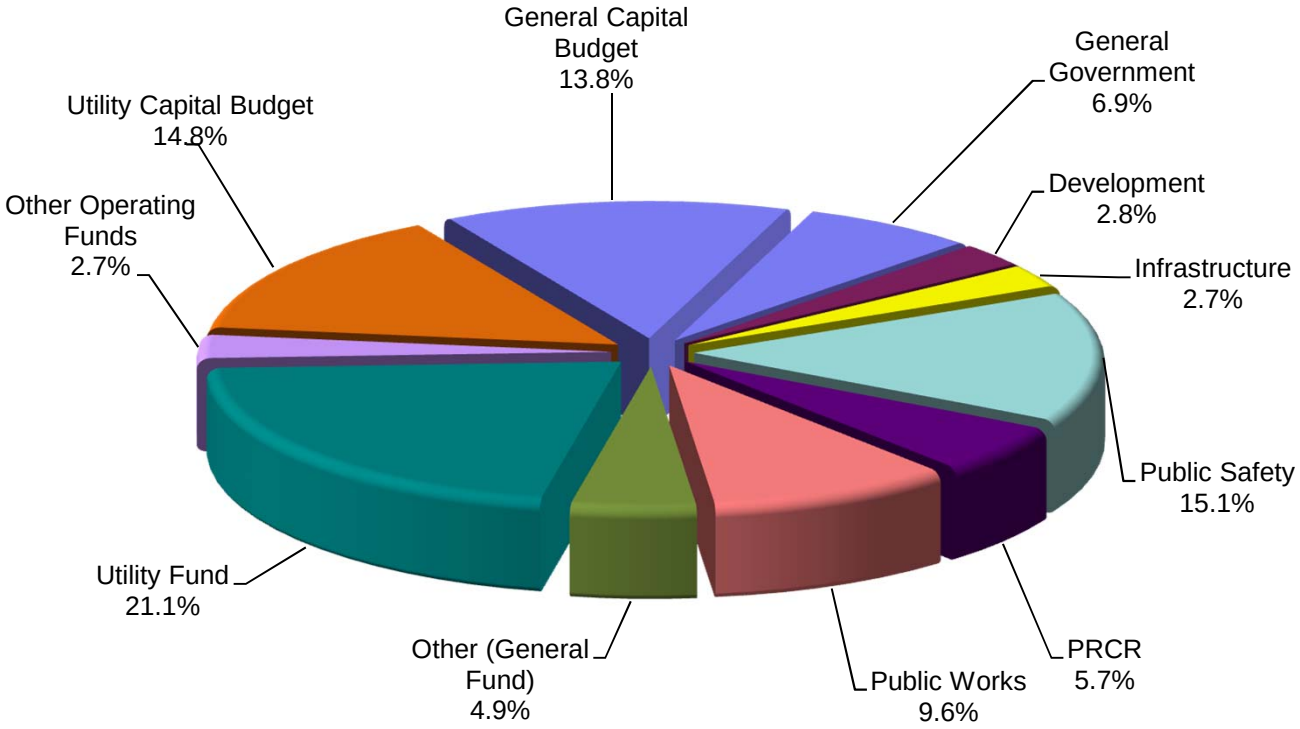

| Revenue Source | Amount |
|---|---|
| Property Taxes | $88,173,479 |
| Other Taxes/Licenses | $32,972,206 |
| Intergovernmental | $10,853,781 |
| User Fees/Permits | $4,283,620 |
| Sales and Service | $17,508,919 |
| Investment/Miscellaneous | $2,721,010 |
| Utility Fund | $74,310,686 |
| General Capital Sources | $33,269,371 |
| General Capital Debt | $10,849,700 |
| Utility Capital Sources | $21,922,101 |
| Revenue Bond Proceeds | $25,338,482 |
| Other Funding Sources | $8,690,565 |
| **TOTAL REVENUE SOURCES** | **$330,893,920** |
| GF Net Fund Balance (Capital Contribution) | ($4,295,602) |
| UF Net Fund Balance (Capital Contribution) | ($6,664,975) |
| **NET REVENUES APPROPRIATED** | **$319,933,343** |

Property taxes make up 26.6% of all Town revenues. Additional General Fund revenues, such as user fees, sales taxes, intergovernmental revenues, and others make up 20.7% of all revenues. Water and sewer related fees in the Utility Fund comprise 22.5% of Town revenues.

The Town's capital revenue sources represent 16.7% of revenues (excluding debt proceeds) and include Powell Bill funds, interest earnings, vehicle license fees, and utility franchise fees.

Other funding sources represent 2.6% of revenues and include dependent health premiums and grant revenue.

# EXPENDITURES BY FUNCTION ALL FUNDS



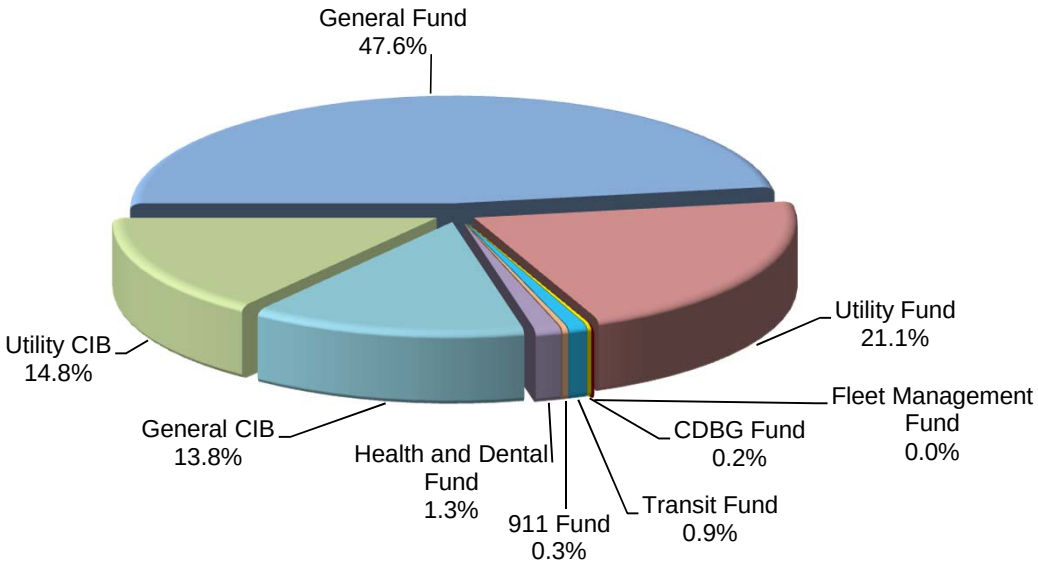

| Expenditures by Function | Amount |
|---|---|
| General Government | $22,105,150 |
| Development | $8,888,239 |
| Infrastructure | $8,528,199 |
| Public Safety | $48,277,941 |
| PRCR | $18,094,180 |
| Public Works | $30,612,776 |
| Other (General Fund) | $15,710,928 |
| Utility Fund | $67,645,711 |
| Other Operating Funds | $8,690,565 |
| Utility Capital Budget | $47,260,583 |
| General Capital Budget | $44,119,071 |
| **TOTAL** | **$319,933,343** |

The General Fund makes up 47.5% of all Town expenditures. This includes 6.9% for General Government functions, 15.1% for Public Safety, 15.2% for Public Works and Cultural / Recreational, and 5.4% for Development and Infrastructure.

The Utility Fund accounts for 21.1% of all Town expenditures, Other Funds are 2.9%, and capital spending makes up 28.5%.

NOTE: These figures are net expenditures. Transfers between funds are only counted as expenditures in one of the funds.

# ALL FUNDS CONSOLIDATED BUDGET SUMMARY
# OPERATING AND CAPITAL EXPENDITURES




| Fund | Amount |
|---|---|
| General Fund | $152,217,413 |
| Utility Fund | $67,645,711 |
| Fleet Management Fund | $47,134 |
| CDBG Fund | $599,500 |
| Transit Fund | $2,946,264 |
| 911 Fund | $940,000 |
| Health and Dental Fund | $4,157,667 |
| General CIB | $44,119,071 |
| Utility CIB | $47,260,583 |
| **Total** | **$319,933,343** |

NOTE: These figures are net expenditures and transfers between funds are only counted as expenditures in one of the funds.

General Fund expenditures include debt service related to general capital projects, such as streets, parks and fire. The components of debt service are broken down as indicated below:

| **General Fund Debt Service** | |
|---|---|
| Debt Principal | $11,175,613 |
| Debt Interest | $3,553,290 |
| TOTAL | $14,728,903 |

Utility Fund expenditures include debt service related to utility capital projects, such as water plant expansions and sewer projects. The components of debt service are broken down as follows:

| **Utility Debt Service** | |
|---|---|
| Debt Principal | $12,069,399 |
| Debt Interest | $11,766,734 |
| TOTAL | $23,836,133 |

# BUDGET OVERVIEW - ALL FUNDS
# REVENUES

| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimate FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| **REVENUES & SOURCES:** | | | | | |
| General Fund | | | | | |
| Property Tax | 71,097,974 | 78,687,433 | 79,900,162 | 86,927,716 | 88,173,479 |
| Other Taxes/Licenses | 27,247,360 | 29,247,960 | 31,650,671 | 31,805,645 | 32,972,206 |
| Intergovernmental | 7,977,694 | 9,089,072 | 11,033,870 | 10,702,070 | 10,853,781 |
| User Fees/Permits | 4,603,590 | 5,073,496 | 3,872,782 | 4,069,000 | 4,283,620 |
| Sales and Service | 14,260,436 | 15,499,106 | 15,842,820 | 16,630,353 | 17,508,919 |
| Investment Earnings | 211,791 | 602,837 | 616,400 | 717,624 | 928,250 |
| Miscellaneous | 2,021,895 | 1,620,085 | 1,564,749 | 1,600,389 | 1,792,760 |
| Appropriation from Fund Balance | 0 | 0 | 0 | 5,447,895 | 14,815,398 |
| General Fund Sub-Total | 127,420,740 | 139,819,989 | 144,481,454 | 157,900,692 | 171,328,413 |
| Utility Fund | | | | | |
| Operating Revenues | 61,223,516 | 64,469,428 | 68,261,251 | 69,753,689 | 73,579,936 |
| Interest Earnings | 189,182 | 468,182 | 493,256 | 499,500 | 730,750 |
| Appropriation from Fund Balance | 0 | 0 | 0 | 2,428,567 | 18,822 |
| Utility Fund Sub-Total | 61,412,698 | 64,937,610 | 68,754,507 | 72,681,756 | 74,329,508 |
| Other Funds | | | | | |
| Other Revenue | 6,330,838 | 6,373,433 | 7,325,956 | 7,750,202 | 8,690,565 |
| Capital Revenue Sources | | | | | |
| Debt Proceeds | 84,941,850 | 36,135,638 | 0 | 31,500,407 | 36,188,182 |
| General Capital | 7,179,752 | 12,762,276 | 11,161,841 | 10,795,029 | 14,602,871 |
| Gen Cap Transfer to GF-Debt Pymt | 0 | 4,500,000 | 0 | 0 | 0 |
| Utility Capital | 21,481,215 | 35,359,029 | 25,699,700 | 20,557,905 | 15,238,304 |
| Other Funding Sources | 11,952,400 | 16,325,782 | 9,306,840 | 9,575,118 | 4,000,000 |
| Transfers for Capital | 7,043,290 | 12,396,036 | 13,169,866 | 18,827,743 | 21,350,297 |
| **TOTAL REVENUES** | **327,762,783** | **328,609,793** | **279,900,164** | **329,588,852** | **345,728,140** |
| **General Fund Uses** | | | | | |
| Contribution to Fund Balance | (3,443,937) | (2,673,213) | (667,525) | 0 | 0 |
| Transfer to Capital | (6,565,267) | (16,263,424) | (13,063,866) | (14,167,055) | (14,666,500) |
| Transfer to Existing Capital Project | 0 | 0 | 0 | 0 | (4,444,500) |
| **Utility Fund Uses** | | | | | |
| Transfer to Capital | (743,290) | (7,355,492) | (106,000) | (4,660,688) | (6,683,797) |
| Contribution to Fund Balance | (10,832,092) | (3,199,689) | (9,300,106) | 0 | 0 |
| **TOTAL NET REVENUE APPROPRIATED** | **306,178,197** | **299,117,976** | **256,762,667** | **310,761,109** | **319,933,343** |

# BUDGET OVERVIEW - ALL FUNDS
# EXPENDITURES & USES

| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimate FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| **EXPENDITURES & USES:** | | | | | |
| General Fund Expenditures | 116,416,155 | 124,815,402 | 129,627,217 | 147,846,855 | 151,705,868 |
| Interfund Transfers | 1,780,378 | (2,396,006) | 2,274,372 | 1,561,838 | 2,111,545 |
| Uses/(Sources) | (784,997) | (1,536,044) | (985,255) | (1,975,000) | (1,600,000) |
| **General Fund Sub-Total** | **117,411,536** | **120,883,352** | **130,916,334** | **147,433,693** | **152,217,413** |
| Utility Fund Expenditures | 49,974,300 | 54,440,382 | 59,217,054 | 67,945,318 | 67,628,711 |
| Uses/(Sources) | (136,984) | (57,953) | (34,924) | 75,750 | 17,000 |
| **Utility Fund Sub-Total** | **49,837,316** | **54,382,429** | **59,182,130** | **68,021,068** | **67,645,711** |
| Other Funds | | | | | |
| Fleet Management Fund | 385,770 | 220,764 | 191,796 | 285,254 | 47,134 |
| CDBG Fund | 394,825 | 263,124 | 711,629 | 533,648 | 599,500 |
| Transit Fund | 1,975,556 | 2,012,470 | 2,035,229 | 2,629,045 | 2,946,264 |
| 911 Fund | 423,781 | 543,317 | 628,653 | 595,574 | 940,000 |
| Health and Dental Fund | 3,150,906 | 3,333,758 | 3,758,649 | 3,706,681 | 4,157,667 |
| **Other Fund Sub-Total** | **6,330,838** | **6,373,433** | **7,325,956** | **7,750,202** | **8,690,565** |
| Capital Expenditures | | | | | |
| General Capital | 105,470,442 | 34,182,590 | 33,532,547 | 34,537,202 | 44,119,071 |
| Gen Cap Transfer to GF-Debt Pymt | 0 | 4,500,000 | 0 | 0 | 0 |
| Utility Capital | 27,128,065 | 78,796,171 | 25,805,700 | 56,719,000 | 47,260,583 |
| **Capital Sub-Total** | **132,598,507** | **117,478,761** | **59,338,247** | **91,256,202** | **91,379,654** |
| **TOTAL NET EXPENDITURES & USES** | **306,178,197** | **299,117,975** | **256,762,667** | **314,461,165** | **319,933,343** |

**Note:** These figures are net expenditures and transfers between funds and are only counted as expenditures in one of the funds. Transfers to Capital Project Funds are reflected in capital expenditures. FY 2013 through 2015 reflect actuals, while FY 2016 and FY 2017 reflect budgeted amounts. FY2016 figures include funds encumbered at the end of FY2015 and reappropriated as specified in the budget ordinance.

# BUDGETED NET REVENUES BY FUND

| | | Individual Town Funds | | | | | | | Capital Project & Reserve Funds | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Revenue Source** | **Total** | **General Fund** | **Utility Fund** | **Transit Fund** | **Fleet** | **911 Special** | **CDBG** | **Health & Dental** | **General** | **Utility** |
| Ad Valorem Tax | 88,173,479 | 88,173,479 | - | - | - | - | - | - | - | - |
| Other Taxes & Licenses | 33,488,828 | 32,972,206 | - | - | - | 516,622 | - | - | - | - |
| Intergovernmental | 12,648,775 | 10,853,781 | - | 1,195,494 | - | - | 599,500 | - | - | - |
| Permits & Fees | 9,072,394 | 4,283,620 | - | 631,107 | - | - | - | 4,157,667 | - | - |
| Sales & Service | 91,438,455 | 17,508,919 | 73,579,936 | 349,600 | - | - | - | - | - | - |
| Investment Earnings | 1,659,000 | 928,250 | 730,750 | - | - | - | - | - | - | - |
| Miscellaneous | 1,855,760 | 1,792,760 | - | 63,000 | - | - | - | - | - | - |
| **Operating Subtotal** | **$238,336,691** | **156,513,015** | **74,310,686** | **2,239,201** | **-** | **516,622** | **599,500** | **4,157,667** | **-** | **-** |
| Restricted Revenue | 3,279,499 | - | - | - | - | - | - | - | 3,279,499 | - |
| Unrestricted Revenue | - | - | - | - | - | - | - | - | - | - |
| Municipal Reimbursements | 1,972,650 | - | - | - | - | - | - | - | - | 1,972,650 |
| Grant Revenue | - | - | - | - | - | - | - | - | - | - |
| Contributions | - | - | - | - | - | - | - | - | 70,000 | |
| Interlocal Revenue | 2,963,871 | - | - | - | - | - | - | - | 2,963,871 | - |
| Debt | 36,188,182 | - | - | - | - | - | - | - | 10,849,700 | 25,338,482 |
| Appropriation from Capital Reserve | 12,289,501 | | | | | | | | 12,289,501 | - |
| Capital Contribution - FY 2017 Projects | 21,350,297 | | | | | | | | 14,666,500 | 6,683,797 |
| **Capital Subtotal** | **$78,114,000** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **44,119,071** | **33,994,929** |
| **Total Revenue** | **$316,450,691** | **$156,513,015** | **$74,310,686** | **$2,239,201** | **$0** | **$516,622** | **$599,500** | **$4,157,667** | **$44,119,071** | **$33,994,929** |
| Appropriation From Fund Balance | $29,277,449 | 14,815,398 | 18,822 | 707,063 | 47,134 | 423,378 | - | - | - | 13,265,654 |
| **Subtotal Revenue Appropriation** | **345,728,140** | **171,328,413** | **74,329,508** | **$2,946,264** | **47,134** | **940,000** | **599,500** | **4,157,667** | **44,119,071** | **47,260,583** |
| | - | | | | | | | | | |
| Capital Transfer - FY 2017 Projects | (21,350,297) | (14,666,500) | (6,683,797) | - | - | - | - | - | - | |
| Capital Transfer to Prior Year Bond Projects | (4,444,500) | (4,444,500) | - | - | - | - | - | - | - | - |
| **Net Total Revenue Appropriated** | **$319,933,343** | **$152,217,413** | **$67,645,711** | **$2,946,264** | **$47,134** | **$940,000** | **$599,500** | **$4,157,667** | **$44,119,071** | **$47,260,583** |

# BUDGETED NET EXPENDITURES BY FUND

| | | Individual Town Funds | | | | | | | Capital Projects | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Total | General Fund | Utility Fund | Transit Fund | Fleet* | 911 Special | CDBG | Health & Dental** | General Capital | Utility Capital |
| **Operating Expenses** | | | | | | | | | | |
| Personnel Services | 145,964,541 | 105,182,597 | 20,107,995 | 342,523 | 1,060,788 | 192,100 | - | 19,078,538 | | |
| Operations & Maintenance | 111,712,159 | 59,465,254 | 46,364,160 | 4,140,349 | 190,630 | 747,900 | 599,500 | 204,366 | | |
| Capital Outlay | 2,124,162 | 1,419,707 | 612,856 | - | 91,599 | - | - | - | | |
| Insurance and Bonds | 1,048,143 | 1,048,143 | - | - | - | - | - | - | | |
| Salary Class and Pay Study | 15,000 | 15,000 | - | - | - | - | - | - | | |
| Internal Service Charges | 7,709,183 | 3,625,748 | 3,807,851 | - | 275,584 | - | - | - | | |
| Reimbursements (In) | (23,144,277) | (19,050,581) | (3,264,151) | (829,545) | - | - | - | - | | |
| Other | 1,000,000 | - | - | - | - | - | - | 1,000,000 | | |
| **Operating Subtotal** | **246,428,911** | **151,705,868** | **67,628,711** | **3,653,327** | **1,618,601** | **940,000** | **599,500** | **20,282,904** | | |
| **Reimbursements/Transfers** | | | | | | | | | | |
| Net Other Sources/(Uses and Charges) | (17,875,222) | 511,545 | 17,000 | (707,063) | (1,571,467) | | | (16,125,237) | | |
| **Total Net Operating Expenditures** | **228,553,689** | **152,217,413** | **67,645,711** | **2,946,264** | **47,134** | **940,000** | **599,500** | **4,157,667** | | |
| **Capital Projects** | | | | | | | | | | |
| Transportation Projects | 11,192,700 | | | | | | | | 11,192,700 | - |
| Fire Projects | 9,410,000 | | | | | | | | 9,410,000 | - |
| Parks, Recreation & Cultural Resources Projects | 13,364,371 | | | | | | | | 13,364,371 | - |
| General Government Projects | 4,852,000 | | | | | | | | 4,852,000 | - |
| Downtown Projects | 5,300,000 | | | | | | | | 5,300,000 | - |
| Water | 25,945,678 | | | | | | | | - | 25,945,678 |
| Sewer | 21,314,905 | | | | | | | | - | 21,314,905 |
| **Capital Subtotal** | **91,379,654** | | | | | | | | **44,119,071** | **47,260,583** |
| **Total Net Expenditures** | **319,933,343** | **152,217,413** | **67,645,711** | **2,946,264** | **47,134** | **940,000** | **599,500** | **4,157,667** | **44,119,071** | **47,260,583** |

* Fleet Management charges departments expenses incurred; therefore, Fleet expenses are offset by revenues from departments in the GF & UF. Therefore, Fleet expenses are shown in the O&M costs for departments in the GF and UF. Thus, the resulting total expense for the Fleet fund represents expenses not already shown in other funds.

** Health and Dental expenses are covered by revenue from the GF, UF, and FF. These expenses are charged to the other funds based on employee elections; therefore, these expenses are shown in the personnel cost for the associated departments. The Health and Dental Fund is budgeted to balance with projected revenues.

# CHANGES IN FUND BALANCE
# ALL FUNDS

| | General Fund | Utility Fund | Fleet Management Fund | Transit Fund | 911 Fund | Health & Dental Fund | Economic Development Fund | Police Separation Allowance Fund | Community Development Block Grant Fund | General Capital Reserve Fund | Utility Capital Reserve Fund | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Estimated Beginning Fund Balance 7/1/2016 | 90,568,161 | 78,921,515 | 665,223 | 1,154,220 | 472,820 | 5,678,435 | 988,824 | 1,492,893 | - | 25,631,258 | 40,263,676 | 245,837,025 |
| | | | | | | | | | | | | - |
| Total Revenues | 156,513,015 | 74,310,686 | - | 1,409,656 | 516,622 | 4,157,667 | - | - | 599,500 | 7,468,262 | 9,769,819 | 254,745,227 |
| | | | | | | | | | | | | - |
| Fund Balance plus Revenues | 247,081,176 | 153,232,201 | 665,223 | 2,563,876 | 989,442 | 9,836,102 | 988,824 | 1,492,893 | 599,500 | 33,099,520 | 50,033,495 | 500,582,252 |
| | | | | | | | | | | | | - |
| Total Expenditures/Expenses | 151,705,868 | 67,628,711 | 1,618,601 | 2,946,264 | 940,000 | 19,282,904 | 282,000 | 586,978 | 599,500 | 15,639,000 | 13,265,654 | 274,495,480 |
| Transfers Out/(In)/Other Adjustments | | | | | | | | | | | | |
| Transfer to Transit Fund | 829,545 | - | - | - | - | - | - | - | - | - | - | 829,545 |
| Transfer to Economic Development Fund | 282,000 | - | - | - | - | - | - | - | - | - | - | 282,000 |
| Transfer to Health & Dental Fund | 1,000,000 | - | - | - | - | - | - | - | - | - | - | 1,000,000 |
| Transfer to Cap. Imp. Funds | 14,666,500 | 6,683,797 | - | - | - | - | - | - | - | - | - | 21,350,297 |
| Transfer to Existing Cap. Imp. Project | 4,444,500 | - | - | - | - | - | - | - | - | - | - | 4,444,500 |
| Other Uses (Sources) | (1,600,000) | 17,000 | (1,571,467) | (829,545) | - | (16,125,237) | (282,000) | (640,075) | - | - | - | (21,031,324) |
| Total Transfers Out (In) | 19,622,545 | 6,700,797 | (1,571,467) | (829,545) | - | (16,125,237) | (282,000) | (640,075) | - | - | - | 6,875,018 |
| | | | | | | | | | | | | - |
| Total Expenditures and Inter-fund Transfers | 171,328,413 | 74,329,508 | 47,134 | 2,116,719 | 940,000 | 3,157,667 | - | (53,097) | 599,500 | 15,639,000 | 13,265,654 | 281,370,498 |
| | | | | | | | | | | | | - |
| **Estimated Ending Fund Balance 6/30/2016** | **75,752,763** | **78,902,693** | **618,089** | **447,157** | **49,442** | **6,678,435** | **988,824** | **1,545,990** | **-** | **17,460,520** | **36,767,841** | **219,211,754** |
| **Estimated Change in Fund Balance** | **(14,815,398)** | **(18,822)** | **(47,134)** | **(707,063)** | **(423,378)** | **1,000,000** | **-** | **53,097** | **-** | **(8,170,738)** | **(3,495,835)** | **(26,625,271)** |
| **Percent Change** | **-16.4%** | **0.0%** | **-7.1%** | **-61.3%** | **-89.5%** | **17.6%** | **0.0%** | **3.6%** | **0.0%** | **-31.9%** | **-8.7%** | **-10.8%** |
| Restricted by Use | - | - | - | - | - | - | - | - | - | (13,368,985) | (34,723,160) | (48,092,145) |
| **Estimated Undesignated and Unrestricted Ending Fund Balance 6/30/2017** | **75,752,763** | **78,902,693** | **618,089** | **447,157** | **49,442** | **6,678,435** | **988,824** | **1,545,990** | **-** | **4,091,535** | **2,044,681** | **171,119,609** |

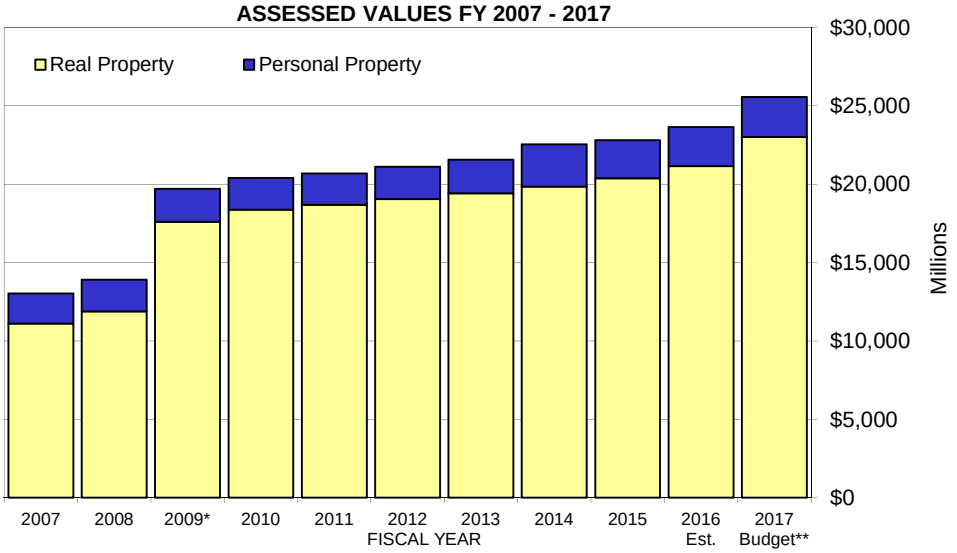
Explanation of Changes in Fund Balance:

| | |
|---|---|
| GENERAL FUND | Decrease in fund balance is primarily due to the increase in the Transfer to Capital Projects. This annual transfer is part of the Town's funding for its Capital Improvement Program and varies depending on the timing and scope of projects scheduled for the fiscal year. |
| TRANSIT FUND | Decrease in fund balance is an intentional policy decision to draw down fund balance which had exceeded a balance necessary to protect against unforeseen events. |
| 911 FUND | Decrease in fund balance is due to the North Carolina 911 Board's requirement that local governments spend down their fund balance to remain eligible for future funding. |
| HEALTH & DENTAL FUND | Increase in fund balance is an intentional policy decision to contribute toward the Town's potential future OPEB obligation. |
| GENERAL CAPITAL RESERVE FUND | Decrease in fund balance is primarily due to the timing and scope of projects scheduled for the fiscal year. |

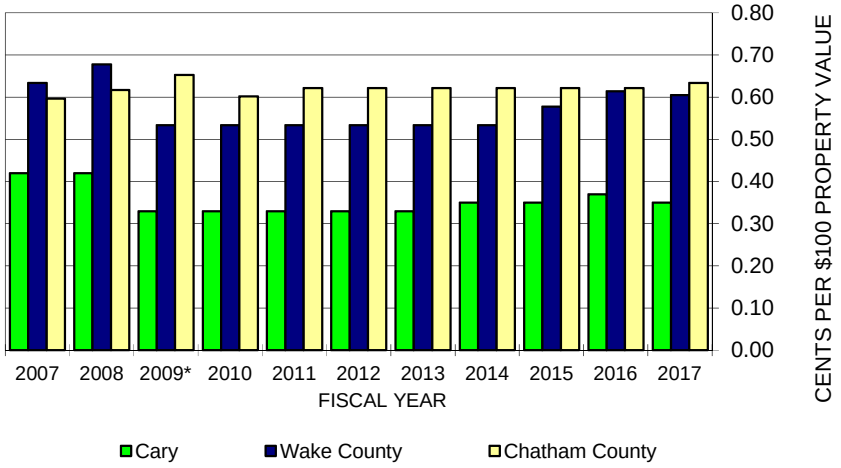
# ASSESSED VALUES AND
# CARY, WAKE COUNTY & CHATHAM COUNTY TAX RATES

| Fiscal Year | Real Property (1) Assessed Value | Personal Property (2) Assessed Value | Total Assessed Value | Cary Tax Rate | Wake County Tax Rate | Combined Wake/Cary Tax Rate | Chatham County Tax Rate | Combined Chatham/Cary Tax Rate |
|---|---|---|---|---|---|---|---|---|
| 2007 | $11,103,882,476 | $1,927,570,084 | $13,031,452,560 | 0.420 | 0.634 | 1.054 | 0.5970 | 1.0170 |
| 2008 | $11,883,068,558 | $2,032,303,597 | $13,915,372,155 | 0.420 | 0.678 | 1.098 | 0.6170 | 1.0370 |
| 2009* | $17,599,452,101 | $2,096,593,731 | $19,696,045,832 | 0.330 | 0.534 | 0.864 | 0.6530 | 0.9830 |
| 2010 | $18,374,339,043 | $2,023,256,855 | $20,397,595,898 | 0.330 | 0.534 | 0.864 | 0.6022 | 0.9322 |
| 2011 | $18,683,418,465 | $1,996,762,856 | $20,680,181,321 | 0.330 | 0.534 | 0.864 | 0.6219 | 0.9519 |
| 2012 | $19,046,753,060 | $2,065,791,714 | $21,112,544,774 | 0.330 | 0.534 | 0.864 | 0.6219 | 0.9519 |
| 2013 | $19,423,704,724 | $2,133,649,909 | $21,557,354,633 | 0.330 | 0.534 | 0.864 | 0.6219 | 0.9519 |
| 2014 | $19,852,324,768 | $2,700,436,514 | $22,552,761,282 | 0.350 | 0.534 | 0.884 | 0.6219 | 0.9719 |
| 2015 | $20,370,051,985 | $2,430,384,093 | $22,800,436,078 | 0.350 | 0.578 | 0.928 | 0.6219 | 0.9719 |
| 2016 Est. | $21,150,358,644 | $2,497,447,862 | $23,647,806,506 | 0.370 | 0.615 | 0.985 | 0.6219 | 0.9919 |
| 2017 Budget** | $23,011,487,955 | $2,551,921,912 | $25,563,409,867 | 0.350 | 0.605 | 0.955 | 0.6338 | 0.9838 |

**TOWN OF CARY**
**ASSESSED VALUES FY 2007 - 2017**




**CARY, WAKE COUNTY & CHATHAM COUNTY PROPERTY TAX RATES**




Average annual tax base growth between FY 2007 and FY 2010 was 5.6%, and it slowed down significantly to 1.39% in FY 2011, before increasing 2.73% on average between FY 2012 and FY 2016.

Property tax values in Wake County are revalued, or adjusted to approximate market value, every eight years. The last revaluation occurred effective January 1, 2016, caused an increase in value of 8.1% and a revenue neutral tax rate of 34.95 cents. The adopted tax rate is 35 cents.

Similarly, property tax values in Chatham County are revalued every four years (FYs 2002, 2006, 2010, and 2014). Approximately 97.8% of Cary's property tax base lies within Wake County, so the tax rate is adjusted in the Wake County revaluation year.

Notes: 1) Includes public service companies, 2) Includes vehicle assessments
* Wake County real property revaluation as of January 1, 2008 updated land and building assessed values for FY 2009.
** Wake County real property revaluation as of January 1, 2016 affected land and building assessed values for FY 2017.

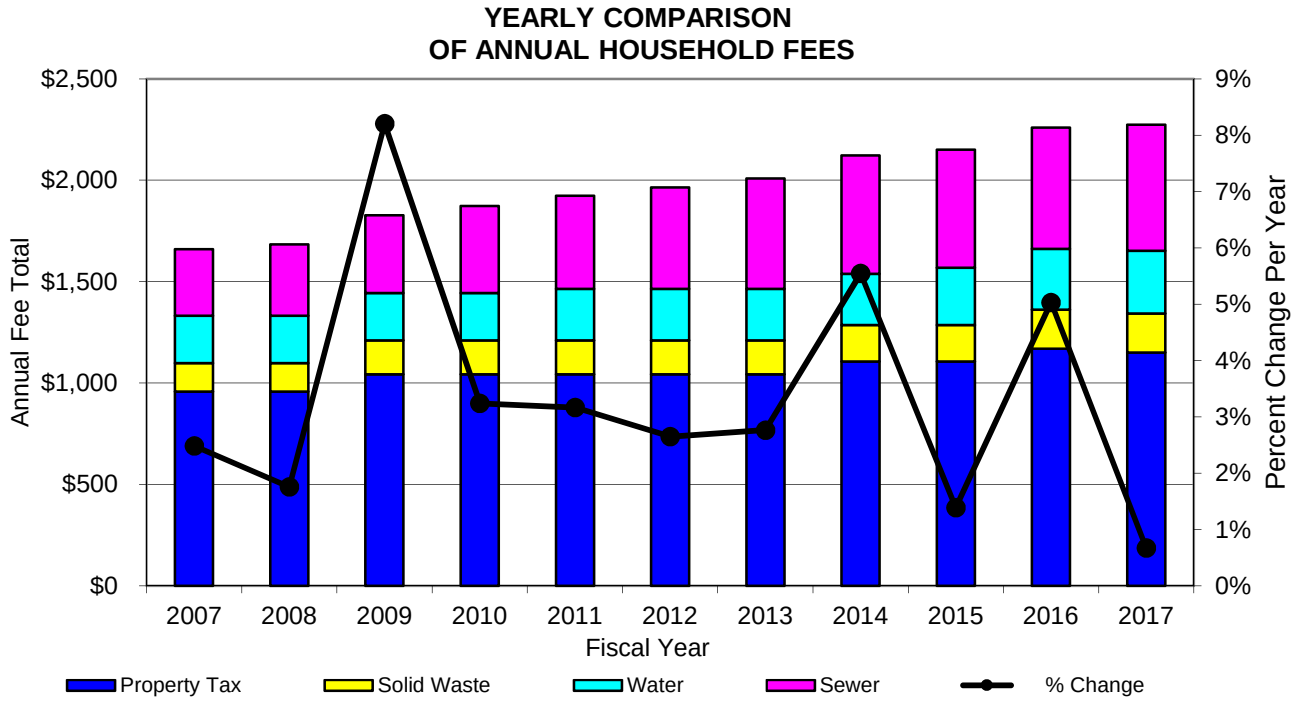
# ANNUAL HOUSEHOLD FEES

The examples calculated below reflect the equivalent of a 2,700 square foot single family home with a tax value of $228,000 for FY02 through FY08, $316,000 for FY09 through FY16, and $328,640 for FY17 (reflecting the impact of property revaluation in FY09 and FY17). The water and sewer fees are for a residential customer averaging 5,000 gallons of water per month.

The average annual increase from FY07 through FY15 is 3.5%. The United States Consumer Price Index annual average from calendar year 2007 through 2015 is 1.6%.

**HISTORY OF CARY ANNUAL HOUSEHOLD FEES**

| FY | Property Tax | Tax Rate | Solid Waste | Water | Sewer | Total | % Change |
|---|---|---|---|---|---|---|---|
| 2007 | $957.60 | 0.42 | $141.00 | $233.64 | $328.44 | $1,660.68 | 2.5% |
| 2008 | $957.60 | 0.42 | $141.00 | $233.64 | $351.84 | $1,684.08 | 1.8% |
| 2009 | $1,042.80 | 0.33 | $168.00 | $233.64 | $383.04 | $1,827.48 | 8.2% |
| 2010 | $1,042.80 | 0.33 | $168.00 | $233.64 | $429.24 | $1,873.68 | 3.2% |
| 2011 | $1,042.80 | 0.33 | $168.00 | $252.84 | $459.24 | $1,922.88 | 3.2% |
| 2012 | $1,042.80 | 0.33 | $168.00 | $252.84 | $500.64 | $1,964.28 | 2.6% |
| 2013 | $1,042.80 | 0.33 | $168.00 | $252.84 | $545.04 | $2,008.68 | 2.8% |
| 2014 | $1,106.00 | 0.35 | $180.00 | $252.84 | $582.84 | $2,121.68 | 5.5% |
| 2015 | $1,106.00 | 0.35 | $180.00 | $282.24 | $582.84 | $2,151.08 | 1.4% |
| 2016 | $1,169.20 | 0.37 | $192.00 | $299.64 | $598.44 | $2,259.28 | 5.0% |
| 2017 | $1,150.24 | 0.35 | $192.00 | $310.44 | $621.84 | $2,274.52 | 0.7% |



# DEBT SERVICE REQUIREMENTS

## BACKGROUND

In North Carolina, an agency known as the Local Government Commission, (LGC), oversees local government bonded debt. The LGC must approve all bonded debt of local units based on a conclusion that local units have sufficient fiscal capacity to repay debt and are within statutory limitations set forth by the Local Government Bond Act of North Carolina which limits the amount of net bonded debt of local units to 8% of the appraised value of property subject to taxation. The staff of the LGC, the State and Local Government Division of the State Treasurer's office, supports the LGC, conducts competitive bond sales on behalf of units, closely oversees negotiated debt and assists local units with other fiscal management issues.

The Town has seven outstanding series of general obligation bonds, including four series of refunding bonds. The three general obligation bonds were issued in 2006, 2009 and 2014. Principal and interest payments on general obligation bonds are collateralized by the full faith, credit and taxing power of the Town. The 2009 and 2014 general obligation bonds bear interest, payable semi-annually, at rates varying from 3.0 to 5.0%. The 2006 Public Improvement bonds have a variable rate of interest with principal payments that started in FY 2009 and will continue through FY 2027. Interest payments for the variable rate bonds are made on a monthly basis. During FY 2016, the interest rates, which were adjusted on a weekly basis, ranged from a low of .03% to a high of .43%, but averaged approximately .09%. Principal and interest requirements are provided by appropriation in the year in which they are due. Two of the series provided funding for utility projects. Although the bonds are secured by the taxing power of the Town, the debt service is funded through utility rates. The Town's general obligation bonds have maintained the highest municipal rating possible, AAA, from all three rating agencies, Moody's, Standard & Poor's and Fitch, since 2001. These excellent bond ratings positively affect the Town's interest costs through lower interest rates by demonstrating that investments in the Town's obligations are low risk.

The Town has four general obligation refunding bond issues outstanding. Refunding bonds are issued to retire existing bonds to achieve budgetary savings through lower interest rates. The series 2009 refunding bonds bear interest, payable semi-annually, at an average rate of 2.479%. In June 2010, the Town issued series 2010A refunding bonds, which refunded a portion of the Public Improvement Bonds, Series 2001 and Water Bonds, Series 2001. The refunding bonds bear interest, payable semi-annually, at an average true interest cost of 3.057%. In October 2010, with rates still very favorable, the Town issued series 2010B refunding bonds, which refunded a portion of the Public Improvement Bonds, Series 2003, with an average true interest cost of 2.327%. In February 2016, the Town issued Series 2016A refunding bonds which refunded a portion of the Series 2009 Public Improvement Bonds. These refunding bonds were privately placed through a competitive bid process with a bank with a fixed interest rate of 2.45%. Portions of the Series 2009, 2010A and 2016A refunding bonds have retired utility related debt, and the debt service on the utility portion of the refunding bonds is funded through utility rates. Principal and interest requirements are provided by appropriation in the year in which they are due and are collateralized by the full faith, credit and taxing power of the Town.

The Town has three revenue bond issues outstanding, with interest rates of 2.0 - 5.0%, the last one being issued in March 2015. The Series 2015 Revenue Bonds refunded a portion of the Series 2007 revenue bonds and issued $37.995 million of new money for utility projects. These revenue bonds are long-term debt instruments that will be repaid from the receipts of the utility system. Revenue bonds require a trust agreement between the Town and a trustee for the benefit of the bondholders. In this trust agreement, the Town made certain covenants, or promises, regarding utility rates and the operation of the utility system.

In fiscal year 2013 the Town paid off the only series of certificates of participation that were outstanding. Principal and interest requirements are provided by appropriation in the year in which they are due, and are secured by the Town Hall campus property. In June 2010, the Town refunded a portion of these bonds by issuing limited obligation refunding bonds, Series 2010. The bonds bear interest, payable semi-annually, at an average true interest cost of 2.94%. While rates were still very favorable, the Town refunded the remaining 2002 certificates of participation except for the FY 2013 payment. The original certificates were fully retired in FY 2013 and two refunding bonds are still outstanding. The refunding completed in February 2012 was

issued as limited obligation refunding bonds, Series 2012. The bonds were privately placed with a bank through a competitive bid process resulting in a fixed interest rate of 2.34% per year.

The Town has one outstanding installment purchase agreement with an interest rate of 3.56%. The debt service on this obligation is paid from the general revenues of the Town, and is collateralized by the property that is financed.

The Town has five State Revolving Loans with interest rates ranging from 0.00% to 2.42%. Four of the loans financed improvements to the sewer system and the fifth loan financed design of the expansion of the Cary/Apex Water Treatment Plant. These loans are long-term debt instruments that will be repaid from the receipts of the utility system. The Town formally accepted a $35 million State Revolving Loan in April 2011 to finance a portion of the construction of the Western Wake Regional Wastewater Management Facility. Repayment will be over a 20 year period with an interest rate of 2.22% and principal payments began in FY 2015. The most recent loan for design of the expansion to the Cary/Apex Water Treatment Plant was finalized in February 2013 for $2,499,183 at a zero percent interest rate to be repaid over 5 years beginning in FY 2014.

## HISTORICAL OVERVIEW OF OUTSTANDING DEBT

1986 A bond referendum of $27,000,000 was placed on the November 4, 1986 ballot. This referendum consisted of an additional $5,000,000 for construction of a water treatment plant, $5,000,000 for street construction and improvements, and $17,000,000 for construction of a wastewater treatment plant. Cary residents approved these three issues.

1987 A total of $20,500,000 in general obligation bonds was sold in July 1987. This sale included a portion of the 1986 authority and $10,000,000 in previously authorized but unissued water bonds for the treatment plant. These bonds were refunded in 1992 and in 2001.

1988 The Town sold an additional $2,000,000 in authorized street improvement bonds and $5,000,000 in authorized sewer bonds in August 1988. These bonds were refunded in 1992 and 2001.

1991 A bond sale was held in September 1991, at which time the remaining 1986 authority of $1,000,000 in street bonds and $8,500,000 in water bonds were sold. This offering completed the sale of all authorized general obligation bonds to date. These bonds were refunded in 1996.

1992 The Town refunded $20,125,000 in water, sewer, and street bonds in December 1992, at interest rates ranging from 5.5 to 5.6 percent. The original bonds issued in FY 1987 and FY 1988 were refunded to provide the Town approximately $726,000 in present value savings.

1994 In a March 1994 referendum, the Cary voters approved $9,075,000 in sewer bond authorizations and $9,425,000 in parks and recreation bond authorizations.

1996 A refunding transaction related to the 1991 general obligation issue occurred in April 1996. Interest rates ranged from 4.5 to 4.8 percent, and generated approximately $105,000 in savings to the Town. In April 1996, a total of $11,575,000 in general obligation bonds were sold with interest rates ranging from 5.1 to 5.25 percent. This sale included $9,075,000 of authorized sewer bonds and $2,500,000 of authorized parks and recreation bonds.

1997 In October 1997, the Town entered into an installment purchase agreement for $700,000 for the financing of two fire trucks. The debt will be repaid over a period of ten years and is budgeted in the general fund. The first principal and interest payment was made in FY 1998. Principal and interest payments are made semi-annually based on a 4.83 percent annual interest rate. In November 1997, the Town entered into an installment purchase agreement for $6,920,000 to finance part of the $19,650,000 cost of the South Cary Water Reclamation Facility (SCWRF) expansion. The debt was to be repaid over a period of fifteen years and was budgeted in the Water/Sewer Operations Fund. The first principal and interest payment was made in FY 1998. Principal and interest payments were made semi-annually based on a 4.84 percent annual rate.

1998 In December 1998, $6,925,000 in general obligation bonds were sold with interest rates ranging from 4 to 4.2 percent. This sale was for the remaining parks and recreation authorization. In December 1998, the Town also entered into an installment purchase agreement for $2,200,000 for the financing of a water tank. The debt was to be repaid over a period of fifteen years and was budgeted in the Water/Sewer Operations Fund. The first principal and interest payment was made in FY 1999. Principal and interest payments were made semi-annually based on a 3.99 percent annual rate.

1999 In a February 2, 1999 referendum, the Cary voters approved $66,510,000 in water bond authorizations, $62,635,000 in street and sidewalk bond authorizations, and $10,000,000 in park and recreational facility bond authorizations. In October 1999, the Town entered into an installment purchase agreement for $1,983,275 to finance the cost of a new fire station on Ten-Ten Road. The debt will be repaid over a period of ten years and is budgeted in the general fund. The first principal and interest payment was made in FY 2000. Principal and interest payments will be made semi-annually based on a 4.73 percent annual rate.

2001 In February 2001, $76,900,000 in general obligation bonds were sold with interest rates ranging from 4.25 to 5.0 percent. This sale included $59,100,000 of authorized water bonds, $10,600,000 of authorized street and sidewalk bonds, and $7,200,000 of authorized park and recreational facility bonds. The Town also refunded $12,330,000 of the 1992 refunding in February 2001, at rates ranging from 4.0 to 4.2 percent, for approximately $459,000 in present value savings. In November 2001, the Town issued $19,135,000 of revenue bonds to finance the reclaimed water system, and to refund the 1997 SCWRF expansion installment purchase agreement and the 1998 water tank installment purchase agreement. The installment purchase agreements were refunded to remove the liens on the utility system. The revenue bonds will be repaid over a period of 25 years, semi-annually, from receipts of the utility system at interest rates ranging from 3.25 to 5.0 percent.

2002 In March 2002, the Town entered into an installment purchase agreement for $375,000 for the financing of a fire pumper. The debt will be repaid over a period of ten years and is budgeted in the general fund. Principal and interest payments are made semi-annually based on a 4.04 percent annual interest rate with the first payment in FY 2003. In October 2002, the Town issued $46,695,000 of certificates of participation to finance the town hall expansion and to accelerate the widening of NC Highway 55. The certificates of participation are secured by the town hall campus property and will be repaid over a period of 20 years, semi-annually, at rates ranging from 2.5 to 5.0 percent. Debt service began in FY 2003. These original bonds were paid off in FY 2013 and through refundings completed in 2010 and 2012.

2003 Cary voters approved a bond referendum in April 2003 consisting of $130,000,000 streets and $30,000,000 recreation authorization. In May 2003, the Town issued $41,080,000 in general obligation bonds, comprised of $38,375,000 street bonds and $2,705,000 parks bonds with interest rates ranging from 2.0 to 4.0 percent. These bonds were paid off early in June 2013. In July 2003, the Town entered into an installment purchase agreement for $1,322,688 for the financing of an aerial fire truck and two fire pumpers. The debt will be repaid over a period of ten years and is budgeted in the general fund. Principal and interest payments are made semi-annually based on a 2.65 percent annual interest rate.

2004 In May 2004, the Town issued $25,605,000 of revenue bonds to finance certain water reclamation projects and to refund a portion of the 1996 sewer bonds. The refunding generated approximately $179,000 in present value savings. The revenue bonds will be repaid over a period of 25 years, semi-annually, from receipts of the utility system with interest rates ranging from 2.0 to 5.0 percent. Debt service began in FY 2005. The Town also entered into a State Revolving Loan in the amount of $10,223,222 to finance the biosolids dryer project. Debt service commenced in FY 2006 and will be paid over a period of 20 years at 2.42% interest. The Town entered into an installment purchase contract in the amount of $780,000 during the fiscal year to purchase a fire aerial ladder platform truck. Debt service on this contract began in FY 2005.

2005 The Town entered into a State Revolving Loan in the amount of $3,958,771 to finance the planning, permitting, and a portion of the design for the Western Wake Regional Wastewater Facilities. Debt service commenced in FY 2008 and will be paid over a period of 20 years at 2.205% interest. Cary

voters also approved a bond referendum in May 2005 consisting of $110,000,000 for wastewater facilities and $10,000,000 for open space acquisition.

2006 There was no additional debt issued in FY 2006.

2007 In July 2006, the Town issued $47,255,000 of general obligation bonds comprised of $45,255,000 of street bonds and $2,000,000 of park bonds with a variable rate of interest. These bonds will be repaid over a 20 year period, with the first principal payment made in FY 2009. Additionally, the Town issued $35,710,000 in revenue bonds, including $22,240,000 to finance certain water reclamation projects and $13,470,000 to refund a portion of the 2001 revenue bonds, which resulted in a net present value savings in excess of $560,000. The revenue bonds will be repaid over a period of 25 years, semi-annually, from receipts of the utility system.

2008 There was no additional debt issued in FY 2008.

2009 In July 2008 the Town entered into an installment purchase agreement for two fire trucks in the amount of $1,315,000. Debt service commenced in FY2009 and will be paid over a period of 10 years at 3.56% interest. In April 2009 the Town issued $53,000,000 in general obligation bonds related to the 2003 and 2005 Referenda, which provided $7,000,000 for park related projects, $11,000,000 for street construction and improvements, $10,000,000 for open space land purchases and $25,000,000 for sewer projects primarily related to the new Western Wake Regional Wastewater Facilities. These bonds will be repaid over a twenty year period with coupon rates ranging from 3.0 – 5.0% with an average total interest cost of 3.49%. In April 2009, the Town also issued $40,020,000 in refunding bonds to refinance general obligation bonds of $27,200,000 in 2001 Water series, $7,900,000 in 2001 Public Improvement Series, $3,925,000 in 1998 Parks series and $970,000 in 1996 Parks series. These refunding bonds bear interest coupons from 2.0 – 4.0% with an average rate of 2.49%, and provided approximately $2.7 million in present value savings of which $900,000 was for the general fund and $1.8 million for the utility fund.

2010 In June 2010, the Town issued $10,210,000 in General Obligation Public Improvement Refunding Bonds, Series 2010A, which refunded a portion of the Public Improvement Bonds, Series 2001 and Water Bonds, Series 2001. The advance refunding resulted in a net present value savings of $621,903 for the Town of which $55,417 was for the general fund and $566,486 for the utility fund. Interest rates ranged from 3% to 4%. In addition, in June 2010, the Town also issued $15,200,000 in Limited Obligation Refunding Bonds, Series 2010 to refund a portion of the Certificates of Participation, Series 2002A and all of the remaining Series 2002B. Limited obligation bonds, like certificates of participation, continue to pledge the underlying assets related to the original financing, but result in lower interest rates than certificates of participation. The refunding resulted in a net present value savings of $750,068 to the general fund and interest rates ranging from 2% to 4.0%.

2011 In October 2010, the Town issued $14,670,000 of General Obligation Public Improvement Refunding Bonds, Series 2010B, which refunded a portion of the Public Improvement Bonds, Series 2003. These refunding bonds bear interest coupons of 4.0% and provide $644,675 in present value savings to the general fund. In February 2011, the Town received a State Revolving Loan for $1,041,230 to pay a portion of the design and permitting costs for the Western Wake Regional Wastewater Management Facility. This was the balance of a $5,000,000 loan that was approved in 2005, but not fully distributed at that time. The interest rate is 2.205% with payments over 20 years and the first payment due in May 2012. In April 2011, the Town formally accepted a $35,000,000 State Revolving Loan to finance a portion of the construction of the Western Wake Regional Wastewater Management Facility. Repayment will be over a 20 year period, with an interest rate of 2.22% and principal payments beginning in FY 2015.

2012 In February 2012, the Town issued $11,280,000 in Limited Obligation Refunding Bonds, Series 2012 to refund all of the remaining Certificates of Participation, Series 2002A except for the payment to be made in FY 2013. The refunding was done as a private bank placement via a competitive bid and resulted in a fixed interest rate of 2.34%. The refunding resulted in net present value savings of $825,246 to the general fund with the majority of savings realized in FY 2013 and 2014.

2013 In November 2012, Cary voters approved a bond referendum for $80 million consisting of $57,680,000 streets, $15,870,000 parks, recreation and cultural resources and $6,450,000 Fire Station authorization. In January 2013, the Town issued $98.4 million in Series 2013 revenue bonds with a true interest cost of 3.55% and principal payments commencing in FY 2016. Of the total issued, $12,665,000 was to refund a portion of the 2004 revenue bonds which resulted in net present value savings of $1,755,839. The remaining $85,735,000 of bonds were issued to finance several water and wastewater projects and will be repaid over a 30 year period. A State Revolving Loan for $2,499,183 to pay for the design of an expansion to the Cary/Apex Water Treatment Plant was executed in February 2013. The bonds were financed at zero percent interest and will be repaid over 5 years.

2014 In February 2014, the Town issued $74.32 million in Series 2014 general obligation bonds related to the 2005 and 2012 referenda. The issuance provided for $17,465,000 for transportation projects, $10,440,000 for parks and recreation projects, $5,010,000 for fire projects and $41,405,000 for wastewater projects. The first principal payment will be made in FY 2015 with the wastewater portion being repaid over 25 years and the remainder to be repaid over 20 years. The coupon rates range from 3.0-5.0% with an average total interest cost of 3.29%.

2015 In March 2015, the Town issued $53.785 million in Series 2015 revenue bonds with a true interest cost of 2.99% and principal payments commencing in FY 2016. Of the total issued, $15,790,000 was to refund a portion of the 2007 revenue bonds which resulted in net present value savings of $1,332,477. The remaining $37,995,000 of bonds were issued to finance several water projects and will be repaid over a 25 year period.

2016 In February 2016, the Town issued $25,936,000 in General Obligation Refunding Bonds, Series 2016A to refund a portion of the Series 2009 Public Improvement General Obligation Bonds. The refunding was done as a private bank placement via a competitive bid and resulted in a fixed interest rate of 2.45%. The refunding resulted in total net present value savings of $849,460 with $448,771 in savings to the general fund and $400,689 in savings to the utility fund.

## FY 2017 DEBT OUTLOOK

The Town is planning to issue no more than $49.6 million in revenue bonds in FY 2017 to finance several water and wastewater projects. The amount of the issuance will be determined closer to the date of issuance depending on the status of the projects. Repayment will be over a 25 year period and interest payments are projected to commence in FY 2017 and principal payments in FY 2018. In addition, the Town expects to issue approximately $7 million in installment purchase debt late in FY 2017 to partially finance an aerial truck, construction of Fire Station #9 and a police evidence room. Principal and interest payments will begin in FY 2018. The timing and amount of this debt issuance may change depending on project schedules.

## FY 2018 DEBT OUTLOOK

The Town is planning to issue approximately $13.8 million in general obligation bonds during FY 2018 to finance Community Investment Bond projects that were approved by referendum in November 2012. Bonds will be issued for transportation, parks and recreation and fire projects. Repayment will be over a 20 year period and principal and interest payments are expected to commence in FY 2018.

## EFFECTS OF DEBT

If the Town issues the debt as planned in FY 2017, the general fund will have a debt balance of $114,291,133 and the utility fund will have a debt balance of $318,347,076 on June 30, 2017. For FY 2017, the general fund has a debt service obligation of $14,728,902. This includes principal and interest for street bonds, park and recreation bonds, fire bonds, limitied obligation bonds and installment purchase obligations. For FY 2017, the utility fund has a debt service obligation of $23,828,495. This includes principal and interest on the two existing water reclamation facilities, the Western Wake Regional Wastewater Management Facility, the water treatment plant, the reclaimed water system and various water tanks and pump stations.

# OUTSTANDING DEBT

| ISSUE DATE | SERIES | PRINCIPAL AS OF 7/1/16 | TO BE ISSUED | RETIRING IN FY 2017 PRINCIPAL | RETIRING IN FY 2017 INTEREST | OUTSTANDING 6/30/2017 |
|---|---|---|---|---|---|---|
| | WATER & SEWER DEBT | | | | | |
| 5-04 | State Revolving Loan | 5,111,611 | - | 511,161 | 123,701 | 4,600,450 |
| 2-05 | State Revolving Loan | 1,966,076 | - | 178,734 | 43,352 | 1,787,342 |
| 6-07 | Revenue Bonds | 11,545,000 | - | 1,415,000 | 448,475 | 10,130,000 |
| 6-09 | Sewer Bonds | 6,945,755 | - | 1,389,151 | 319,505 | 5,556,604 |
| 6-09 | Water Refunding | 13,900,000 | - | 3,520,000 | 556,000 | 10,380,000 |
| 6-10 | Water Refunding | 5,760,000 | - | - | 230,400 | 5,760,000 |
| 1-11 | State Revolving Loan | 31,500,000 | - | 1,750,000 | 699,300 | 29,750,000 |
| 2-11 | State Revolving Loan | 780,922 | - | 52,062 | 17,219 | 728,860 |
| 1-13 | Revenue Bonds | 97,775,000 | - | 695,000 | 4,393,975 | 97,080,000 |
| 2-13 | State Revolving Loan | 947,455 | - | 473,728 | - | 473,727 |
| 2-14 | Sewer Bonds | 39,500,000 | - | 1,030,000 | 1,601,225 | 38,470,000 |
| 3-15 | Revenue Bonds | 52,875,000 | - | 935,000 | 2,042,888 | 51,940,000 |
| 2-16 | Sewer Refunding | 12,204,242 | - | 114,151 | 299,004 | 12,090,091 |
| 2017 | Revenue Bonds | - | 49,600,000 | - | 989,465 | 49,600,000 |
| | **TOTAL WATER & SEWER DEBT** | **280,811,061** | **49,600,000** | **12,063,987** | **11,764,509** | **318,347,074** |
| | GENERAL DEBT | | | | | |
| 7-06 | Public Improvement Bonds | 32,855,000 | - | 1,800,000 | 459,280 | 31,055,000 |
| 8-08 | Fire Installment Purchase | 298,744 | - | 146,915 | 9,339 | 151,829 |
| 6-09 | Public Improvement Bonds | 7,779,245 | - | 1,555,849 | 357,845 | 6,223,396 |
| 6-09 | Public Improvement Refunding | 4,785,000 | - | 1,535,000 | 191,400 | 3,250,000 |
| 6-10 | COPS Refunding | 10,380,000 | - | 2,445,000 | 298,200 | 7,935,000 |
| 10-11 | Public Improvement Refunding | 14,670,000 | - | 1,940,000 | 586,800 | 12,730,000 |
| 2-12 | COPS Refunding | 6,780,000 | - | 110,000 | 157,365 | 6,670,000 |
| 2-14 | Public Improvement Bonds | 27,250,000 | - | 1,515,000 | 1,158,175 | 25,735,000 |
| 2-16 | Public Improvement Refunding | 13,668,758 | - | 127,849 | 334,885 | 13,540,909 |
| 2017 | Installment Purchase | - | 7,000,000 | - | - | 7,000,000 |
| | **TOTAL GENERAL DEBT** | **118,466,747** | **7,000,000** | **11,175,613** | **3,553,289** | **114,291,134** |
| | **TOTAL** | **$ 399,277,808** | **$ 56,600,000** | **$ 23,239,600** | **$ 15,317,798** | **$ 432,638,208** |

**TOTAL PRINCIPAL PLUS INTEREST TO BE RETIRED IN FY 2017 $ 38,557,398**

# DEBT LIMIT AND LEGAL DEBT LIMIT MARGIN

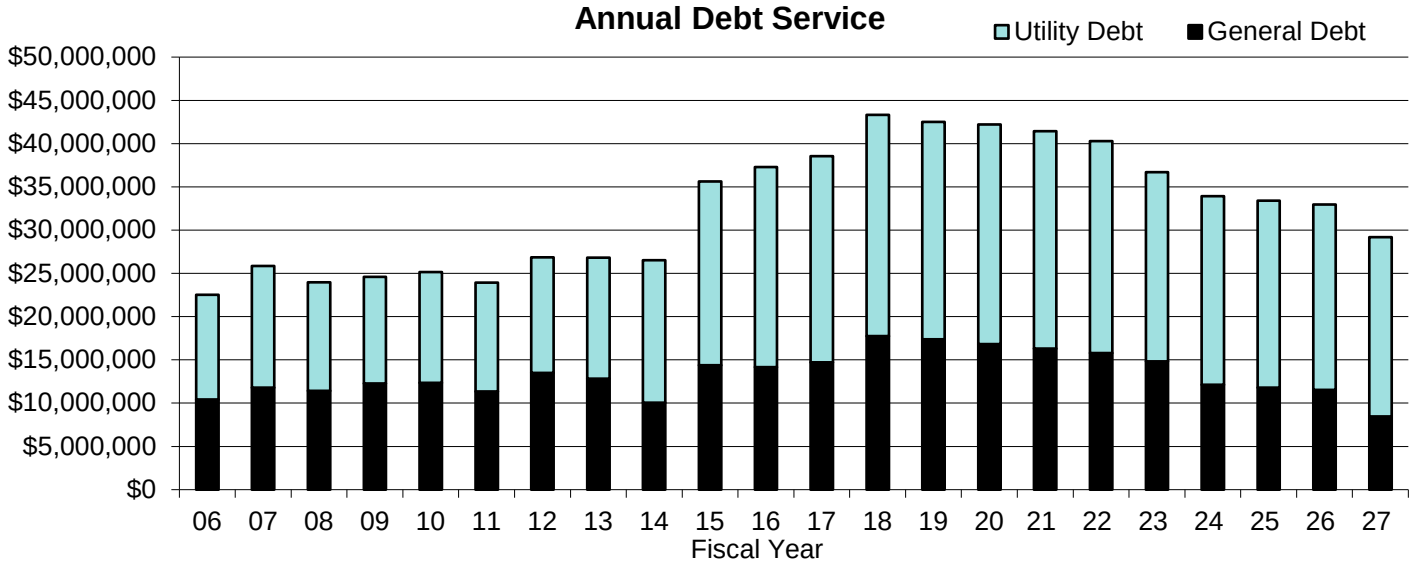
| | (Estimated) **As of 6/30/16** | (Budgeted) **As of 6/30/17** |
|---|---|---|
| *Net assessed value | 23,649,557,302 | 25,563,409,867 |
| **Debt limit - 8% of total assessed value | 1,891,964,584 | 2,045,072,789 |
| Less: Amount of debt applicable to debt limit (Net bonded debt) | 224,201,744 | 223,962,829 |
| Legal debt margin | $ 1,667,762,840 | $ 1,821,109,960 |

* Assessed values are estimated for FY 2016 and budgeted for FY 2017.
** Debt limit: The Town is subject to the Local Government Bond Act of North Carolina which limits the amount of net bonded debt the Town may have outstanding to 8% of the appraised value of property subject to taxation.

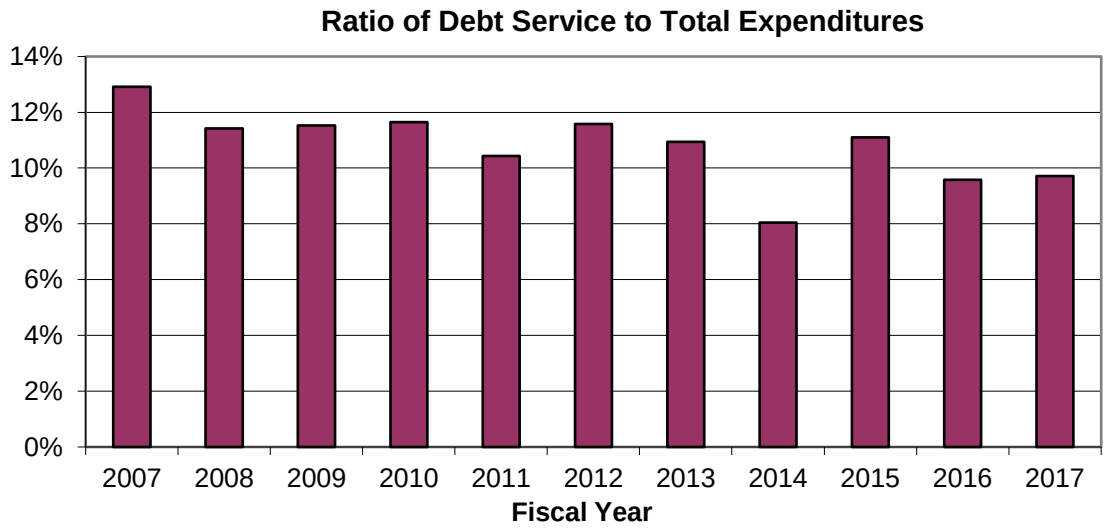
# ANNUAL DEBT SERVICE REQUIREMENTS*
# Fiscal Years 2006 - 2027

| Fiscal Year | General Debt Principal | General Debt Interest | Utilities Debt Principal | Utilities Debt Interest | Total Principal | Total Principal & Interest | General Debt | Utility Debt |
|---|---|---|---|---|---|---|---|---|
| 06 | 6,482,751 | 3,959,777 | 7,240,301 | 4,837,963 | 13,723,052 | 22,520,792 | 10,442,528 | 12,078,264 |
| 07 | 6,497,061 | 5,306,593 | 7,227,064 | 6,818,809 | 13,724,125 | 25,849,527 | 11,803,654 | 14,045,873 |
| 08 | 6,423,209 | 4,994,690 | 7,199,692 | 5,349,953 | 13,622,901 | 23,967,544 | 11,417,899 | 12,549,645 |
| 09 | 8,296,355 | 3,988,326 | 7,214,490 | 5,099,777 | 15,510,845 | 24,598,948 | 12,284,681 | 12,314,267 |
| 10 | 7,969,735 | 4,394,083 | 7,168,845 | 5,631,140 | 15,138,580 | 25,163,803 | 12,363,818 | 12,799,985 |
| 11 | 7,575,082 | 3,784,666 | 7,406,890 | 5,179,010 | 14,981,972 | 23,945,648 | 11,359,748 | 12,585,900 |
| 12 | 9,807,678 | 3,680,116 | 8,328,767 | 5,025,080 | 18,136,445 | 26,841,641 | 13,487,794 | 13,353,847 |
| 13 | 9,570,193 | 3,268,340 | 7,971,814 | 6,008,201 | 17,542,007 | 26,818,548 | 12,838,533 | 13,980,015 |
| 14 | 7,268,770 | 2,768,004 | 8,275,108 | 8,221,116 | 15,543,878 | 26,532,998 | 10,036,774 | 16,496,224 |
| 15 | 10,417,753 | 3,978,513 | 10,840,108 | 10,400,828 | 21,257,861 | 35,637,202 | 14,396,266 | 21,240,936 |
| 16 | 10,555,953 | 3,612,581 | 11,804,552 | 11,299,560 | 22,360,505 | 37,272,646 | 14,168,534 | 23,104,112 |
| 17 | 11,175,613 | 3,553,289 | 12,063,987 | 11,764,509 | 23,239,600 | 38,557,397 | 14,728,902 | 23,828,495 |
| 18 | 13,463,092 | 4,271,738 | 13,265,817 | 12,320,846 | 26,728,909 | 43,321,493 | 17,734,830 | 25,586,663 |
| 19 | 13,035,654 | 4,349,809 | 12,989,919 | 12,130,670 | 26,025,573 | 42,506,052 | 17,385,463 | 25,120,589 |
| 20 | 12,640,855 | 4,168,348 | 13,482,749 | 11,918,668 | 26,123,604 | 42,210,620 | 16,809,203 | 25,401,417 |
| 21 | 12,622,435 | 3,692,228 | 13,716,051 | 11,407,279 | 26,338,486 | 41,437,993 | 16,314,663 | 25,123,330 |
| 22 | 12,554,381 | 3,219,190 | 13,643,881 | 10,865,659 | 26,198,262 | 40,283,111 | 15,773,571 | 24,509,540 |
| 23 | 12,033,493 | 2,796,769 | 11,535,485 | 10,333,776 | 23,568,978 | 36,699,523 | 14,830,262 | 21,869,261 |
| 24 | 9,688,590 | 2,420,412 | 11,932,089 | 9,879,900 | 21,620,679 | 33,920,991 | 12,109,002 | 21,811,989 |
| 25 | 9,688,666 | 2,089,213 | 12,217,749 | 9,408,627 | 21,906,415 | 33,404,255 | 11,777,879 | 21,626,376 |
| 26 | 9,734,300 | 1,785,056 | 12,482,938 | 8,952,525 | 22,217,238 | 32,954,819 | 11,519,356 | 21,435,463 |
| 27 | 7,000,547 | 1,463,804 | 12,241,494 | 8,492,947 | 19,242,041 | 29,198,792 | 8,464,351 | 20,734,441 |

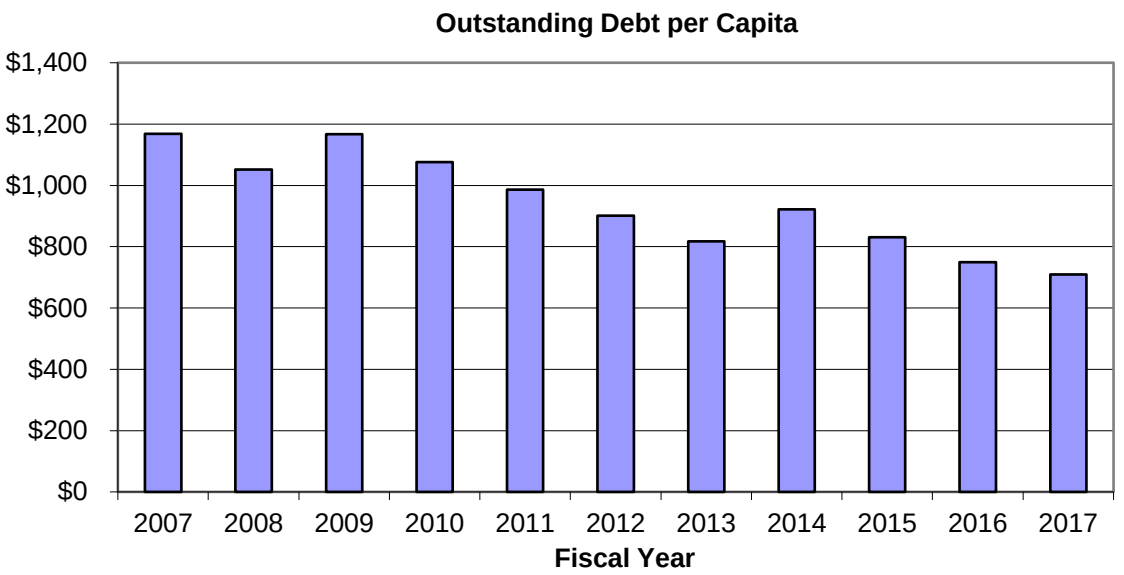
*FY14 does not include the early pay off of the 2003 GO bonds.*
**Represents principal and interest on existing bonds, existing installment contracts, and on debt that has been committed in FY 2016 and prior year budgets. It also includes debt impacts associated with the Adopted FY 2017 Capital Improvement Budget (CIB).*



# GENERAL FUND DEBT RATIOS




This chart compares total debt service paid out each year over an eleven-year period to total expenditures for the general fund. Total expenditures include reimbursements from the utility fund. These figures do not include any other transfers. The actual numbers on which this graph is based are included in the table at the bottom of this page.



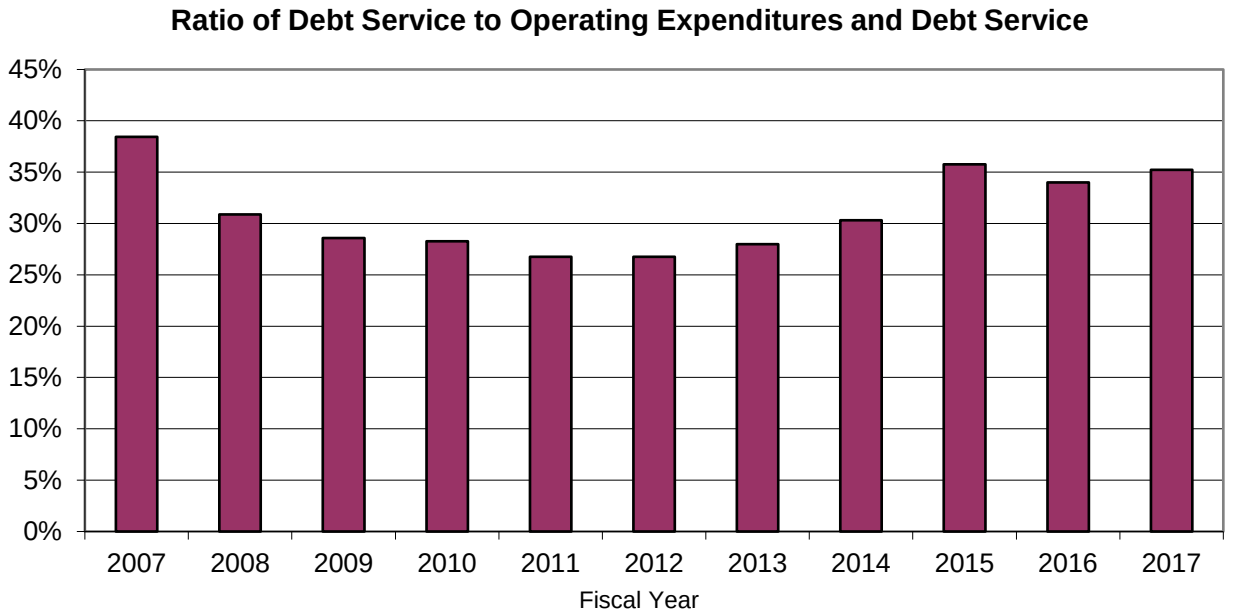

The Town issued $28 million in April 2009 for streets, parks and open space. The Town issued $32.915 million in February 2014 for streets, parks and fire as the first phase of the $80 million general obligation bond referendum approved by voters in November, 2012. The Town plans to issue $7 million installment purchase debt late in FY17 for a fire station and an evidence room.

| Fiscal Year End [2] | General Debt Service[1] | General Fund Total Expenditures | Ratio of Debt Service to Total Operating Exp. | Population Per Town of Cary Planning Department | General Outstanding Debt | Outstanding Debt per Capita |
|---|---|---|---|---|---|---|
| 2007 | $11,803,654 | $91,439,195 | 12.9% | 118,680 | 138,584,837 | 1,168 |
| 2008 | $11,417,899 | $99,925,292 | 11.4% | 125,699 | 132,161,620 | 1,051 |
| 2009 | $12,284,681 | $106,515,836 | 11.5% | 131,173 | 153,035,266 | 1,167 |
| 2010 | $12,370,118 | $106,221,359 | 11.6% | 135,264 | 145,471,927 | 1,075 |
| 2011 | $11,359,749 | $108,872,685 | 10.4% | 139,382 | 137,516,845 | 987 |
| 2012 | $13,487,794 | $116,450,837 | 11.6% | 142,257 | 128,139,167 | 901 |
| 2013 | $12,838,593 | $117,377,865 | 10.9% | 144,982 | 118,568,975 | 818 |
| 2014 | $10,036,774 | $124,815,402 | 8.0% | 149,851 | 138,185,204 | 922 |
| 2015 | $14,396,266 | $129,627,217 | 11.1% | 153,868 | 127,767,451 | 830 |
| 2016 | $14,168,534 | $147,846,855 | 9.6% | 158,059 | 118,466,747 | 750 |
| 2017 | $14,728,902 | $151,705,868 | 9.7% | 161,220 | 114,291,134 | 709 |

[1] Represents principal and interest. The FY 2014 debt service number does not include paying off the 2003 general obligation bonds of $6,065,638.

[2] Estimated population as of June 30 of each fiscal year.

# UTILITY FUND DEBT RATIOS




This chart compares debt service over an eleven-year period to utility operating expenditures and debt service. Operating expenditures include reimbursements to the general fund. These figures do not include any other transfers. The ratio of debt service to utility operating expenditures and debt service gradually decreased from 2007 through 2012; however it increased in 2013 and beyond due to issuing revenue bonds in FY13, GO bonds in FY14, revenue bonds in FY15 and a planned issuance of revenue bonds in FY17. These bonds were primarily issued for construction of the Western Wake Water Reclamation Facility and expansion of the Cary/Apex Water Treatment Plant.

| Fiscal Year | Utility Debt Service[1] | Utility Operating Expenditures and Debt Service | Ratio of Debt Service to Utility Operating Exp. |
|---|---|---|---|
| 2007 | $14,045,873 | $36,534,930 | 38.4% |
| 2008 | $12,549,645 | $40,641,847 | 30.9% |
| 2009 | $12,314,267 | $43,094,385 | 28.6% |
| 2010 | $12,799,985 | $45,287,574 | 28.3% |
| 2011 | $12,585,900 | $47,028,930 | 26.8% |
| 2012 | $13,353,847 | $49,926,331 | 26.7% |
| 2013 | $13,980,015 | $49,974,300 | 28.0% |
| 2014 | $16,496,224 | $54,440,382 | 30.3% |
| 2015 | $21,240,936 | $59,383,325 | 35.8% |
| 2016 | $23,104,112 | $67,945,318 | 34.0% |
| 2017 | $23,828,495 | $67,628,711 | 35.2% |

[1] Represents principal and interest.

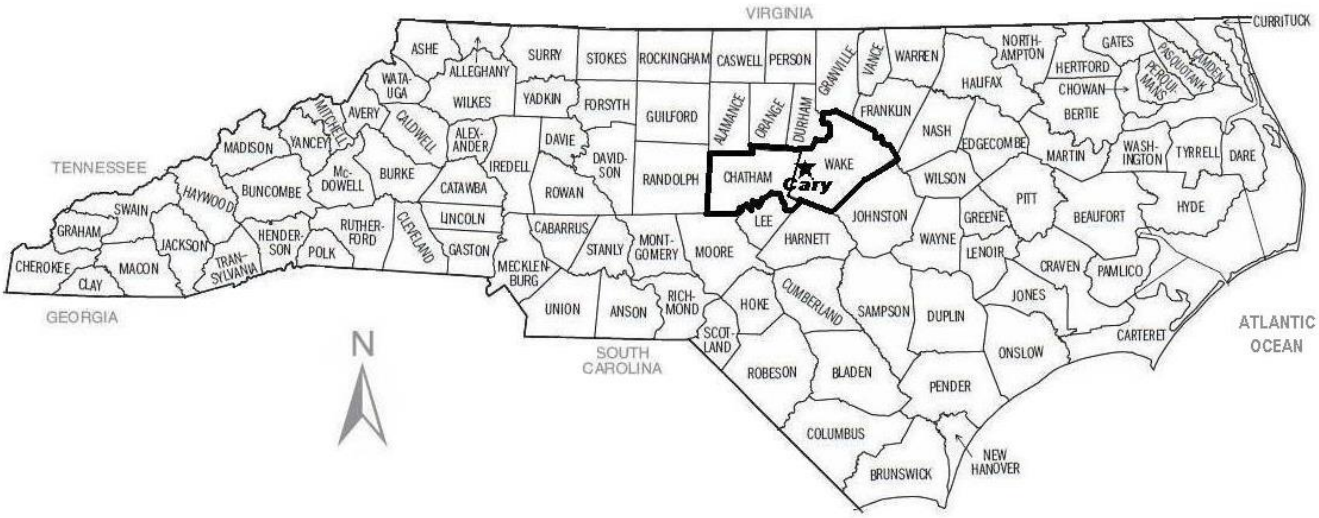
# HISTORY OF THE TOWN OF CARY

The Town of Cary, located in Wake and Chatham counties, is in North Carolina's Piedmont region. The Town is located just southwest of the City of Raleigh, which serves as both the state capital and Wake County seat. Cary is a major hub of residential development for employees of the State of North Carolina, North Carolina State University and the Research Triangle Park—an industrial, governmental and scientific research area adjacent to the northwestern Town limits. Cary is also home to a substantial mix of non-residential development including several major office parks and retail centers.

Cary began as a settlement called Bradford's Ordinary in 1750. In 1854, a farmer and lumber man named Frank Page bought three hundred acres of land and established several enterprises, including a sawmill, general store, inn and Post Office. Page named his development Cary after Mr. Samuel Fenton Cary, a prohibition leader from Ohio whom he admired. The extension of the railroad through Cary enabled the Town to flourish, and on April 6, 1871, the Town of Cary was incorporated. In 1963, the State Legislature amended the Town's charter to provide for a Council-Manager form of government. One council member is elected from each of four voting districts, and two council members and the mayor are elected at-large. All council members serve four year staggered terms with three council members elected one year and two years later the other four council members are elected.

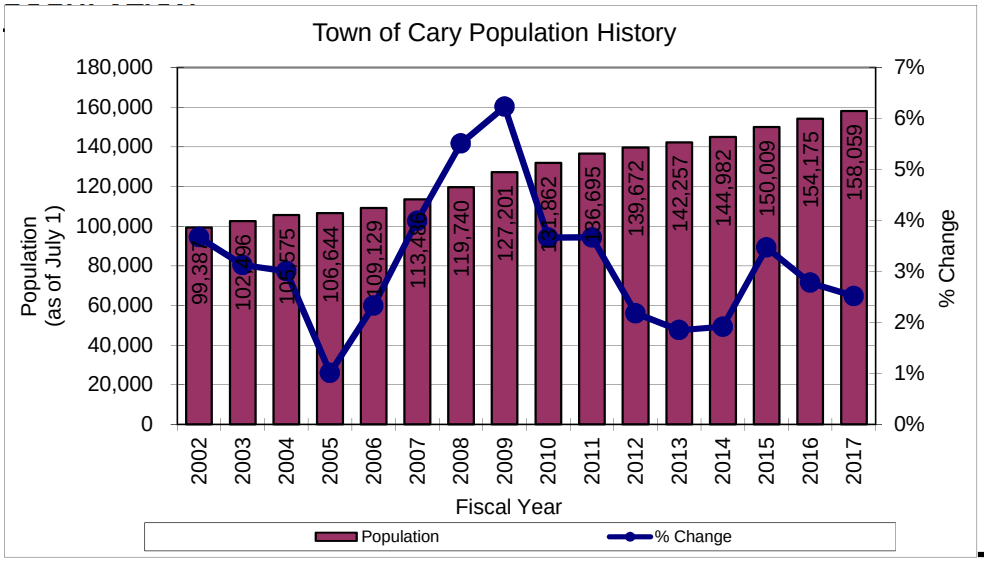
A prestigious, private boarding school developed in Cary during the late 1800's. This school later became famous as the first public high school in North Carolina. In 2002, the Wake County School System built a new elementary school on the same site. The Town reached an agreement with the school system to purchase the former Cary Elementary School building. The Town renovated the building and it is now known as the Cary Arts Center which opened summer of 2011.

The 1990 Decennial Census reported the Town's population to be 44,276. The 2010 Decennial Census reported the Town's population to be 135,234, indicating a growth rate of 43% since 2000, which was an average of 4.3% per year. The Town of Cary estimates its July 1, 2016 population to be 158,059.



# KEY FACTS AND STATISTICS

The following charts and graphs display various key facts and statistics about the Town of Cary. In addition to providing insight into the Town, this information plays an important role in the development of the annual budget. Some sections included herein contain estimated information for Fiscal Years 2014 and 2015.

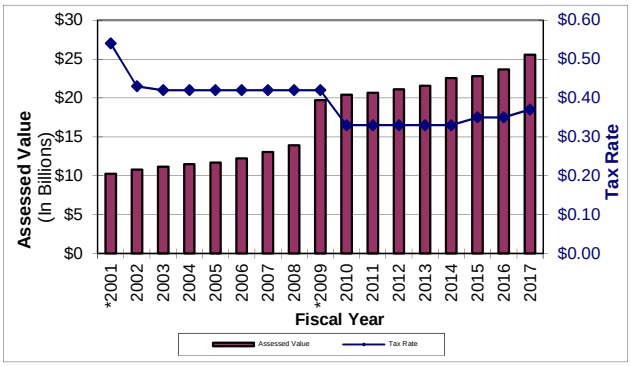


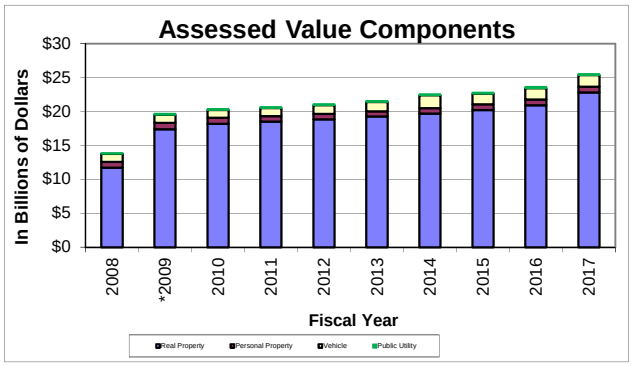

The Town of Cary's population continues to grow; however, the rate of growth decreased from 9% as of July 1, 2000 to 1% as of July 1, 2004 and is estimated at 2.8% for July 1, 2015.

All Sales Taxes, Wine and Beer Tax, and Powell Bill funds (in part) are distributed by the state or county based on the Town's percentage of total population for the county as calculated by the Office of State Planning (OSP) for July 1 of each fiscal year. If other municipalities within the county grow at a faster rate than Cary, the Town's proportionate share of the revenue to be distributed decreases.

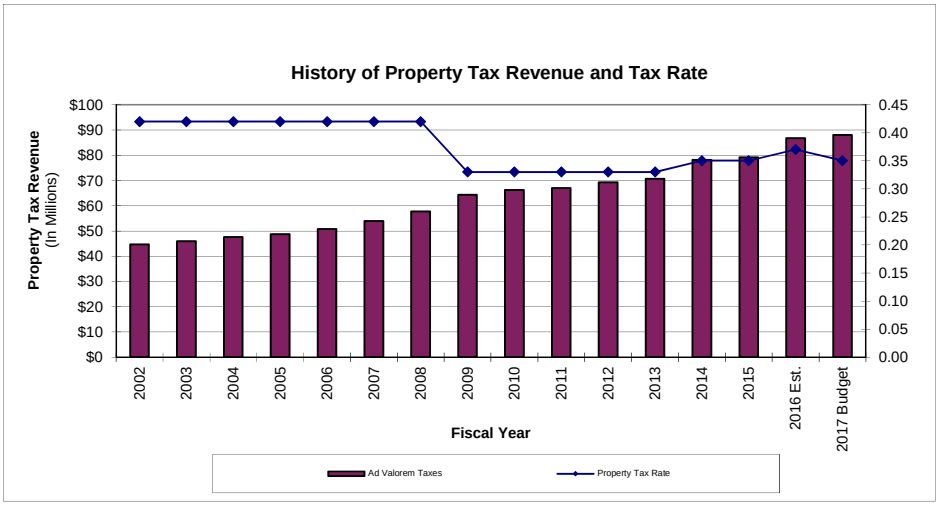
| | % Change FY 12 to 13 | % Change FY 13 to 14 | % Change FY 14 to 15 | % Change FY 15 to 16 |
|---|---|---|---|---|
| **Cary** | 1.9% | 1.9% | 3.5% | 2.6% |
| Apex | 1.9% | 3.0% | 4.4% | 5.4% |
| Fuquay-Varina | 5.5% | 4.4% | 4.4% | 4.4% |
| Garner | 0.2% | 0.2% | 0.6% | 1.5% |
| Holly Springs | 2.8% | 2.8% | 3.7% | 3.2% |
| Knightdale | 6.4% | 1.9% | 3.2% | 4.3% |
| Morrisville | 8.1% | 4.0% | 2.0% | 7.8% |
| Raleigh | 1.6% | 1.0% | 2.6% | 2.4% |
| Rolesville | 4.2% | 10.3% | 9.4% | 8.5% |
| Wake Forest | 2.6% | 5.0% | 6.3% | 6.5% |
| Wendell | 1.5% | 0.8% | 0.9% | 1.2% |
| Zebulon | 1.0% | 1.5% | 2.0% | 1.2% |

## ASSESSED VALUE and PROPERTY TAXES




* Effective year of property revaluation

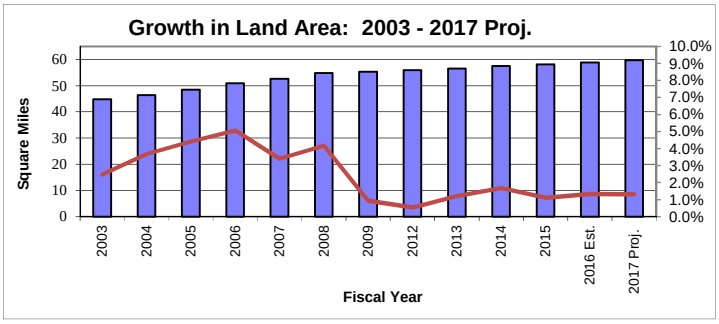


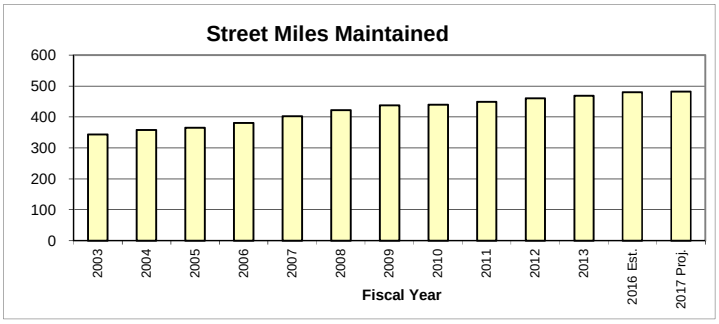

Assessed Value is a very important factor to the Town of Cary as the property tax revenue represents 56% of total general fund revenues. As represented by the three charts, the Town's assessed value has continued to climb. The current mix of assessed value is 69% residential and 31% commercial.

The tax rate was reduced from 54 cents to 43 cents in FY 2001 as a result of property revaluation in Wake county. The tax rate was further reduced to 42 cents in FY 2002 and remained steady until it was reduced to 33 cents in FY 2009, again as a result of property revaluation which was conducted every eight years in Wake County as directed by state statute. The 2 cents increase in FY 2014 supports debt repayment for a voter approved bond referendum for parks and street improvements as well as a new fire station.

The 2 cents increase in FY16 is a result of the voter approved bond referendum mentioned above. The tax rate will decrease 2 cents in FY17 as a result of the recent tax revaluation, which now occurs every 4 years.

## GROWTH IN LAND AREA AND STREETS



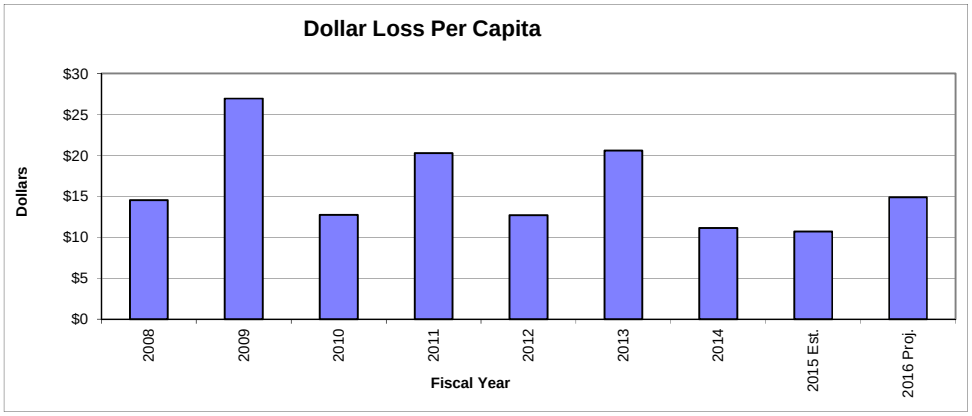

Cary continues to grow not only in population but also in land area. As the land area of Cary increases, so do the street miles maintained by the Town. In 1987 the land area was 27.03 square miles. As of July 1, 2016, that figure is estimated to be 59.69 square miles.

## FIRE

Number of Stations: Currently 9
Number of Authorized Employees: 222

| | Actual FY 2012 | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|---|---|---|
| Number of Fire Positions (includes three overhires) | 224 | 225 | 219 | 219 | 222 | 222 |
| Total Fire Loss in Dollars | $1,770,873 | $2,928,811 | $1,610,337 | $1,600,532 | $2,292,676 | $2,037,062 |
| Number of Emergency Calls | 7,161 | 7,383 | 7,592 | 8,238 | 8,491 | 8,556 |

The Town's plan review and building code inspection processes along with the Fire Department's risk management program are key to keeping the "Dollar Loss Per Capita" statistic low. The Fire Department conducts almost 5,000 inspections annually and strives to contact at least 10% of the population annually about fire and life safety techniques. The Fire Department is accredited by the Commission on Fire Accreditation International.



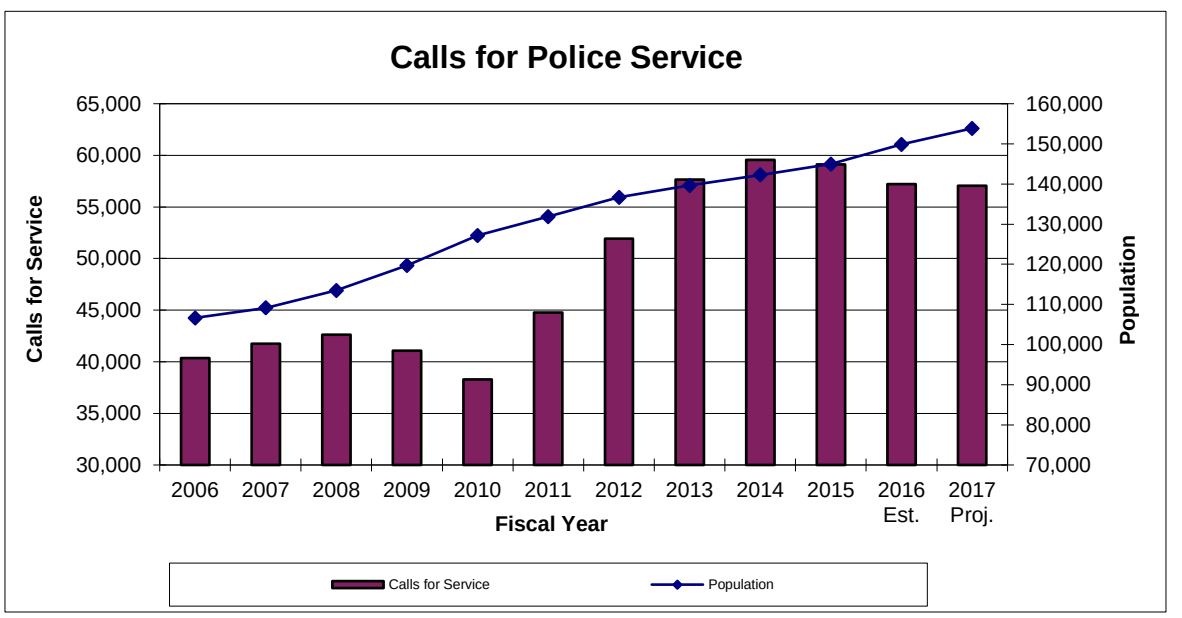
## POLICE

Number of Full-Time Equivalent Employees (FTE): 225.5 (Allowed 12 overhires for total of 237.5)

| | Actual 2012 | Actual 2013 | Actual 2014 | Actual 2015 | Estimated 2016 | Projected 2017 |
|---|---|---|---|---|---|---|
| Number of Police Positions | | | | | | |
| (includes eight Police and four Emergency Communications overhire postions) | 227.5 | 228.5 | 229.5 | 235.5 | 237.5 | 242.5 |
| Number of Sworn Officers | 184 | 187 | 188 | 194 | 195 | 201 |
| *Part I Crimes | 2,289 | 2,220 | 2,122 | 2,132 | 2,176 | 2,084 |
| **Part II Crimes | 3,067 | 2,691 | 2,581 | 2,528 | 2,628 | 2,532 |
| Arrests (Adult, over 16) | 1,870 | 1,744 | 1,707 | 1,537 | 1,488 | 1,717 |
| Arrests (Juvenile, under 16) | 129 | 127 | 121 | 91 | 50 | 116 |

*Part I Crimes: Murder, Rape, Robbery, Aggravated Assault, Burglary, Larceny, Auto Theft, Arson

**Part II Crimes: All others, including vandalism, drug violations, etc.

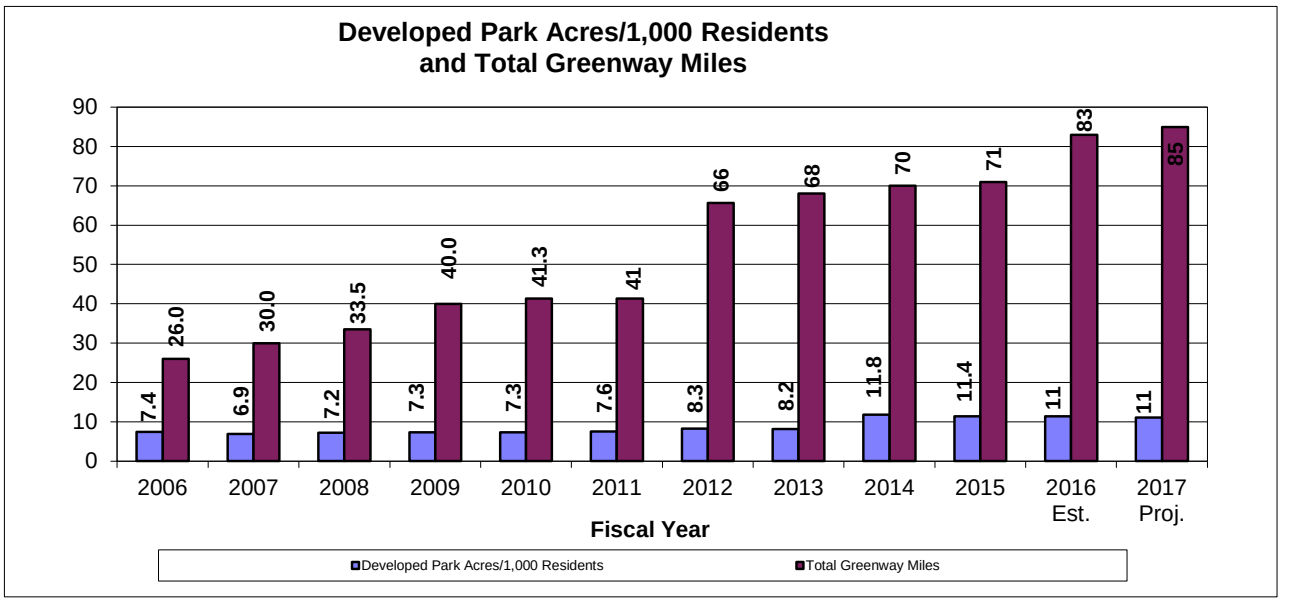



According to the Town's biennial survey, conducted in March 2016, 96.0% of the respondents feel safe in Cary. The population of the Town has increased by 13.16% in the last five years and there has been a 9.89% increase in calls for service.

## PARKS AND RECREATION

| | Actual 2012 | Actual 2013 | Actual 2014 | Actual 2015 | Estimated 2016 | Projected 2017 |
|---|---|---|---|---|---|---|
| Number of Parks (Town-owned) | 23 | 27 | 27 | 31 | 32 | 32 |
| Parks & Recreation Land in Acres | | | | | | |
| (Includesboth developed & undeveloped land) | 2,511 | 2,514 | 2,526 | 2,535 | 2,682 | 2,700 |
| Number of Soccer Fields | 25 | 25 | 25 | 25 | 25 | 25 |
| Number of Town Ballfields (Softball & Baseball) | 31 | 31 | 31 | 31 | 31 | 31 |
| Number of Greenways | 36 | 37 | 41 | 41 | 44 | 44 |
| Greenway Mileage | 66 | 68 | 70 | 71 | 83 | 85 |
| Number of Parks with Trail Systems | 17 | 17 | 17 | 19 | 12 | 12 |
| Park Trail Mileage | 11.10 | 11.10 | 11.10 | 11.75 | 11.00 | 12.00 |

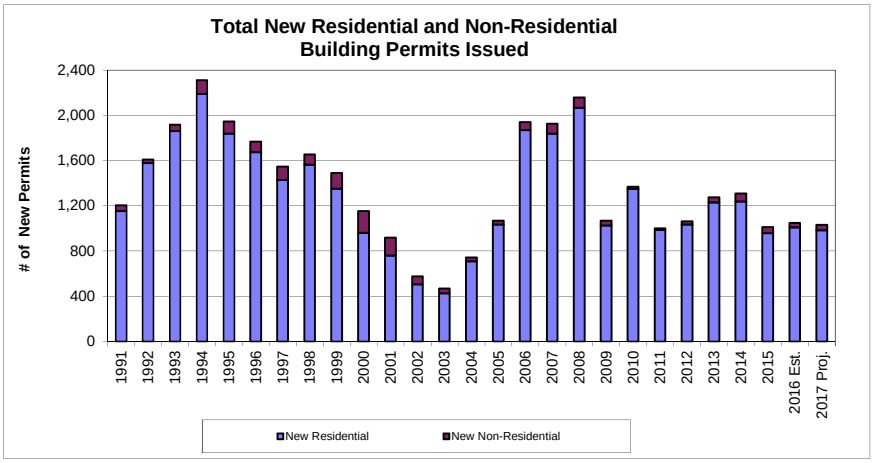
The Town of Cary has budgeted approximately $12.5 million during Fiscal Years 2015 and 2016 for Park & Greenway Renovation, Greenways, Neighborhood Parks, and Community Parks to enhance existing parks and recreation infrastructure. These investments will help meet goals of the Parks Master Plan.




*FY 2014 change in acreage is a result of WakeMed Soccer Park and Cary Tennis Park now being counted as developed park acres.

## INSPECTIONS AND PERMITS

| | Actual FY 2012 | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|---|---|---|
| Certificates of Occupancy Issued (new & existing buildings) | 981 | 1,074 | 1,172 | 1,044 | 1,095 | 1,070 |
| Number of Inspections Performed (new & existing buildings) | 58,879 | 68,915 | 73,649 | 67,483 | 70,260 | 68,871 |
| Number of New Residential Building Permits Issued | 1,032 | 1,228 | 1,238 | 958 | 1,007 | 982 |
| Number of New Commercial Building Permits Issued | 30 | 45 | 70 | 53 | 41 | 47 |
| Total Dollar Value of New Residential Building Permits (millions) | $245.3 | $279.6 | $291.5 | $265.6 | $262.7 | $263.9 |
| Total Dollar Value of New Commercial Building Permits (millions) | $44.1 | $87.9 | $159.7 | $103.6 | $209.5 | $150.9 |

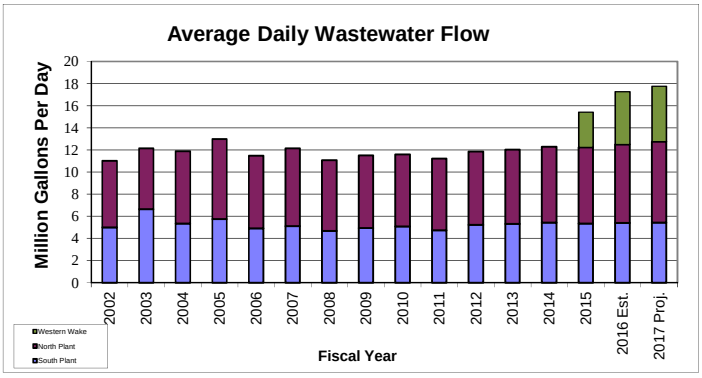


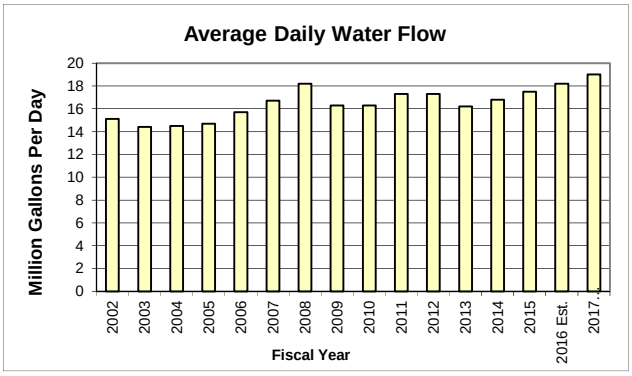

The number of new building permits issued is another representation of the Town of Cary's growth trend since 1990. From 1990 to 1994 there was a 172% increase in the number of new permits issued annually. This figure declined 394% from 1994 to 2003. Then this figure increased almost back to the same annual number of permits issued in 2008 as in 1994 increasing by 361%. The number of permits dropped 50% from FY 2008 to FY 2009. There was a 28% increase from 2009 to 2010 but projected 2015 is more in-line with 2009.

Note: 1990 - 1992 is by calendar year due to the data collection process for those years. 1993 and beyond reflects fiscal year data.

## UTILITIES

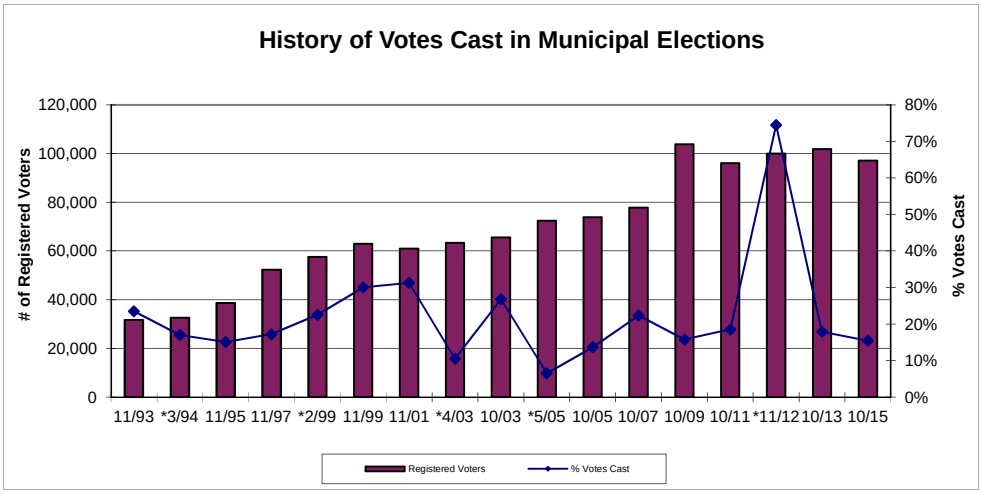
| | Actual FY 2012 | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|---|---|---|
| Number of Cary Retail Utility Customers * | 52,536 | 55,000 | 56,000 | 58,000 | 59,000 | 61,000 |
| Total Cary Meter Population * | 61,254 | 62,500 | 64,400 | 66,101 | 67,750 | 69,500 |
| ** A single customer may have multiple meters under one account, so both of these figures are included* | | | | | | |
| Number of Service Orders Written *(mostly new service installations, turn ons and shut offs)* | 29,266 | 29,100 | 34,050 | 35,000 | 32,250 | 35,000 |



# MISCELLANEOUS DEMOGRAPHICS AND STATISTICS

| | | |
|---|---|---|
| Median Age | 38.8 | per 2014 American Community Survey |
| Finished High School | 95.2% | per 2014 American Community Survey |
| Finished College | 61.8% | per 2014 American Community Survey |
| Median Family Income | $110,576 | per 2014 American Community Survey |
| Average Household Size | 2.74 | per 2014 American Community Survey |
| Owner Occupied Homes | 72.7% | per 2014 American Community Survey |
| Median Single Family House Sale Price | $311,700 | |
| Multi-Family Housing Growth (Fiscal Year 2014) | 3.4% | |
| Unemployment rate in Cary | 4.3% | as of April 2014 |
| Race per 2014 American Community Survey | 71.9% White, 14.1% Asian, 8.1% African American, 5.9% Other | |



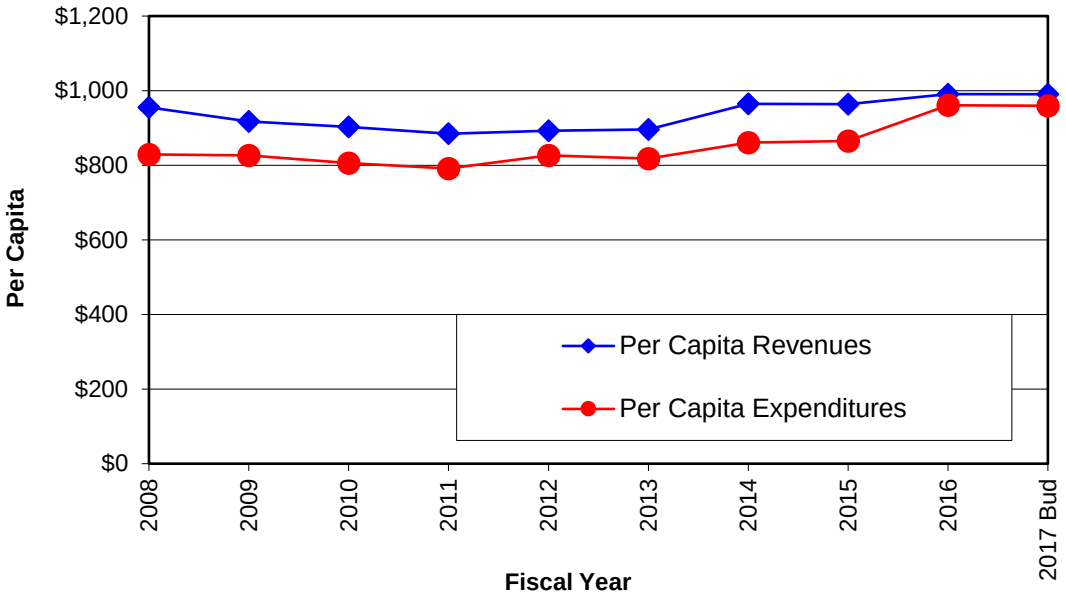

* Indicates a Bond Election. All other elections were for Council members with mayoral elections also in 1995, 1999, 2003, 2007, 2011, 2013, and 2015.

## TOP TEN TAXPAYERS IN CARY

| | Assessed Value | % of Townwide Valuation |
|---|---|---|
| SAS Institute, Inc. | 516,264,058 | 2.3% |
| Highwoods Realty LP | 169,015,244 | 0.7% |
| Cary Venture Limited Partnership | 106,973,545 | 0.5% |
| WMCI Raleigh LLC | 93,265,800 | 0.4% |
| Crossroads Plaza 1743 LP | 79,036,158 | 0.3% |
| Four Star Ventures LLC | 60,247,170 | 0.3% |
| KRG Parkside LLC | 57,147,116 | 0.2% |
| PFRS Crossraods | 56,874,575 | 0.2% |
| Bradford SPE LLC | 52,937,473 | 0.2% |
| Kellogg/Austin Quality Food | 52,446,961 | 0.2% |

*Source: Wake County Revenue Department Statistics and Reports*

# GENERAL FUND REVENUES AND EXPENDITURES PER CAPITA



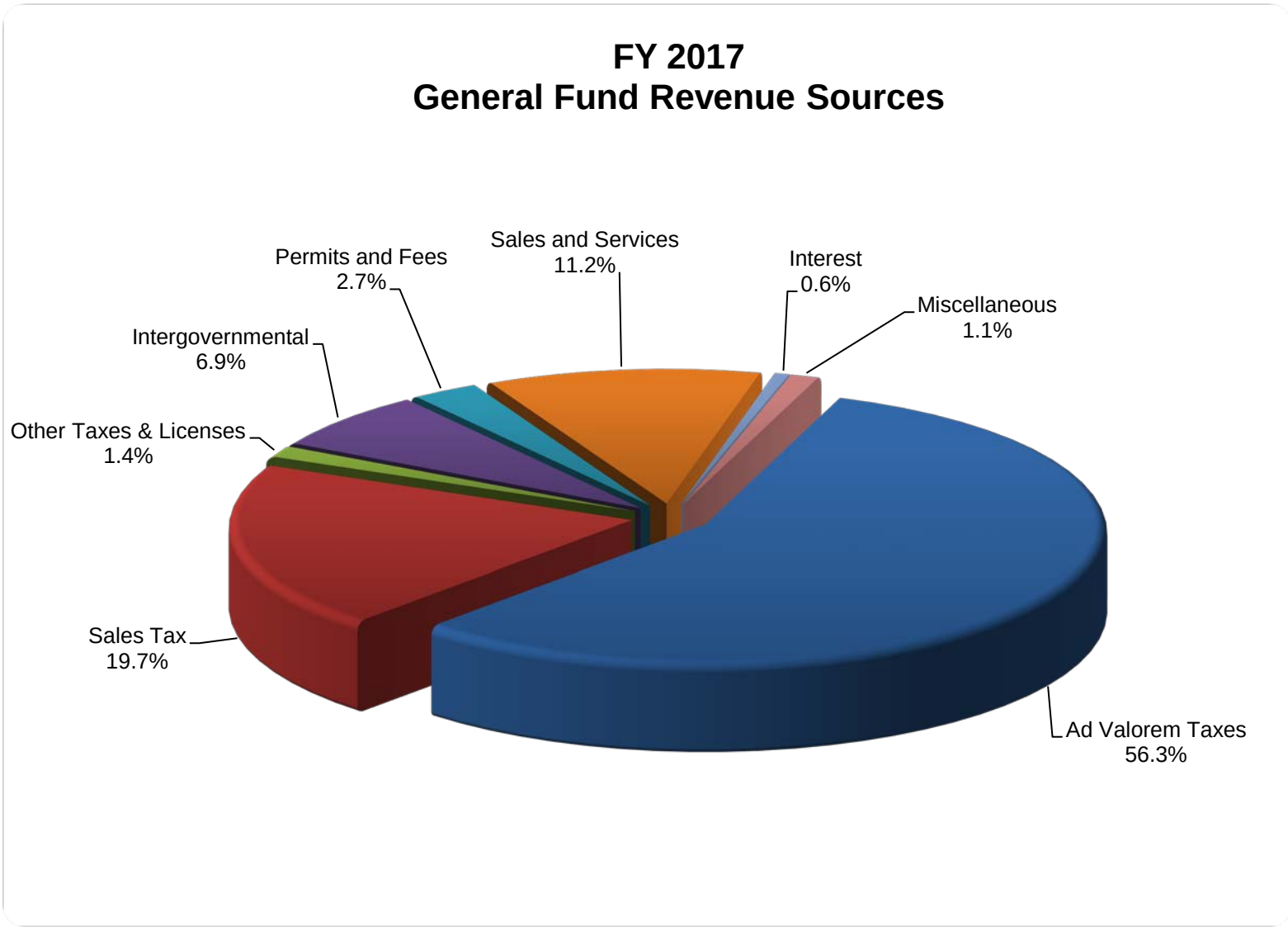

Expenditures do not include transfers. FY 2016 is adjusted budget and FY 2017 is adopted budget. FY 2014 expenses include a $6.1M for a pay down of debt. The revenue side of this is a transfer in of $4.5M from capital reserve and a $1.6M general fund fund balance appropriation which are not reflected because transfers are not shown.

| Fiscal Year | Per Capita Revenues | Per Capita Expenditures |
|---|---|---|
| 2008 | $956 | $829 |
| 2009 | $917 | $826 |
| 2010 | $903 | $806 |
| 2011 | $885 | $791 |
| 2012 | $892 | $827 |
| 2013 | $896 | $818 |
| 2014 | $964 | $861 |
| 2015 | $964 | $865 |
| 2016 | $991 | $961 |
| 2017 Bud | $990 | $960 |

Over the ten-year period from Fiscal Year 2008 through Fiscal Year 2017, per capita revenues have increased 3.63%. Per capita expenditures have risen 15.8%. The population of the Town has grown from approximately 119,740 at the beginning of FY 2008, to an estimated 158,059 for July 1, 2016, an increase of 32% over the same ten year period.

# GENERAL FUND REVENUES BY SOURCE

| REVENUE | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 | % Change 2016 / 2017 |
|---|---|---|---|---|---|---|
| Ad Valorem Taxes | $71,097,974 | $78,687,433 | $79,900,162 | $86,927,716 | $88,173,479 | 1.4% |
| Sales Tax | $24,008,964 | $25,894,844 | $28,211,446 | $29,724,707 | $30,854,751 | 3.8% |
| Other Taxes & Licenses | $3,238,396 | $3,353,116 | $3,439,225 | $2,080,938 | $2,117,455 | 1.8% |
| Intergovernmental | $7,977,694 | $9,089,072 | $11,033,870 | $10,702,070 | $10,853,781 | 1.4% |
| Permits and Fees | $4,603,590 | $5,073,496 | $3,872,782 | $4,069,000 | $4,283,620 | 5.3% |
| Sales and Services | $14,260,436 | $15,499,106 | $15,842,820 | $16,630,353 | $17,508,919 | 5.3% |
| Interest | $211,791 | $602,837 | $616,400 | $717,624 | $928,250 | 29.4% |
| Miscellaneous | $2,021,895 | $1,620,085 | $1,564,749 | $1,600,389 | $1,792,760 | 12.0% |
| **TOTAL** | **$127,420,740** | **$139,819,989** | **$144,481,454** | **$152,452,797** | **$156,513,015** | **2.7%** |

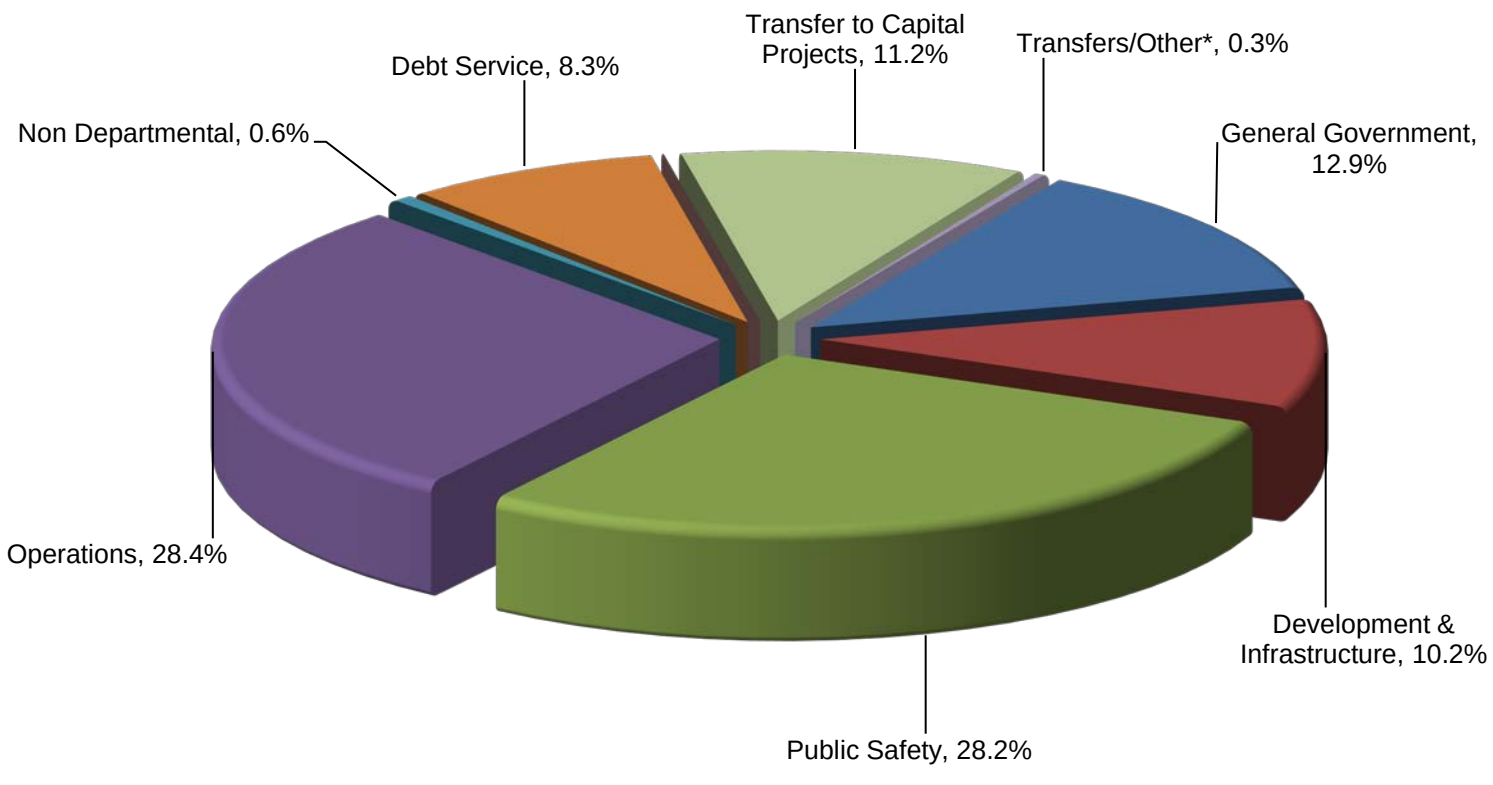


# GENERAL FUND EXPENDITURES AND TRANSFERS BY FUNCTION

| EXPENDITURE TYPE | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 | % Change 2016/ 2017 |
|---|---|---|---|---|---|---|
| General Government | $14,109,644 | $15,810,298 | $16,566,734 | $21,440,360 | $22,105,150 | 3.1% |
| Development & Infrastructure | $10,967,704 | $11,018,150 | $14,580,348 | $17,500,842 | $17,416,438 | -0.5% |
| Public Safety | $40,551,951 | $41,680,461 | $43,465,928 | $46,163,207 | $48,277,941 | 4.6% |
| Operations | $38,665,438 | $40,685,195 | $41,308,276 | $47,314,363 | $48,706,956 | 2.9% |
| Non Departmental | $0 | $0 | $0 | $953,900 | $1,063,143 | 11.5% |
| Debt Service | $12,121,418 | $15,621,298 | $13,705,931 | $14,474,183 | $14,136,240 | -2.3% |
| subtotal Operating Expenses | $116,416,155 | $124,815,402 | $129,627,217 | $147,846,855 | $151,705,868 | 2.6% |
| Transfer to Capital Projects | $6,565,267 | $16,263,424 | $12,897,595 | $10,466,999 | $19,111,000 | 82.6% |
| Transfers/Other* | $995,381 | ($3,932,050) | $1,289,117 | $540,738 | $511,545 | -5.4% |
| **TOTAL** | **$123,976,803** | **$137,146,776** | **$143,813,929** | **$158,854,592** | **$171,328,413** | **7.9%** |

* "Transfers/Other" represents reimbursements from the utility fund, police separation allowance, self-insurance, class and pay study impacts, water and sewer payments, insurance and bonds, reimbursement from the internal service fund. Please note that in FY 2014 this also includes a transfer in from Capital Reserve Fund Balance of $4.5M to pay majority of the $6.1M Debt pay off that is reflected in the increase in Debt Service payment in FY 2014. "Transfers/Other" and " Transfer to Capital Projects" are combined as "Transfers" in the pie chart below.

## FY 2017
## General Fund Expenditures and Transfers



# REVENUE SOURCES AND TRENDS

## General Fund

As a matter of general policy, revenue estimates during the 1990s were budgeted very conservatively, leading to contributions to fund balance and the ability to avoid revenue shortfalls due to unexpected weakness in the local economy or a slow-down in the rate of construction activity. A shift to more realistic budgeting of revenues began in FY 1999, and this approach has continued since. FY 2017 budgeted revenues for the general fund are projected to increase 2.7% over estimated FY 2016 revenues, and FY 2016 estimated revenues are projected to increase 5.5% over actual FY 2015 revenues.

The general fund's major revenue source is the property tax. This revenue source experienced double-digit growth rates in the 1990s, but growth has slowed significantly since the 2008-09 recession as construction declined and North Carolina municipalities effectively lost the ability to initiate annexations of land. The Town has only increased its tax rate twice during the last 25 years, both increases being to cover the cost of bond repayment. The tax rate was reduced from 54 cents to 43 cents in FY 2001 as a result of property revaluation in Wake County. The tax rate was further reduced to 42 cents in FY 2002 and remained steady until it was reduced to 33 cents in FY 2009, again as a result of property revaluation. Property taxes increased by two cents in FY 2014 to repay debt service associated with the issuance of $40 million of the $80 million of general obligation bond debt approved by Cary voters in November 2012. A second 2 cent tax increase was adopted for FY 2016 to cover the debt service associated with the remaining $40 million in voter approved general obligation bond debt, bringing the tax rate to 37 cents. The rate was reduced to 35 cents for FY 2017 as a result of the Wake County revaluation.

Actions taken by the North Carolina General Assembly over the past 25 years have had a lasting impact on Cary and other North Carolina local governments. Most of these actions eliminated locally levied taxes and replaced them with State-imposed taxes that are shared with local governments.

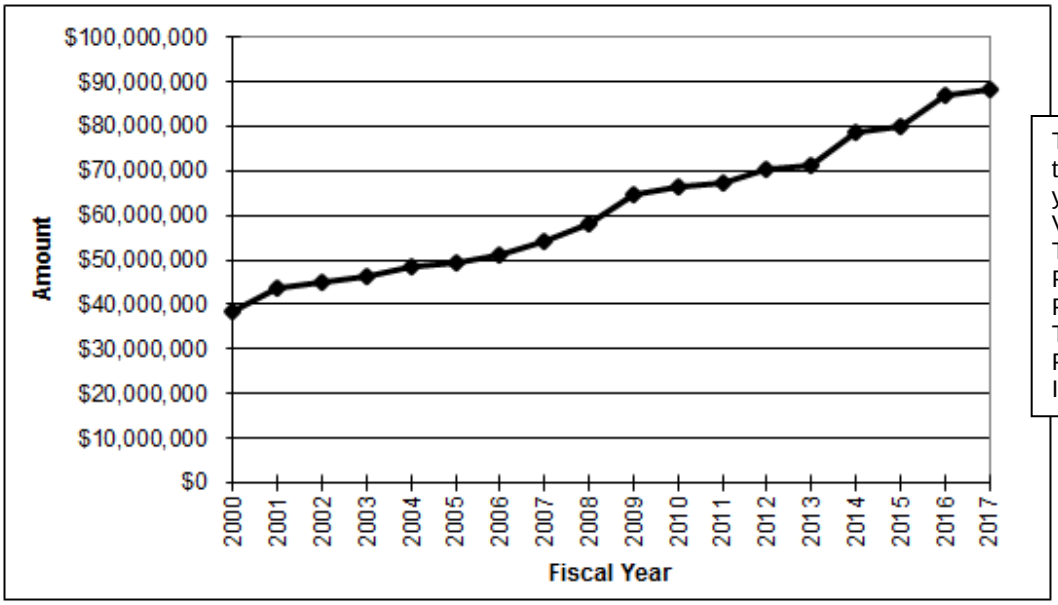
During the 1993 session, the Legislature converted the local beer and wine tax and utility franchise taxes on gas and electricity to State taxes with an automatic local distribution, effective in FY 1996. In 1998, the General Assembly changed the natural gas portion of the utilities franchise tax to a natural gas excise tax based on consumption.

In 1995, the General Assembly repealed the state's intangibles tax on stocks, bonds, and bank deposits, a portion of which was allocated to local governments. The state reimbursed local governments for this lost revenue based on the prior year's allocation level, with no growth factor, until the reimbursements were repealed effective July 2002. These reimbursements were replaced with a new one-half cent sales tax (Article 44) beginning in December 2002. That tax was eliminated in 2007 as part of a swap of Medicaid responsibilities with counties and municipalities were provided with a hold-harmless payment to make up for the lost revenue.

Legislation passed during the 2001 session repealed the local utility franchise tax on telephone companies and replaced it with a distribution of State sales tax on telecommunications. In 2006 the General Assembly eliminated county and city authority to award or renew a franchise for cable service and replaced local cable franchise fees with a distribution of from State sales taxes on cable/satellite TV subscriptions and telecommunications services. In 2013, tax reform legislation replaced the State franchise taxes on electricity and natural gas with a sales tax and set a formula for distributing a share of the revenue to municipalities.

Descriptions of major revenue sources and their related trends follow. Graphs showing prior years of actual data, FY 2016 estimated revenues, and FY 2017 budgeted revenues appear for each revenue category.

**Ad Valorem Taxes = $88,173,413**




This includes the current year Ad Valorem Taxes and the Prior Year Property Taxes, and Penalties & Interest.

## Ad Valorem Taxes Revenue Detail:

## Current Year Ad Valorem Taxes = $87,958,479

The Town of Cary property (ad valorem) tax rate for FY 2017 is 35 cents per $100 of assessed property value which is estimated at $25.6 billion in FY 2017. The ad valorem tax on property is the Town's major revenue source, representing 56% of all general fund revenues. Property categories assessed include real property (land, buildings, and improvements), personal property (business machinery and equipment, unlicensed vehicles like boats, etc.), vehicles, and public service (railroads and energy) providers. In accordance with North Carolina General Statute 160A-209, the Town levies property (ad valorem) taxes on July 1, the beginning of the Town's fiscal year, for property in place as of January 1 of that same calendar year. Property taxes are assessed and collected by Wake and Chatham Counties and remitted to the Town throughout the year. These property taxes are separate from those levied by Wake and Chatham counties. The taxes are due on September 1, but interest does not accrue until the following January 6.

Beginning in FY 2014, the North Carolina General Assembly passed a new law creating a combined motor vehicle registration renewal and property tax collection system (Tag & Tax System). The new law transfers the responsibility of motor vehicle tax collection for the Town of Cary from both Wake and Chatham County Revenue Departments to the Division of Motor Vehicles (DMV). Vehicle tag renewals and vehicle property taxes will now be combined on the same bill sent by DMV. During the first year of implementation (FY 15), tax and tag collected 15 months of vehicle value, rather than 12 months.
The FY 2017 budget includes a 1.4% projected increase over the FY 2016 revenue estimate for this category. Projections of assessed value are provided by the Tax Assessors of Wake and Chatham Counties. The revenue projections assume a 98 percent collection rate on real and personal property, and 99 percent collection on vehicles. The real and personal property collection rate is slightly below historical performance in order to be conservative about projecting the largest source of revenue.

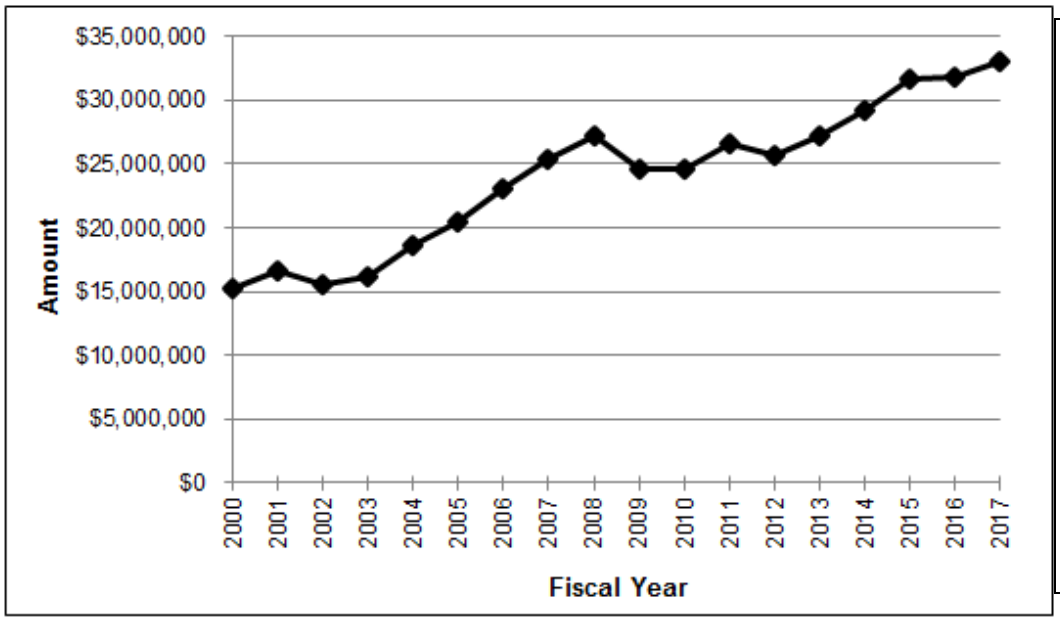
### Prior Year Property Taxes: = $150,000

This revenue consists of late property tax payments from previous fiscal years received in the current fiscal year. FY 2017 is budgeted to be the same as the FY 2016 estimated revenue. This amount fluctuates each year and generally is well above the $150,000 used in the budget. Because collection rates in Wake County have increased recently, prior year collections are expected to be close to the budgeted amount in the future.

### Penalties & Interest = $65,000

This revenue comes from the fines and interest applied to overdue property taxes. FY 2017 is budgeted to be the same as the FY 2016 estimated revenue.

### Other Taxes & Licenses = $32,972,206




The major revenue source within this category is Sales Tax, budgeted in FY 2017 at $14.1 million for the one-cent tax and $16.7 million for the three half-cent taxes. As the graph indicates, this revenue source was affected by both the 2002 and 2009 recessions.

Other Taxes and Licenses" also includes ABC revenue, privilege licenses, occupancy tax, and pet licenses.

### Other Taxes & Licenses Revenue Detail:

### ABC Revenue = $879,884

Pursuant to North Carolina General Statute 18B, ABC taxes are distributed quarterly by the county alcohol control board based on the ad valorem levy from the previous year after expenses are deducted for law enforcement, education, and rehabilitation according to North Carolina General Statute 10A-15(14). The FY 2017 budget is projected to increase 3% over the estimated FY 2016. The growth rate for this revenue source varies greatly from year to year and is not closely tied to changes in population or other demographic variables, so a conservative growth rate is used.

### One-Cent Sales Tax (Article 39) = $14,151,063

Wake and Chatham counties levy a one-cent local sales tax on all retail sales, lease, or rental of tangible personal property, rental of motel or hotel rooms, and rendering of services according to Article 39 of North Carolina General Statute 105. Proceeds of the one-cent sales tax are distributed to municipalities in each respective county by a formula based on county point of sale. Once the county share is determined, municipalities and the county itself receive funding based on population within the respective

county as recorded by the North Carolina Office of State Planning. Sales tax receipts are received monthly with the fourth quarter of each calendar year traditionally being the highest and first quarter being the lowest. The one cent sales tax revenues dipped in FY 2003 to $7.8 million in association with the declining economy. After a strong recovery through FY 2008, the tax then experienced several years of declining revenue due to the 2008-09 recession. This revenue has recovered to levels higher than 2008. An increase of 5% is expected in FY 2016, with a 3.9% increase anticipated in FY 2017. The more conservative growth rate reflects the national slowdown in manufacturing activity, expected interest rate hikes, and uncertainty related to the 2016 elections, all of which suggest slower consumer spending growth in FY17.

### Half-Cent Sales Taxes (Articles 40 and 42) = $12,559,365

The North Carolina General Assembly authorized the half-cent sales tax as a local county option. Two half-cent sales taxes exist and both are currently collected statewide and then distributed to counties on a per capita basis according to Articles 40 and 42 North Carolina General Statutes 105. As of October 1, 2009, the Article 42 local option sales tax is distributed to municipalities based on county point of sale. Wake and Chatham county totals are then distributed to the municipalities therein and the county itself based on population as recorded by the North Carolina Office of State Planning. Prior to FY 2000, 70% of the total was budgeted in the general capital reserve and 30% in the utility capital reserve. In FY 2000, the Local Government Commission began requiring all sales tax revenue to be budgeted in the general fund as unrestricted revenue. FY 2016 revenue is estimated to increase by 5.2% over FY 2015, and FY 2017 budget revenues represent a 3.8% increase over FY 2016. Sales tax receipts are received monthly with the fourth and first quarters of each calendar year being the highest and lowest, respectively. As with the Article 39 tax, a more conservative growth rate was chosen for FY 2017.

### Hold Harmless (Article 44) = $4,144,323

The North Carolina General Assembly, as a local county option, authorized this half-cent sales tax with proceeds going to counties and municipalities. Both Wake and Chatham counties approved this new half-cent sales tax which took effect in December 2002 as a replacement for the repealed intangibles tax and inventory tax reimbursements, which were both repealed effective July 1, 2003. This tax was different from the other sales taxes because it is not charged on food, and its distribution method is 50% on point of sale and 50% on per capita.

In 2007, the state passed legislation to have the state assume county Medicaid costs, thus eliminating the Article 44 local option sales tax. Effective October 1, 2008, the state took over one quarter cent of the Article 44 sales tax as authorized by North Carolina General Statute 105, and effective October 1, 2009, the state took over the remaining one-quarter cent. The legislation provides for municipalities to be completely reimbursed for the loss of their share of tax revenues, accounting for growth. The first one-quarter cent has been replaced by a payment equal to 50% of the amount the Town receives from the Article 40 sales tax, and the second one-quarter cent has been replaced by a payment equal to 25% of the Town's share of the Article 39 sales tax. These payments come from Wake and Chatham counties' share of sales tax revenues, but and is paid directly to the Town by the NC Department of Revenue. FY 2017 is budgeted at an increase of 3.5% over the FY 2016 estimated receipts.

## Occupancy Tax = $1,133,000

- **Occupancy Tax in Wake County**
  Wake County is authorized to levy an occupancy tax according to North Carolina General Statute 160A. Prior to 1991, the Town levied a separate occupancy tax. However, in 1991, the General Assembly amended the statute, repealing municipal authority to levy an occupancy tax in Wake County. In exchange for Cary's loss of its taxing authority, the amendment provided for a share in Wake County's occupancy tax revenues. The occupancy tax is 6% of the net receipts reported for all hotel and motel rooms in Wake County. Because Cary receives a flat 5% of the total occupancy tax revenues collected in the county, there is very little correlation between hotel/motel activity in Cary and the revenue the Town receives. Historical figures indicate Cary businesses generate approximately 20% of all occupancy taxes collected within Wake County. FY 2016 is estimated at an increase of 6.2% over FY 2015, and FY 2017 is budgeted at an increase of 3% over FY 2016 estimated receipts.

- **Occupancy Tax in Chatham County**

  Senate Bill 1679, Chapter 642 was ratified by the North Carolina General Assembly with an effective date of July 1, 2004. This legislation grants Chatham County the authority to levy an occupancy tax of up to 3% of the gross receipts derived from the rental of any room, lodging or similar accommodations within Chatham County. The 3% rate has been effective since FY 2011. However, Chatham County's legislation does not state that occupancy tax revenue generated in the county must be shared with its municipalities. Therefore, the Town of Cary receives no occupancy tax funding from Chatham County.

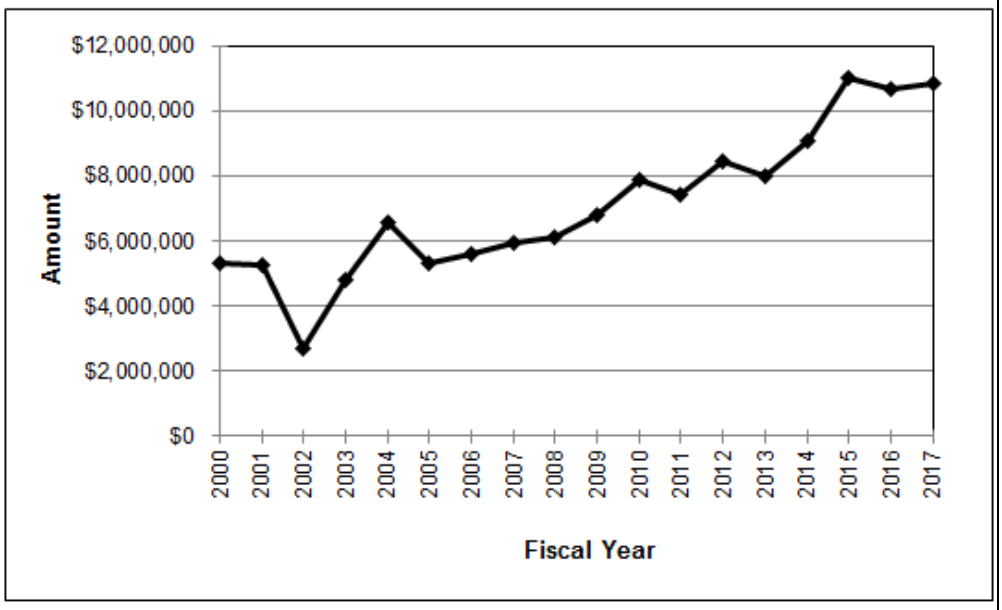
## Pet Licenses = $6,571

The Town collects a one-time license fee from pet owners for every dog and cat tag issued in accordance with North Carolina General Statute 160A-212. The current license fees are $50 for non-neutered pets and $10 for neutered pets. In FY 2006, the Town experienced a large growth in pet tags issued based on the requirement that owners show proof of registration before being allowed access to the Town's new dog park, which opened in January of 2006. FY 2017 is estimated to decrease 6% from estimated FY 2016.

## Rental Vehicle Tax = $98,000

Session Law 2000-2 was signed into law on May 17, 2000 and is entitled "An Act to Repeal the Property Tax on Certain Vehicles Leased or Rented under Retail Short-Term Leases or Rentals and to Replace the Tax Revenue with a Local Tax on Gross Receipts Derived from Retail Short-Term Leases or Rentals". As a result of this law, the new gross receipts tax was put into place, and the Town of Cary recognized revenue beginning in December 2000. FY 2017 is estimated to increase 3.2% over the estimated FY 2016 revenues, which represents the average growth in the post-recession environment.

**Intergovernmental Revenues: $10,853,781**




The major revenue sources in this category are the utilities franchise tax and wireless communications sales tax, which are budgeted at a combined $9,025,355 in FY 2017.

The drop in FY 2002 is due to the Governor withholding $2.4M to help balance the state budget.

FY 2004 includes disaster reimbursement for the ice storm in December 2002 and Hurricane Isabelle.

## Intergovernmental Revenues Detail:

### Utilities Franchise Tax = $7,879,499

Prior to FY 2015, the State of North Carolina levied a tax on the gross receipts of electricity companies and a tax on the volume of piped natural gas sold by gas companies. Municipalities received a portion of the gas and electricity taxes generated within their corporate limits. Effective July 1, 2014, the franchise taxes were repealed and the general sales tax rate is applied to the sale of electricity and piped natural gas. From the proceeds of that sales tax, 44 percent is distributed to municipalities. Each municipality receives an amount equivalent to at least the electricity and gas franchise tax distribution that it received in FY 2014. If there is insufficient revenue to provide each municipality with the same distribution that it received in FY 2014, then each municipality's distribution will be reduced proportionally. If there is excess sales tax revenue after matching each municipality's FY 2014, then each municipality will receive a share of the excess based on its ad valorem tax levy as a percentage of the total municipal ad valorem tax levy. Utilities taxes continue to be received quarterly from the State, with the highest receipts expected in the fourth quarter of the fiscal year. During the first year of implementation, revenues were significantly higher than projected for electricity and significantly lower for natural gas, both of which were the result of estimation errors by legislative staff of the effect of the legislation. Because this is a new method of taxation and distribution, the FY 2017 budget projects a very conservative 3.1% increase over the estimated FY 2016 revenues.

### Wine and Beer Tax = $685,137

The State of North Carolina levies this tax on alcoholic beverages, and a municipality may share in the revenues if beer or wine is sold legally within its jurisdiction according to North Carolina General Statute 105-13.82. The statute provides that the state shares 23.75% of state beer tax collections, 62% of state unfortified wine tax collections and 22% of state fortified wine tax collections with local government units. The proceeds are distributed within 60 days of March 31, and local portions are based on the Town's population as recorded by the North Carolina Office of State Planning. Governor Easley withheld $400,000 of this revenue in FY 2002 and in FY 2010 the General Assembly temporarily reduced the local share of the tax to help balance state budgets. FY 2017 is budgeted at an increase of 5% over estimated

FY 2016 revenues based upon national beer and wine sales projections and growth in the Town's population.

### Telecommunications Sales Tax = $1,145,856

Prior to FY 2004, this revenue was budgeted with the utility franchise tax. This revenue represents the Town's share of the state gross receipts tax on telecommunications providers, and like the utilities franchise tax, revenue is received quarterly. The FY 2017 budget is projected to decrease by 5% from the estimated FY 2016 revenues to reflect the downward trend in taxable revenues in this industry.

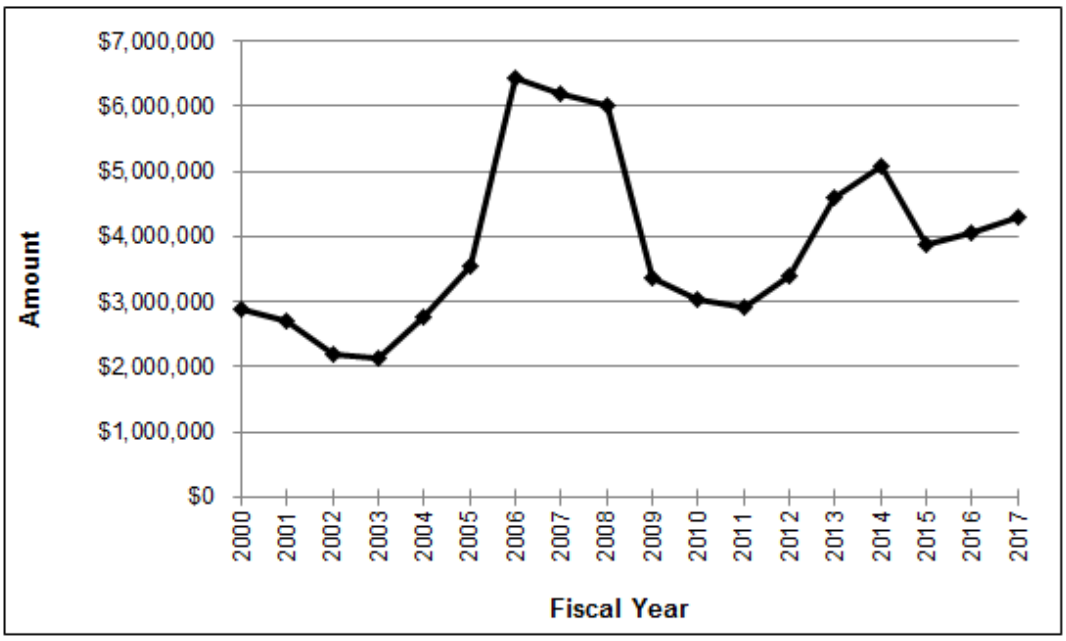
### Video Programming Sales Tax and PEG Channel Distribution = $900,448

The NC General Assembly approved a change related to this revenue source via its approval of House Bill 2047 regarding video franchising during the 2006 short legislative session which became effective January 1, 2007. This bill makes the state the franchising authority for video services and preempts local government franchising authority. Under this arrangement, franchise fee revenue is made up through state distribution of local shares of sales tax collections on telecommunications, cable, and satellite television services and includes video programming sales tax and PEG channel distribution. From January 1, 2007 through the end of FY 2009 the Town of Cary also received a small cable TV franchise fee from the local cable company for items in the Town's pre-existing franchise agreement that were not covered by the state law that took effect. Sixty-percent of the video programming sales tax revenue goes to the general fund and forty-percent goes to the general capital reserve fund, while the full PEG channel distribution goes to the general fund. Video programming sales tax is projected to decrease by 2% in FY 2017 from estimated FY 2016 revenues to reflect the downward trend in taxable revenues in these industries. PEG channel distribution in the amount of $27,972 is budgeted in FY 2017, a 0.8% increase over the FY 2016 estimate.

### High School Resource Officer Reimbursement = $151,352

This revenue is a fixed reimbursement ($37,838 per officer) from Wake County for the provision of one police officer in each of the four public high schools in Cary (Cary, Green Hope, Middle Creek and Panther Creek).

**Permits and Fees: $4,283,620**




Fees for new building permits are the major revenue source for this category, budgeted at $2.6 million in FY 2017. This category also includes various permits and fees detailed below.

The revenues in the Permits and Fees category depend heavily upon the level of new construction activity.

## Permits and Fees Revenue Detail:

### Building Permits = $2,626,000

The Town charges these fees for providing construction permits, plan reviews, and inspection services to applicants in accordance with North Carolina General Statute 160A-414. Applicants must pay the fees at the time of permit issuance. Building permit fees were increased by 5% each year in FY 2014 and FY 2015. FY 2016 revenues are estimated to be 2.5% less than FY 2015 actuals based on a decline in single family permits and a lack of permits for large multi-family and commercial projects. FY 2017 is budgeted at a slight increase of 1% over FY 2016 estimated revenue.

### Pavement/Curb Cuts = $20,000

Pursuant to North Carolina General Statute 160A-414, the Town charges this fee for permission to cut and repair a curb. This revenue fluctuates with the rate of new construction. FY 2017 is budgeted same level as the FY 2016 estimated.

### Rezoning/Variance Fees = $60,600

These are charges the Town collects to cover the administrative and advertising costs of public hearings for a rezoning or variance. FY 2017 is budgeted at an 89.4% increase over the FY 2016 estimated to reflect a fee increase as a result of the fee study completed in FY16.

### Site Plan/Final Review Charge = $307,150

The Town collects a fee from individuals to cover the costs of filing and reviewing site plans and for the final review of all subdivisions as authorized by North Carolina General Statute 160A-414. FY 2017 is budgeted at a 70.6% increase over the FY 2016 estimated to reflect a fee increase as a result of the fee study completed in FY16.

### Inspection Fees = $444,400

These fees include commercial site inspections, street sign inspections, extra inspections, and re-inspection fees. Applicants pay commercial site inspection fees of $515 per developed acre when a site plan approval is granted. Re-inspection fees are charged when an inspector is called back out to a site, and an additional fee is charged for inspections conducted at night or on weekends. FY 2017 is budgeted at a 12.5% increase over the FY 2016 estimated.

### Sign Permits = $30,470

These fees are charged for the placement of temporary and permanent signs. FY 2017 is budgeted at a 38.5% increase over the FY 2016 estimated to reflect a fee increase as a result of the fee study completed in FY16.

### Traffic Impact Analysis Reimbursement = $225,000

Developers must pay this fee before site plans are submitted for analysis of traffic impacts from the development. The Town charges developers 90% of the cost and the Town pays for the remaining 10%. The Town also pays for traffic studies related to park and capital projects. The average cost of a study is approximately $10,000. FY 2013 was an unusually high year for these studies. In FY 2016 traffic impact analysis revenue is projected to increase by 39% from FY 2015; and FY 2017 is budgeted at a 12.5% increase over FY 2016 estimated

### Grading Permits = $230,000

Per North Carolina General Statute 160A-414, the Town charges these fees to developers (commercial and residential) based on the amount of acreage denuded by the development. These fees were changed in FY 1999 from a flat charge to a rate of $165 per denuded acre. Effective in FY 2007 the fee was increased to $500 per denuded acre. FY 2017 is budgeted to be the same as FY 2016 estimated revenue

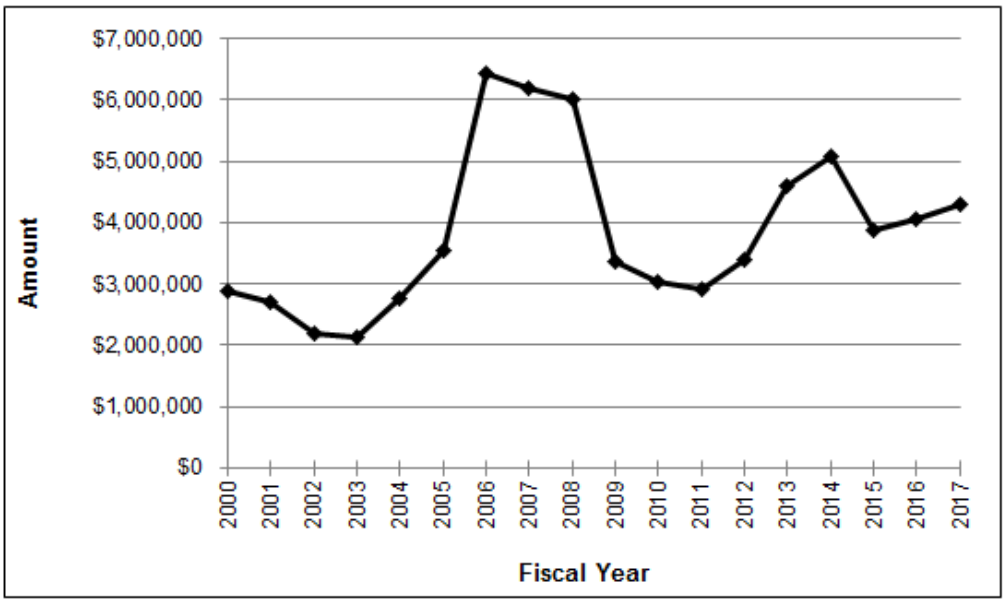
### Watershed Maintenance Fees = $300,000

The Town collects a fee of 15% of the actual cost of a water quality structure from the developer when the development project is completed pursuant to North Carolina General Statute 160A-414 and in accordance with the Watershed/Water Supply Act of 1993. This is a state requirement to ensure that the water quality device will be maintained. In FY 2016 watershed maintenance fees are projected to increase by 61.3% from FY 2015 and FY 2017 is budgeted at a 14.3% decrease from FY 2016 as the number of large projects reaching completion has declined and the number of new projects under construction is small.

### Fire Permits = $40,000

In accordance with North Carolina General Statute 160A-414, the Town grants special permits for the possession or storage of hazardous/flammable materials. The state fire code requires these fees be charged for additional inspections. FY 2017 is budgeted to be the same as FY 2016 estimated revenue.

**Charges for Sales and Service: $17,508,919**




The major revenue source for this category is the solid waste and recycling fee, which is budgeted at $9,131,053 for FY 2017. The fee was raised from $7.67 per month to $11.50 starting in FY 2006. The fee increased to $14.00 per month in FY 2009, to $15 per month in FY 2014 and increasing to $16 per month effective July 1, 2015.

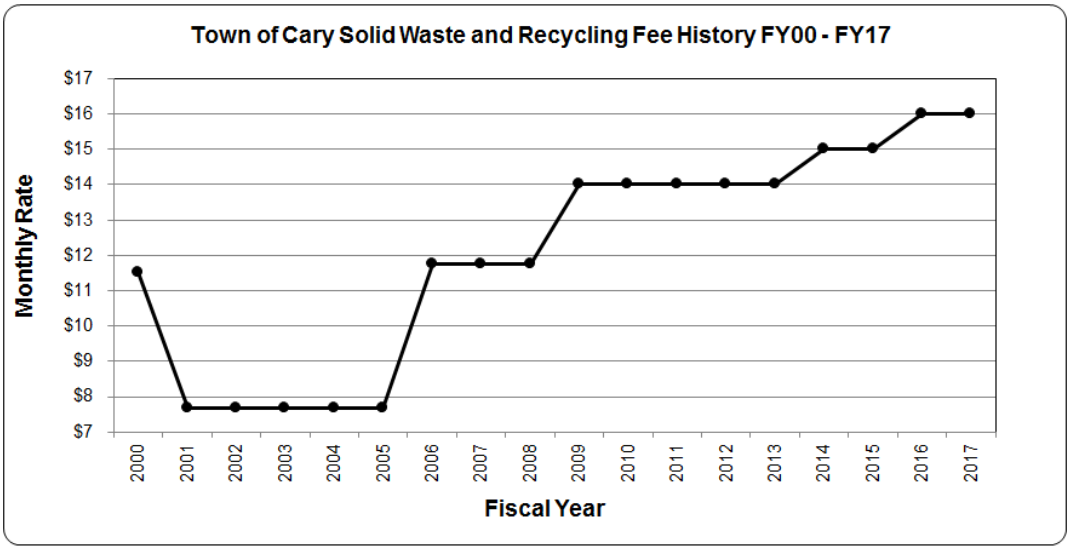
Other charges included in this category are used appliance fees and all recreation related fees

### Charges for Sales and Service Revenue Detail:

### Solid Waste and Recycling = $9,131,053

Beginning in the fall of FY 2006, the Town began the process of switching from backyard solid waste collection to a more efficient curbside collection process. The Town now provides residential customers with once a week curbside collection service for solid waste and once every two weeks curbside collection service for recycling. In FY 2001, this fee was reduced from $11.50 per month to $7.67 per month, where it remained through FY 2005. In FY 2006 the monthly fee was increased to $11.75, which

represented approximately 75% cost recovery. The fee was increased in FY 2009 to $14.00, to $15.00 in FY 2014 and to $16.00 for FY 2016 to achieve 95 percent cost recovery. The FY 2017 budget reflects a 1.7% increase over estimated FY 2016 revenues, while FY 2016 is estimated at a 9.2% increase over FY 2015 actual collections. The FY 2017 growth aligns with the population growth. The historical level of this monthly fee is presented in the graph on the next page.




In 1994, service was changed from twice a week back yard collection to once a week. In 2006, the process of converting to curbside automation and dual stream recycling began with full implementation in effect beginning in FY 2008.

### Used Appliance Disposal Fees = $45,411

These fees are collected from residents who request that the Public Works and Utilities Department transport a used appliance to the county landfill. The FY 2017 revenue is budgeted at a 10.5% decrease from estimated FY 2016 revenues based on the average actual receipts from three prior years.

### Athletic Fees budgeted FY 2016 and before are now budgeted as follows:

The combination of these two revenues Sports Programs and Sports Venues Admin are budgeted in FY 2017 at an increase of 11.6% over FY 2016 Athletic Fees.

### Sports Programs = $503,000

Fees in this area include youth and adult sports league play for baseball, softball, volleyball, basketball, as well as youth sports camps in volleyball and golf.

### Sports Venues Admin = $528,500

These fees collected are for the multipurpose field rentals, baseball/softball complexes at Middle Creek and Thomas Brooks, and softball camps/clinics/one-on-one lessons.

### Recreation Program Fees budgeted FY 2016 and before are now budgeted as follows:

The combination of these five revenues are budgeted in FY 2017 at an increase of 1.4% over FY 2016 Recreation Fees. These fees are collected from participants in Town recreation activities such as classes, camps, workshops, trips, events, and ropes course programs held at community centers, the Senior Center, the Stevens Nature Center and Bond Park.

### Senior Programs = $100,000

These fees are collected for programs, trips, computer learning and other services designed for age 55+ held primarily at the Cary Senior Center.

### Community Centers = $1,000,000

Fees collected from all three community centers that provide a wide variety of recreational programs and activities such as health/fitness, dance, culinary, STEM, sports and special interest for all populations.

### Outdoor Recreation = $77,877

Fees collected in this area include concessions, programs, events and boathouse operation at Bond Park and the Challenge Ropes Course.

### Environmental Programs = $41,500

These fees are collected for nature and environmental programs/camps held at Hemlock Bluffs, Greenways and other significant ecological sites throughout town.

### Tennis = $1,705,000

The budgeted revenue amount is a total of various types and fees, rentals, leagues, private lessons, tournaments and pro shop sales. The revenue budget for FY 2017 is expected to increase 3.2% over estimated FY 2016 revenue. This increase is due to increased lessons and tournament play.

### Wake Med Soccer Park = $894,937

The Town of Cary took over operations and maintenance of the Wake Med Soccer Park in August 2004. During FY 2007, the Town entered into a contract with Triangle Professional Soccer who acquired a professional men's soccer team, the Carolina Railhawks. The budgeted revenue amount is a total of various types of revenues collected including concession sales, program fees, ticket sales, sponsorships, and rental and events. FY 2017 is budgeted at a 35.6% increase from estimated FY 2016.

### USA Baseball = $525,000

The USA Baseball National Training Complex officially opened in June 2007. Revenue consists of concessions, program fees, sponsorships, and rentals and events. The FY 2017 budget reflects a 1.8% decrease from FY 2016 estimated revenues.

### Skate Park = $134,500

The Town of Cary began operating the Skate Park in FY 2005. Revenue consists of pro shop sales, concessions, program fees, memberships, and sponsorships. FY 2017 is budgeted to increase 6.2% from FY 2016 estimated revenues. FY 2016 estimated revenues are projected to increase 4.1% over FY 2015 actuals.

### Cary Arts Center = $745,550

The majority of arts and craft programs, theatre programs and recreation facility rentals are held at the Cary Arts Center facility. FY 2017 is budgeted to increase 0.2% from FY 2016 estimated revenues.

### Historic Program Fees = $75,000

These fees are charged to participants in Town-sponsored arts and crafts activities that are held at the Page-Walker Arts & History Center. The majority of this revenue was moved to the Cary Arts Center special facility in FY 2013 as that is where most of these programs are now held. FY 2017 is budgeted to decrease 1.3% from FY 2016 estimated revenues.

### Festivals = $250,230

This revenue source accounts for revenue generated by the Lazy Daze and Spring Daze festivals. The Town of Cary assumed all accounting responsibility for the Lazy Daze and Spring Daze festivals effective June 2003. FY 2017 is budgeted to increase 72.3% from FY 2016 estimated revenues to reflect a change in the Lazy Daze event. The Lazy Daze event has always been a one day event, but in FY17 it will be a two day event.

### Rents-Recreational Facilities = $343,805

These fees are collected for rental of Town recreational facilities. FY 2017 is budgeted at the same level as the FY 2016 estimated revenues.

### Historic Rentals = $37,500

Fees are collected for the rental of the Page-Walker Arts & History Center for meetings, events and private parties. FY 2017 is budgeted to be the same as FY 2016 estimated revenue.

### NCDOT/Amtrak Depot Lease = $73,205

The Cary Depot building is owned by the Town of Cary and leased to Amtrak. The FY 2016 lease is anticipated to generate $71,073 in revenue for the Town. The Cary Depot was expanded and renovated by NCDOT in the fall of 2012.

### Recycled Goods = $0

The Town of Cary no longer receives revenue from the sale of recyclables due to changes in the market for these items.

### Cellular Tower Lease Proceeds = $815,101

These funds are from lease payments made by cellular telephone service providers to the Town for the lease of property on which cellular towers are built. There are currently eight different locations throughout Town where cell equipment space is being leased by six different providers.

### Bulk Water Equipment Rental = $250,000

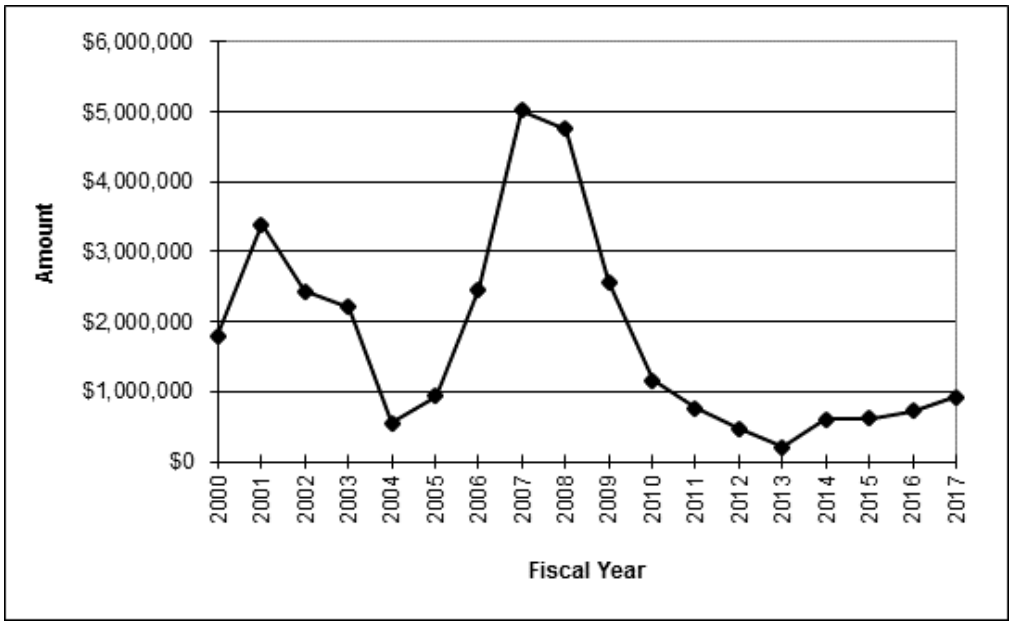
These are fees collected for bulk water equipment rental. FY 2017 is budgeted to increase 6.8% over FY 2016 estimated revenue which is estimated to decrease 13.5% from FY 2015.

## Other Minor Revenues

Recreation Retail Sales = $25,500 – Represents monies from the sale of articles by the Parks, Recreation & Cultural Resources Department.

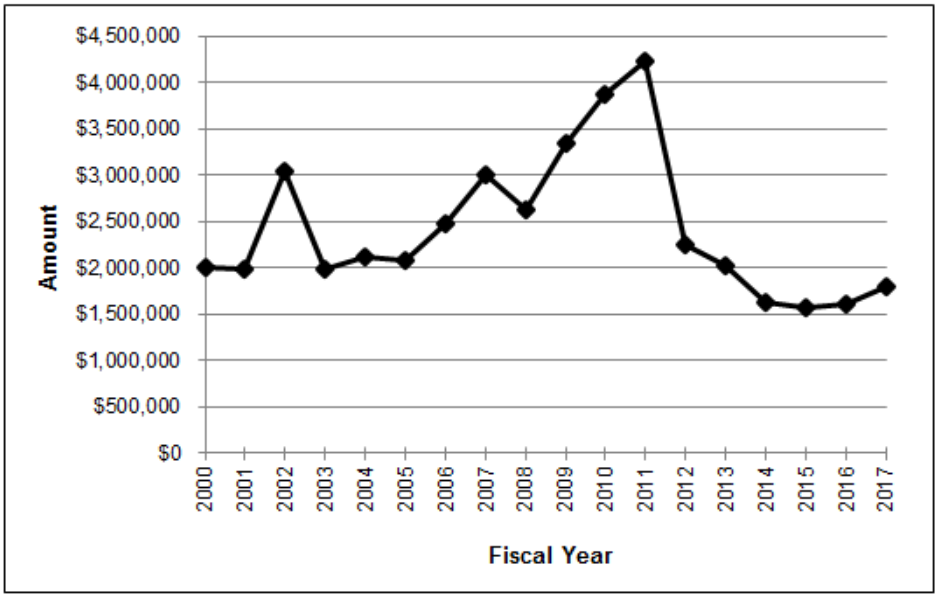
Dog Park = $43,000 – Represents revenues from the sale of day or annual passes for using the Cary Dog Park.

**Investment Earnings = $ 928,250**




Investment earnings represent the interest earned on the portion of the Town's pooled cash and investments attributable to the general fund in accordance with North Carolina General Statute 159-30. Earning levels are a function of market interest rates, the amount available for investment, and the choice of investments. Eligible types of investments are established by state law, and are further limited by the Town's investment policy. The Town's investment portfolio primarily includes fixed income high quality federal government debt instruments. Lower interest rates during the economic slowdown are the primary reason for the declines in investment earnings in recent years. However, FY 2017 investment earnings are budgeted at a 29.4% increase over FY 2016 estimated earnings based on expected interest rates.

**Miscellaneous = $1,792,760**




Prior to FY 2011, the major category was video programming sales tax, cellular tower lease proceeds, and NCDOT traffic signal reimbursement however in FY 2016 budget the video programming sales tax was moved into the Intergovernmental section and the cellular tower lease revenue was moved to the Sales and Service section. This move is reflected in this chart beginning with FY 2012.
The Miscellaneous category also includes court costs, donations, disposable rebate, NCDOT traffic signal reimbursement and other miscellaneous revenues.

### Miscellaneous Revenues = $473,143

These are revenues that do not fit into any other revenue category such as bank charges, returned check charges, fingerprinting fees and sale of Town maps. FY 2017 revenue is budgeted to decrease 14% from the FY 2016 estimate.

### Court Costs = $24,616

This revenue includes payments to the Town for civil or criminal penalties according to Article 28 of North Carolina General Statute 7A. FY 2017 is budgeted to increase 3.6% over the estimated FY 2016 revenues.

### Donations/Contributions = $148,250

Donations are budgeted if there is an anticipated ongoing commitment. Equal expenditures are budgeted as well but are only approved to be spent at the level of donation. FY 2016 donations are budgeted for the following programs: Trees for Cary, Parks, Recreation and Cultural Resources scholarships and sponsorships, Memorial Donations and At Risk Youth Camp.

### Disposable Rebate = $446,490

Town of Cary receives a quarterly rebate from Wake County for its participation in the South Wake Landfill partnership. The South Wake Landfill provides solid waste disposal for Wake County residents and businesses. Its operation includes a long-term Interlocal Agreement with municipalities and a landfill services operational contract with Waste Industries, Inc., for the construction and operation of the landfill. This revenue fluctuates from year to year and FY 2017 is budgeted at the average of the last three years.

### NCDOT Traffic Signal Reimbursement = $658,701

This revenue is a reimbursement for operations and maintenance costs from NCDOT for traffic signals located at intersections that are on North Carolina Department of Transportation roadways.

# GENERAL FUND SUMMARY

| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Adopted Budget FY 2017 | |
|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | **REVENUES** |
| Current Year Ad Valorem Taxes | 70,579,959 | 78,069,572 | 79,091,212 | 86,712,716 | 87,958,479 | Current Year Ad Valorem Taxes |
| Prior Year Ad Valorem Taxes | 396,796 | 467,746 | 709,202 | 150,000 | 150,000 | Prior Year Ad Valorem Taxes |
| Penalties and Interest | 121,219 | 150,115 | 99,748 | 65,000 | 65,000 | Penalties and Interest |
| Subtotal Ad Valorem Taxes | 71,097,974 | 78,687,433 | 79,900,162 | 86,927,716 | 88,173,479 | Subtotal Ad Valorem Taxes |
| **Other Taxes & Licenses** | | | | | | **Other Taxes & Licenses** |
| ABC Revenue | 640,463 | 662,370 | 765,353 | 879,215 | 879,884 | ABC Revenue |
| 1 Cent Sales Tax-Article 39 | 11,054,437 | 12,058,446 | 12,970,528 | 13,620,229 | 14,151,063 | 1 Cent Sales Tax-Article 39 |
| 1/2 Cent Sales Tax-Articles 40 & 42 | 9,794,312 | 10,565,888 | 11,505,657 | 12,099,892 | 12,559,365 | 1/2 Cent Sales Tax-Articles 40 & 42 |
| Article 44 Hold Harmless | 3,160,215 | 3,270,510 | 3,735,261 | 4,004,586 | 4,144,323 | Article 44 Hold Harmless |
| Privilege Licenses | 1,671,965 | 1,665,233 | 1,534,910 | --- | --- | Privilege Licenses |
| Occupancy Tax | 838,514 | 931,852 | 1,035,772 | 1,100,000 | 1,133,000 | Occupancy Tax |
| Pet Licenses | 6,495 | 6,340 | 6,650 | 6,723 | 6,571 | Pet Licenses |
| Rental Vehicle Tax | 80,959 | 87,321 | 96,540 | 95,000 | 98,000 | Rental Vehicle Tax |
| Subtotal Other Taxes & Licenses | 27,247,360 | 29,247,960 | 31,650,671 | 31,805,645 | 32,972,206 | Subtotal Other Taxes & Licenses |
| **Intergovernmental** | | | | | | **Intergovernmental** |
| Utility Franchise Taxes | 4,381,649 | 4,761,232 | 7,437,285 | 7,644,708 | 7,879,499 | Utility Franchise Taxes |
| Wine and Beer Tax | 561,903 | 622,953 | 689,990 | 648,590 | 685,137 | Wine and Beer Tax |
| Telecommunications Sales Tax | 1,584,292 | 1,497,587 | 1,435,031 | 1,262,826 | 1,145,856 | Telecommunications Sales Tax |
| Video Programming Sales Tax | 930,905 | 903,042 | 929,775 | 878,637 | 872,476 | Video Programming Sales Tax |
| PEG Channel Distribution | 31,409 | 31,847 | 28,420 | 27,762 | 27,972 | PEG Channel Distribution |
| Gov's Hwy Program Grant | 103,073 | 104,706 | 75,478 | --- | --- | Gov's Hwy Program Grant |
| High School Resource Officer Reimb. | 151,352 | 151,352 | 151,352 | 151,352 | 151,352 | High School Resource Officer Reimb. |
| Other Federal Grants | 101,870 | 874,365 | 136,660 | --- | --- | Other Federal Grants |
| Other Grants | 44,858 | 45,559 | 45,376 | --- | --- | Other Grants |
| Landfill Excise Tax | 78,395 | 87,012 | 93,356 | 88,195 | 91,489 | Landfill Excise Tax |
| Electronic Recycle Funds from County | 7,988 | 9,417 | 11,147 | --- | --- | Electronic Recycle Funds from County |
| Subtotal Intergovernmental | 7,977,694 | 9,089,072 | 11,033,870 | 10,702,070 | 10,853,781 | Subtotal Intergovernmental |
| **Permits and Fees** | | | | | | **Permits and Fees** |
| Building Permits | 2,928,378 | 3,416,078 | 2,666,066 | 2,600,000 | 2,626,000 | Building Permits |
| Pavement/Curb Cuts | 8,287 | 19,065 | 15,371 | 20,000 | 20,000 | Pavement/Curb Cuts |
| Rezoning/Var. Request Fees | 29,300 | 56,200 | 29,800 | 32,000 | 60,600 | Rezoning/Var. Request Fees |
| Site/Final Plan Review Fees | 157,700 | 170,250 | 157,550 | 180,000 | 307,150 | Site/Final Plan Review Fees |
| Inspection Fees | 547,309 | 540,913 | 446,385 | 395,000 | 444,400 | Inspection Fees |
| Sign Permits | 22,025 | 25,400 | 29,300 | 22,000 | 30,470 | Sign Permits |
| Fire Permits | 40,127 | 47,289 | 38,466 | 40,000 | 40,000 | Fire Permits |
| Watershed Maint. Fees | 336,560 | 395,819 | 217,013 | 350,000 | 300,000 | Watershed Maint. Fees |
| Traffic Impact Analysis Reimb. | 336,199 | 115,222 | 143,910 | 200,000 | 225,000 | Traffic Impact Analysis Reimb. |
| Grading Permits | 197,705 | 287,260 | 128,921 | 230,000 | 230,000 | Grading Permits |
| Subtotal Permits & Fees | 4,603,590 | 5,073,496 | 3,872,782 | 4,069,000 | 4,283,620 | Subtotal Permits & Fees |
| **Sales and Service** | | | | | | **Sales and Service** |
| Solid Waste and Recycling | 7,198,931 | 7,967,927 | 8,177,225 | 8,929,493 | 9,131,053 | Solid Waste and Recycling |
| Used Appliance Disposal | 25,148 | 43,629 | 47,763 | 50,757 | 45,411 | Used Appliance Disposal |
| Community Garden Program Fees | --- | --- | --- | 726 | 750 | Community Garden Program Fees |
| Dog Park | 32,476 | 29,939 | 32,375 | 33,000 | 43,000 | Dog Park |
| Specilized Recreation | --- | --- | --- | 900 | 900 | Specilized Recreation |
| Sports Programs | --- | --- | --- | 483,000 | 503,000 | Sports Programs |
| Senior Program | --- | --- | --- | 100,000 | 100,000 | Senior Program |
| Community Centers | --- | --- | --- | 1,000,000 | 1,000,000 | Community Centers |
| Outdoor Recreation | --- | --- | --- | 74,000 | 77,877 | Outdoor Recreation |
| Environmental Programs | --- | --- | --- | 41,000 | 41,500 | Environmental Programs |
| Recreation Program Fees | 1,052,009 | 1,140,738 | 1,160,036 | --- | --- | Recreation Program Fees |
| Recreation Retail Sales | 32,117 | 31,518 | 22,924 | 25,000 | 25,500 | Recreation Retail Sales |
| Recreational Facility Rentals | 277,979 | 326,428 | 334,861 | 343,805 | 343,805 | Recreational Facility Rentals |
| Cary Road Race | 3,844 | 8,105 | 7,057 | 13,000 | 13,000 | Cary Road Race |
| Teen Council | 25,330 | 24,089 | 50,061 | 43,100 | 43,100 | Teen Council |
| Sports Venues Admin | --- | --- | --- | 221,800 | 528,500 | Sports Venues Admin |

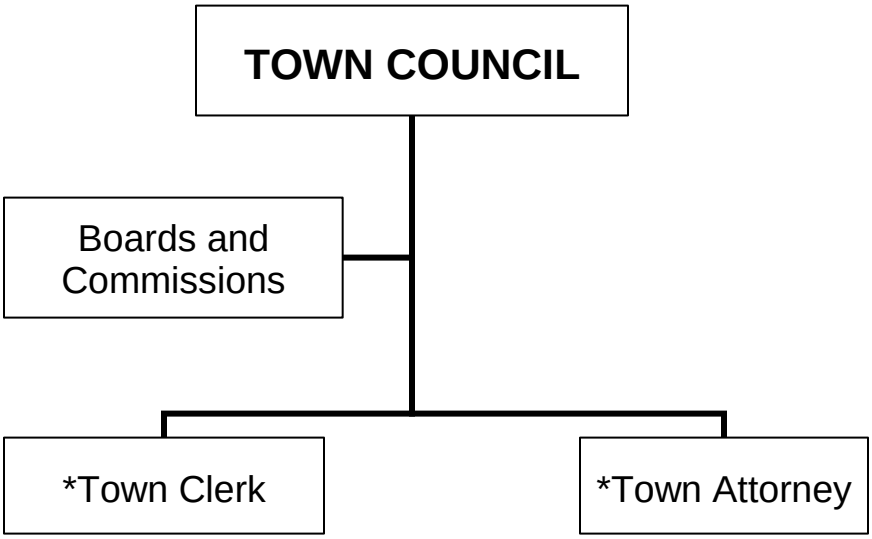
| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Adopted Budget FY 2017 | |
|---|---|---|---|---|---|---|
| Tennis | 1,319,859 | 1,443,936 | 1,479,917 | 1,652,346 | 1,705,000 | Tennis |
| Skate Park | 148,045 | 124,266 | 121,596 | 126,623 | 134,500 | Skate Park |
| Wake Med Soccer Park | 497,493 | 634,005 | 648,524 | 660,000 | 894,937 | Wake Med Soccer Park |
| USA Baseball | 485,393 | 505,093 | 551,150 | 534,500 | 525,000 | USA Baseball |
| Athletic Fees | 859,838 | 871,950 | 832,557 | --- | --- | Athletic Fees |
| Cary Arts Center | 585,392 | 724,190 | 746,029 | 743,701 | 745,550 | Cary Arts Center |
| Cary Theater | --- | 51,251 | 127,960 | 115,775 | 105,000 | Cary Theater |
| Downtown Special Events | 5,457 | 11,901 | 9,065 | 8,800 | 15,500 | Downtown Special Events |
| Festivals | 141,249 | 126,781 | 124,127 | 145,258 | 250,230 | Festivals |
| Historic Program Fees | --- | --- | --- | 76,000 | 75,000 | Historic Program Fees |
| Historic Rentals | --- | --- | --- | 37,500 | 37,500 | Historic Rentals |
| Arts & Crafts | 75,045 | 89,398 | 91,292 | --- | --- | Arts & Crafts |
| Cultural Arts Rentals | 35,634 | 42,021 | 37,468 | --- | --- | Cultural Arts Rentals |
| Ticket Sales | 140 | 115 | 140 | --- | --- | Ticket Sales |
| NCDOT / Amtrak Depot Lease | 65,042 | 63,147 | --- | 71,073 | 73,205 | NCDOT / Amtrak Depot Lease |
| Fire Services | 58,871 | 71,688 | 74,765 | --- | --- | Fire Services |
| Recycled Goods | 208,343 | 219,468 | --- | 22,304 | --- | Recycled Goods |
| Cellular Tower Lease Proceeds | 952,617 | 758,037 | 873,413 | 836,892 | 815,101 | Cellular Tower Lease Proceeds |
| Miscellaneous Rent | --- | 13,100 | 26,895 | --- | --- | Miscellaneous Rent |
| Bulk Water Equip Rental | 168,181 | 171,260 | 254,470 | 220,000 | 235,000 | Bulk Water Equip Rental |
| Hazardous Waste Reimb. | 6,003 | 5,126 | 11,150 | 20,000 | --- | Hazardous Waste Reimb. |
| Subtotal Sales & Service | 14,260,436 | 15,499,106 | 15,842,820 | 16,630,353 | 17,508,919 | Subtotal Sales & Service |
| | | | | | | |
| Investment Earnings | 457,595 | 416,502 | 546,709 | 717,624 | 928,250 | Investment Earnings |
| Unrealized Gains/Losses | (245,804) | 186,335 | 69,691 | --- | --- | Unrealized Gains/Losses |
| Net Investment Earnings | 211,791 | 602,837 | 616,400 | 717,624 | 928,250 | Net Investment Earnings |
| | | | | | | |
| **Miscellaneous** | | | | | | **Miscellaneous** |
| Miscellaneous Revenues | 492,933 | 645,351 | 319,317 | 550,000 | 473,143 | Miscellaneous Revenues |
| Court Costs | 28,657 | 33,223 | 25,460 | 23,772 | 24,616 | Court Costs |
| Donations / Contributions | 148,060 | 51,848 | 43,997 | 143,750 | 148,250 | Donations / Contributions |
| Disposable Rebate | 388,004 | 402,713 | 542,696 | 420,419 | 446,490 | Disposable Rebate |
| Red Light Ticket | 1,498 | --- | --- | --- | --- | Red Light Ticket |
| Morrisville Reimbursement | 3,863 | 5,127 | 12,359 | --- | 41,560 | Morrisville Reimbursement |
| NCDOT Traffic Signal Reimbursement | 958,880 | 481,823 | 620,920 | 462,448 | 658,701 | NCDOT Traffic Signal Reimbursement |
| Subtotal Miscellaneous | 2,021,895 | 1,620,085 | 1,564,749 | 1,600,389 | 1,792,760 | Subtotal Miscellaneous |
| **TOTAL REVENUES** | **127,420,740** | **139,819,989** | **144,481,454** | **152,452,797** | **156,513,015** | **TOTAL REVENUES** |
| | | | | | | |
| **EXPENDITURES** | | | | | | **EXPENDITURES** |
| **General Government** | | | | | | **General Government** |
| Legislative-Town Council | 669,775 | 625,378 | 494,385 | 707,944 | 634,913 | Legislative-Town Council |
| Legislative-Boards & Comm. | 141,870 | 144,505 | 147,143 | 161,789 | 165,789 | Legislative-Boards & Comm. |
| Legislative-Town Clerk | 328,740 | 457,472 | 380,461 | 685,904 | 421,087 | Legislative-Town Clerk |
| Legislative-Legal | 1,367,904 | 1,034,612 | 633,647 | 1,390,556 | 1,283,370 | Legislative-Legal |
| Town Manager's Office | 789,555 | 1,240,628 | 1,613,912 | 1,995,398 | 2,159,255 | Town Manager's Office |
| Sustainability Office | 120,484 | --- | --- | --- | --- | Sustainability Office |
| Budget Office | 653,574 | 499,437 | 560,453 | 621,967 | 629,596 | Budget Office |
| Public Information Office | 621,254 | 722,115 | 931,122 | 1,056,741 | 998,717 | Public Information Office |
| Finance-Accounting | 2,287,541 | 2,413,125 | 2,667,428 | 2,933,175 | 3,144,622 | Finance-Accounting |
| Finance-Purchasing | 872,914 | 817,475 | 851,168 | 1,008,846 | 971,999 | Finance-Purchasing |
| Self Insurance (Small Claims) | 124,563 | 204,252 | 412,993 | 500,000 | 500,000 | Self Insurance (Small Claims) |
| Technology Services Capital Leases | 636,858 | 1,157,013 | 765,816 | 1,300,000 | 1,300,000 | Technology Services Capital Leases |
| Technology Services | 5,740,562 | 6,515,350 | 6,527,994 | 8,731,790 | 9,500,271 | Technology Services |
| Less Reimb. from Soccer Park | -7,218 | -7,218 | -7,218 | -7,218 | -7,218 | Less Reimb. from Soccer Park |
| Human Resources | 1,455,683 | 1,718,860 | 1,901,605 | 1,936,254 | 1,953,388 | Human Resources |
| Self Insurance (Workman's Comp) | 1,355,617 | 1,548,029 | 1,296,891 | 1,500,000 | 1,550,000 | Self Insurance (Workman's Comp) |
| Admin. Costs Paid by Util. Fund to Gen. Fund | -2,338,256 | -2,478,472 | -2,660,637 | -3,331,350 | -3,323,125 | Admin. Costs Paid by Util. Fund to Gen. Fund |
| Reimb. from ISF for Ind. Cost | -273,954 | -359,522 | -369,882 | -382,902 | -246,954 | Reimb. from ISF for Ind. Cost |
| Trans. from UF for Self-Ins/WC/Sm Claims | -418,421 | -423,122 | -376,109 | -224,237 | -314,930 | Trans. from UF for Self-Ins/WC/Sm Claims |
| Trans. from ISF for Self-Ins/WC/Sm Claims | -19,401 | -19,619 | -17,439 | -18,137 | -28,630 | Trans. from ISF for Self-Ins/WC/Sm Claims |
| Pmt to Health Fund (CFIT, wellness, etc.) | --- | --- | 813,001 | 873,840 | 813,000 | Pmt to Health Fund (CFIT, wellness, etc.) |
| Subtotal General Government | 14,109,644 | 15,810,298 | 16,566,734 | 21,440,360 | 22,105,150 | Subtotal General Government |

| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Adopted Budget FY 2017 | |
|---|---|---|---|---|---|---|
| **Development & Infrastructure** | | | | | | **Development & Infrastructure** |
| **Development** | | | | | | **Development** |
| Planning | 2,811,612 | 2,594,484 | 2,503,042 | 2,830,230 | 2,666,079 | Planning |
| Affordable/Empl Housing Fund | 274,326 | 92,721 | 192,867 | 199,775 | 210,980 | Affordable/Empl Housing Fund |
| Development Support | --- | 413,105 | 864,217 | 1,022,668 | 1,346,852 | Development Support |
| Inspections & Permits | 3,825,614 | 3,541,840 | 4,063,995 | 4,434,790 | 4,664,328 | Inspections & Permits |
| Subtotal Development | 6,911,552 | 6,642,150 | 7,624,121 | 8,487,463 | 8,888,239 | Subtotal Development |
| **Infrastructure** | | | | | | **Infrastructure** |
| Transportation and Facilities | --- | 2,154,347 | 4,506,708 | 6,190,192 | 5,661,955 | Transportation and Facilities |
| Water Resources - Infrastructure | --- | 1,182,027 | 2,449,519 | 2,823,187 | 2,866,244 | Water Resources - Infratructure |
| Engineering | 6,745,183 | 3,116,230 | --- | --- | --- | Engineering |
| WWRWMF Costs | -226,205 | -245,063 | --- | --- | --- | WWRWMF Costs |
| Reimb. from Utility Fund | -2,462,826 | -1,831,541 | --- | --- | --- | Reimb. from Utility Fund |
| Subtotal Infrastructure | 4,056,152 | 4,376,000 | 6,956,227 | 9,013,379 | 8,528,199 | Subtotal Infrastructure |
| Subtotal Development & Infrastructure | 10,967,704 | 11,018,150 | 14,580,348 | 17,500,842 | 17,416,438 | Subtotal Development & Infrastructure |
| **Public Safety** | | | | | | **Public Safety** |
| Police | 21,159,738 | 21,972,674 | 22,956,740 | 23,312,233 | 23,282,180 | Police |
| Less Reimb. from Downtown Ops | -8,845 | -14,750 | --- | -10,343 | -25,362 | Less Reimb. from Downtown Ops |
| Less Reimb. from Tennis | --- | --- | --- | -2,880 | --- | Less Reimb. from Tennis |
| Police Separation Fund | 300,000 | 318,291 | 364,195 | 616,470 | 694,075 | Police Separation Fund |
| Emergency Communications | --- | --- | --- | 1,549,897 | 2,043,589 | Emergency Communications |
| Fire | 19,101,058 | 19,404,246 | 20,144,993 | 20,697,830 | 22,283,459 | Fire |
| Subtotal Public Safety | 40,551,951 | 41,680,461 | 43,465,928 | 46,163,207 | 48,277,941 | Subtotal Public Safety |
| **Operations** | | | | | | **Operations** |
| **PRCR** | | | ` | | | **PRCR** |
| Administration | 1,549,351 | 1,370,286 | 1,213,867 | 1,657,925 | 1,971,996 | Administration |
| Community Recreation - Admin | --- | --- | --- | 593,157 | 482,549 | Community Recreation - Admin |
| Sports Programs | --- | --- | --- | 1,679,601 | 1,417,460 | Sports Programs |
| Senior Programs | --- | --- | --- | 464,939 | 563,865 | Senior Programs |
| Community Centers | --- | --- | --- | 1,652,047 | 2,029,707 | Community Centers |
| Outdoor Recreation | --- | --- | --- | 423,371 | 540,156 | Outdoor Recreation |
| Environmental Programs | --- | --- | --- | 293,624 | 349,308 | Environmental Programs |
| Recreation Programs | 2,911,481 | 3,007,862 | 3,084,436 | --- | --- | Recreation Programs |
| Cultural Arts | 968,778 | 890,796 | 925,683 | --- | --- | Cultural Arts |
| Cultural Arts Admin | --- | --- | --- | 973,361 | 1,222,107 | Cultural Arts Admin |
| Historic | --- | --- | --- | 410,288 | 342,642 | Historic |
| Festival | 125,218 | 111,061 | 111,155 | 130,375 | 209,730 | Festivals |
| Teen Council | 3,777 | 16,073 | 44,614 | --- | --- | Teen Council |
| Amphitheatre | 588,858 | 620,163 | 734,915 | 762,783 | 455,000 | Amphitheatre |
| Cary Arts Center | 1,516,532 | 1,611,484 | 1,739,690 | 1,865,533 | 1,921,642 | Cary Arts Center |
| Cary Theater | 95 | 227,729 | 429,795 | 744,428 | 724,847 | Cary Theater |
| Downtown Special Events | 99,047 | 204,452 | 129,588 | 257,225 | 254,905 | Downtown Special Events |
| Sports Venues - Admin | --- | --- | --- | 360,068 | 475,357 | Sports Venues - Admin |
| Tennis Center | 1,512,665 | 1,678,117 | 1,752,629 | 2,033,414 | 2,119,122 | Tennis Center |
| Soccer Park | 970,975 | 1,259,445 | 1,414,396 | 1,476,271 | 1,596,712 | Soccer Park |
| Skate Park | 268,500 | 235,139 | 244,977 | 255,143 | 275,740 | Skate Park |
| USA Baseball | 766,435 | 970,198 | 1,109,544 | 1,145,321 | 1,141,335 | USA Baseball |
| Athletics | 1,550,123 | 1,592,619 | 1,677,363 | --- | --- | Athletics |
| Subtotal PRCR | 12,831,835 | 13,795,424 | 14,612,652 | 17,178,874 | 18,094,180 | Subtotal PRCR |
| **Public Works and Utilities** | | | | | | **Public Works and Utilities** |
| Administration | 2,215,596 | 1,698,346 | 1,184,463 | 1,338,507 | 1,384,058 | Administration |
| Less Reimb. from Utility Fund | -1,471,233 | -1,128,785 | -652,617 | -749,876 | -802,915 | Less Reimb. from Utility Fund |
| Facilities Management | 14,746,796 | 15,839,988 | 15,947,906 | 17,934,926 | 17,849,008 | Facilities Management |
| Less Reimb. from Utility Fund | --- | --- | -166,817 | -127,527 | -169,795 | Less Reimb. from Utility Fund |
| Less Reimb. from Amphitheatre | -344,891 | -338,602 | -322,230 | -230,000 | -230,000 | Less Reimb. from Amphitheatre |
| Less Reimb. from Downtown Ops | -201,792 | -247,110 | -202,037 | -548,739 | -457,292 | Less Reimb. from Downtown Ops |
| Less Reimb. from Tennis | -144,585 | -214,279 | -216,140 | -232,775 | -283,625 | Less Reimb. from Tennis |
| Less Reimb. from Skate Park | -30,783 | -19,685 | -14,395 | -19,481 | -26,631 | Less Reimb. from Skate Park |
| Less Reimb. from Soccer Park | -647,029 | -829,575 | -930,445 | -1,000,820 | -1,006,810 | Less Reimb. from Soccer Park |
| Less Reimb. from USA Baseball | -464,604 | -634,416 | -728,671 | -736,335 | -775,810 | Less Reimb. from USA Baseball |
| Operations | 12,386,718 | 12,692,725 | 13,951,259 | 15,141,980 | 15,790,215 | Operations |
| Less Reimb. from Utility Fund | -7,627,218 | -8,076,037 | -9,661,456 | -10,029,246 | -10,488,821 | Less Reimb. from Utility Fund |

| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Adopted Budget FY 2017 | |
|---|---|---|---|---|---|---|
| Solid Waste Management | 6,009,383 | 4,500,220 | 4,568,215 | 4,881,482 | 4,800,885 | Solid Waste Management |
| Recycling | 1,407,245 | 1,490,453 | 1,566,059 | 1,725,728 | 2,146,299 | Recycling |
| Yard Waste | --- | 2,156,528 | 2,372,530 | 2,787,665 | 2,884,010 | Yard Waste |
| Subtotal Public Works and Utilities | 25,833,603 | 26,889,771 | 26,695,624 | 30,135,489 | 30,612,776 | Subtotal Public Works and Utilities |
| Subtotal Operations | 38,665,438 | 40,685,195 | 41,308,276 | 47,314,363 | 48,706,956 | Subtotal Operations |
| Subtotal Departmental Expenditures | 104,294,737 | 109,194,104 | 115,921,286 | 132,418,772 | 136,506,485 | Subtotal Departmental Expenditures |
| Department Allocation Accounts | --- | --- | --- | 952,857 | 1,048,143 | Department Allocation Accounts |
| Class & Pay Study | --- | --- | --- | 1,043 | 15,000 | Class & Pay Study |
| Subtotal Non Departmental Expenses | --- | --- | --- | 953,900 | 1,063,143 | Subtotal Non Departmental Expenses |
| Debt Principal | 9,570,193 | 7,268,770 | 10,417,753 | 10,522,670 | 11,175,613 | Debt Principal |
| Debt Principal Pay Down | --- | 6,030,000 | --- | --- | --- | Debt Principal Pay Down |
| Debt Interest | 3,268,400 | 2,768,004 | 3,978,512 | 3,958,509 | 3,553,290 | Debt Interest |
| Debt Interest Pay Down | --- | 35,638 | | --- | --- | Debt Interest Pay Down |
| Debt Miscellaneous Expense | 244,535 | 464,898 | 227,895 | 883,450 | 270,000 | Debt Miscellaneous Expense |
| Reimb. From Utility Fund for Open Space | -961,710 | -946,012 | -918,229 | -890,446 | -862,663 | Reimb. From Utility Fund for Open Space |
| Subtotal Debt Expenses | 12,121,418 | 15,621,298 | 13,705,931 | 14,474,183 | 14,136,240 | Subtotal Debt Expense |
| Subtotal Non Departmental Expenses | 12,121,418 | 15,621,298 | 13,705,931 | 15,428,083 | 15,199,383 | Subtotal Non Departmental Expenses |
| **TOTAL EXPENDITURES** | **116,416,155** | **124,815,402** | **129,627,217** | **147,846,855** | **151,705,868** | **TOTAL EXPENDITURES** |
| **Revenues over Expenditures** | **11,004,585** | **15,004,587** | **14,854,237** | **4,605,942** | **4,807,147** | **Revenues over Expenditures** |
| **Other Financing Sources (Uses)** | | | | | | **Other Financing Sources (Uses)** |
| Sale of Assets | 148,139 | 180,536 | 219,439 | 200,000 | 300,000 | Sale of Assets |
| General Obligation Bonds Issued | --- | 198,495 | --- | 475,000 | --- | General Obligation Bonds Issued |
| Capital Lease Proceeds (contra exp) | 636,858 | 1,157,013 | 765,816 | 1,300,000 | 1,300,000 | Capital Lease Proceeds |
| **Total Sources (Uses)** | **784,997** | **1,536,044** | **985,255** | **1,975,000** | **1,600,000** | **Total Sources (Uses)** |
| **Operating Transfers (Out) In** | | | | | | **Operating Transfers (Out) In** |
| Trans. to Transit Fund | (1,546,854) | (1,446,994) | (1,695,172) | (1,279,838) | (829,545) | Trans. to Transit Fund |
| Transfer to Economic Develop Fund | (233,524) | (657,000) | (579,200) | (282,000) | (282,000) | Transfer to Economic Develop Fund |
| Transfer to Health & Dental Fund OPEB | --- | --- | --- | --- | (1,000,000) | Transfer to Health & Dental Fund OPEB |
| Transfer from General Cap Res | --- | 4,500,000 | --- | --- | --- | Transfer from General Cap Res |
| **Subtotal Operating Transfers** | **(1,780,378)** | **2,396,006** | **(2,274,372)** | **(1,561,838)** | **(2,111,545)** | **Subtotal Operating Transfers** |
| **Capital Transfers (Out) In** | | | | | | **Capital Transfers (Out) In** |
| Transfer to Downtown Cap. Proj. Fund | (2,610,606) | (970,000) | (850,000) | (800,000) | (5,150,000) | Transfer to Downtown Cap. Proj. Fund |
| Transfer to Streets Cap. Proj. Fund | --- | (3,556,783) | (5,100,000) | (600,000) | (2,500,000) | Transfer to Streets Cap. Proj. Fund |
| Transfer to Gen Govt Cap Proj Fund | (2,074,650) | (4,029,141) | (3,731,095) | (2,682,650) | (1,972,000) | Transfer to Gen Govt Cap Proj Fund |
| Transfer to Fire Capital Proj Fund | (678,000) | (1,350,000) | (1,550,000) | (250,000) | (938,000) | Transfer to Fire Capital Proj Fund |
| Transfer to Parks Cap Proj Fund | (1,202,011) | (6,357,500) | (1,666,500) | (1,689,815) | (4,106,500) | Transfer to Parks Cap Proj Fund |
| Transfer to Existing Capital Project | --- | --- | --- | --- | (4,444,500) | Transfer to Existing Capital Project |
| Transfer to General Capital Reserve | --- | --- | --- | (4,444,534) | --- | Transfer to General Capital Reserve |
| **Subtotal Capital Transfers** | **(6,565,267)** | **(16,263,424)** | **(12,897,595)** | **(10,466,999)** | **(19,111,000)** | **Subtotal Capital Transfers** |
| **Total Financing Sources (uses) & Transfers in (out)** | **(7,560,648)** | **(12,331,374)** | **(14,186,712)** | **(10,053,837)** | **(19,622,545)** | **Total Financing Sources (uses) & Transfers in (out)** |
| **Revenues and Other Sources Over (Under) Expenditures and Other Uses** | **3,443,937** | **2,673,213** | **667,525** | **(5,447,895)** | **(14,815,398)** | **Revenues and Other Sources Over (Under) Expenditures and Other Uses** |
| **Beginning Fund Balance** | **89,231,381** | **92,675,318** | **95,348,531** | **96,016,056** | **90,568,161** | **Beginning Fund Balance** |
| **Ending Fund Balance** | **92,675,318** | **95,348,531** | **96,016,056** | **90,568,161** | **75,752,763** | **Ending Fund Balance** |

# POLICY

# LEGISLATIVE DEPARTMENT

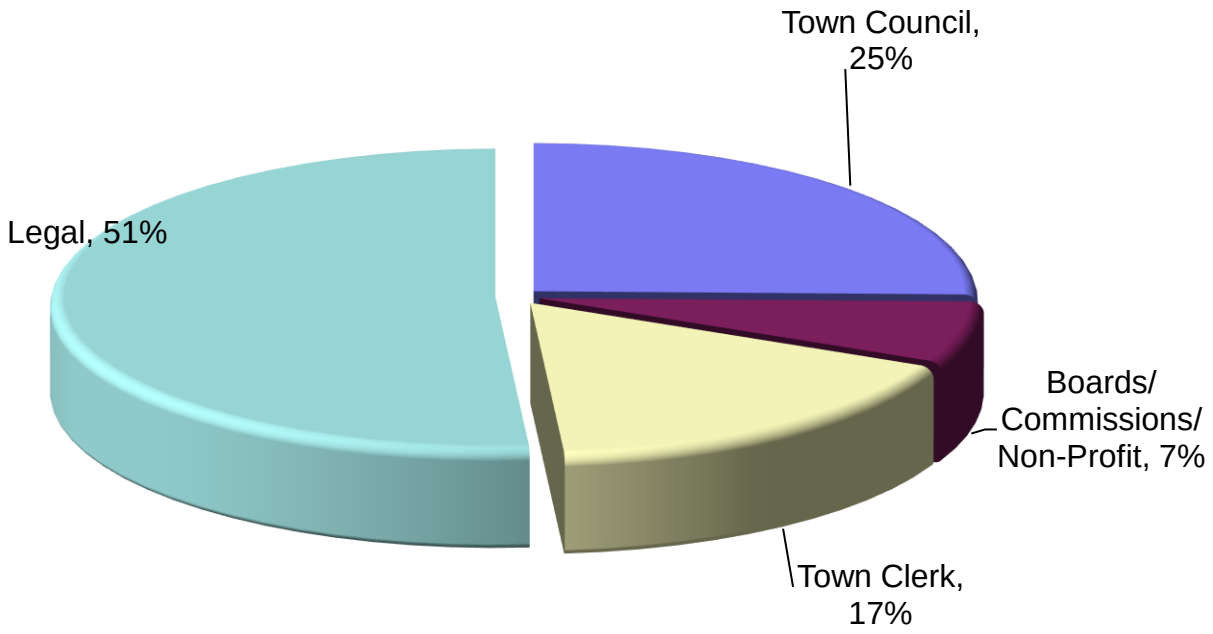



*These positions are appointed by the Town Council.

# LEGISLATIVE DEPARTMENT SUMMARY

## MISSON STATEMENT

The Legislative Department is committed to serving the citizens of Cary by establishing ordinances and policies to meet the needs of the community, providing citizens with access to accurate information about the actions of Town government, and ensuring that such actions comply with all applicable laws and regulations.



# TOWN COUNCIL

Additional information about the Town Council may be obtained by calling Virginia Johnson, Town Clerk, at (919) 460-4941, through e-mail at virginia.johnson@townofcary.org or by visiting the Town's website at www.townofcary.org.

## Mission Statement

The Town Council consists of a seven-member governing board of the Town elected by the citizens, which includes a Mayor and two at-large members elected by all voters; the other four members are elected by district. The mission of the Town Council's Office is to provide leadership to the Town of Cary by establishing ordinances and policies.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Good Governance** | |
| Provides assurance of regulatory and policy compliance to minimize and mitigate risk | 1, 3 |
| Enables and enhances openness and transparency by ensuring accountability, honesty, efficiency, best practices and innovation in all operations | 1, 3 |
| Protects, manages and optimizes its financial, human, physical and technology resources | 1, 2, 3 |
| Attracts, motivates and develops a high-quality, engaged and productive workforce | 1, 3 |
| Delivers responsive and courteous service to its internal and external customers, while ensuring timely and effective two-way communication | 1 |

## Goals and Initiatives

1. Establish policies and programs for effective delivery of Town services.
2. Approve annual financial plan and set property tax rate and all user fees.
3. Provide all ordinances, rules and regulations for the welfare of the Town.

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| # Meetings (includes Town Council regular, quasi-judicial, special, work sessions and joint committee meetings) | 58 | 75 | 65 |

## Activity History

| Fund Number: 10-4110<br>Activity | Actual<br>FY 2013 | Actual<br>FY 2014 | Actual<br>FY 2015 | Estimated<br>FY 2016 | Budget<br>FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $130,418 | $132,463 | $125,800 | $170,090 | $202,544 |
| Operations and Maintenance | $539,357 | $492,914 | $368,584 | $540,772 | $432,369 |
| Capital Outlay | $0 | $0 | $0 | $0 | $0 |
| Boards and Commissions | $141,870 | $144,505 | $147,143 | $161,789 | $165,789 |
| **Total** | **$811,645** | **$769,882** | **$641,527** | **$872,651** | **$800,702** |
| Council Members | 7 | 7 | 7 | 7 | 7 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- Reduced Council contracted services and advertising due to no municipal elections in FY 2017

# LEGISLATIVE DEPARTMENT

## BOARDS AND COMMISSIONS
## GENERAL NON-PROFITS

The Town funds various boards, commissions and non-profit organizations each year. These requests go through budget review along with Town departments each year. External agencies must furnish financial statements and budgets to the Town, and may be requested to provide additional information regarding the use of Town funds.

The following table summarizes the actual funding distributed during Fiscal Years 2013-2015, estimated amounts for FY 2016, and budgeted amounts for FY 2017.

| Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 | Non-Profit Organizations |
|---|---|---|---|---|---|
| | | | | | **Boards and Commissions** |
| --- | --- | --- | 5,650 | 5,950 | Historic Preservation Commission |
| 1,340 | 1,600 | 1,600 | 1,650 | 1,700 | Planning and Zoning Board |
| 2,252 | 2,252 | 2,250 | 2,252 | 2,252 | Board of Adjustment |
| --- | --- | --- | 250 | 250 | Public Art Advisory Board |
| 187 | 187 | 187 | 187 | 187 | PRCR Advisory Board |
| **3,779** | **4,039** | **4,037** | **9,989** | **10,339** | **TOTAL BOARDS AND COMMISSIONS** |
| | | | | | **General Non-Profit Organizations** |
| 4,000 | 4,000 | 3,500 | 3,000 | 3,000 | Big Brothers Big Sisters of the Triangle, Inc. |
| 2,500 | 2,000 | 4,000 | 4,000 | --- | Bridge II Sports |
| 16,500 | 17,000 | 18,000 | 18,000 | 19,000 | Carying Place, The |
| 2,500 | 2,500 | 2,000 | 2,000 | 2,000 | Cary Family YMCA |
| --- | --- | 3,000 | 3,000 | 3,250 | Cat Angels Pet Adoptions, Inc |
| 32,500 | 32,500 | 33,200 | 33,000 | 34,000 | Center for Volunteer Caregiving, The |
| 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | Child Care Services Association |
| --- | --- | 2,000 | 1,000 | 2,000 | Club Horizon |
| 2,500 | 2,500 | 2,000 | 2,000 | 2,000 | Communities in Schools of Wake County |
| 4,000 | 4,500 | --- | --- | --- | COPE Eldercare |
| --- | --- | --- | --- | 5,000 | CORRAL Riding Academy |
| 3,000 | 2,000 | 2,500 | 2,500 | --- | Crime Stoppers of Cary, Inc. |
| 22,000 | 22,000 | 22,500 | 22,500 | 23,000 | Dorcas Ministries (formerly Christian Community in Action) |
| --- | --- | --- | --- | 2,500 | GiGi's Playhouse |
| --- | --- | --- | 1,500 | 1,500 | Guiding Lights (Caregiver Support Center) |
| 3,200 | 3,200 | 3,000 | 2,500 | --- | Hopeline |
| --- | 1,500 | --- | --- | 2,000 | Hospice of Wake County |
| 18,000 | 18,500 | 20,500 | 21,500 | 26,000 | Interact |
| 5,500 | 5,500 | --- | 5,000 | --- | Life Experiences, Inc. |
| 4,000 | 3,500 | --- | 4,000 | 5,000 | Lucy Daniels Center for Early Childhood |
| --- | --- | --- | --- | 1,000 | Note in the Pocket |
| 500 | 500 | 600 | 500 | 500 | Poe Center (Alice Aycock Poe Center for Health Ed.) |
| 3,500 | 4,000 | 4,500 | 4,500 | 4,500 | SAFEchild |
| 2,500 | 3,000 | 2,000 | 2,500 | 2,500 | Special Olympics North Carolina |
| 3,500 | 4,000 | 4,500 | 4,500 | 6,750 | Triangle Family Services |
| 1,800 | 1,800 | --- | --- | --- | Triangle Radio Reading Service |
| --- | --- | 1,700 | --- | --- | Wags 4 Tags |
| 3,500 | 3,000 | 3,500 | 3,000 | 4,000 | White Oak Foundation |
| 4,000 | 4,000 | 4,500 | 4,000 | 5,000 | White Plains Children's Center |
| --- | --- | 8,000 | 6,000 | --- | Women's Center of Wake County, Inc. |
| **$141,000** | **$143,000** | **$147,000** | **$152,000** | **156,000** | **TOTAL GENERAL NON PROFIT ORGANIZATIONS** |

# TOWN CLERK DIVISION

Additional information about the Town Clerk's Office may be obtained by calling Virginia Johnson, Town Clerk, at (919) 460-4941, through e-mail at virginia.johnson@townofcary.org or by visiting the Town's website at www.townofcary.org.

## Mission Statement

The mission of the Town Clerk's Office is to prepare and maintain complete and accurate records of Cary Town Council proceedings, to serve as the custodian of Council and Clerk records, to provide staff support to the members of the Cary Town Council and to furnish information and assistance to citizens.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Good Governance** | |
| Provides assurance of regulatory and policy compliance to minimize and mitigate risk | 1, 2, 3, 4, 6, 12 |
| Enables and enhances openness and transparency by ensuring accountability, honesty, efficiency, best practices and innovation in all operations | 1, 2, 3, 4 |
| Protects, manages and optimizes its financial, human, physical and technology resources | 2, 4, 7 |
| Delivers responsive and courteous service to its internal and external customers, while ensuring timely and effective two-way communication | 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12 |

## Goals and Initiatives

"Sunshine" Duties: Public Records and Open Meetings

1. Provide public notice of all official meetings in accordance with NC Open Meetings Law, including providing updates to the Town's web meeting calendar. Prepare agenda and minutes for all Cary Town Council regular meetings, quasi-judicial meetings, special meetings, emergency meetings, joint meetings and designated volunteer board meetings. Prepare minutes for all Town Council work sessions. Attend all Council meetings, work sessions and designated volunteer board, committee and tasks force meetings. Execute and provide Council adopted meeting documents to departments following Council meeting.
2. Manage Town Clerk and Town Council division records, including permanent records. Record all official action of the Town Council, Environmental Advisory Board and Information Services Advisory Board. Safeguard all official records, and provide accurate information to citizens in an efficient and professional manner.
3. Respond to public records requests in a timely manner with accurate information.
4. Educate elected officials, boards/commissions members and staff on open meetings and public records requirements.

Town Council Support

5. Provide staff support to the members of the Cary Town Council, including but not limited to scheduling Council participation in Town and outside events, meetings with citizens, developers and staff, and preparing letters and ceremonial documents.
6. Maintain updates to the Town charter, code and LDO
7. Manage Town boards/commissions, task forces and committees appointed by Council.
8. Administer the Hometown Spirit Award Program

Citizen and Staff Services

9. Serve as a liaison with the citizens and the Town Council, helping those citizens that we can help and for others ensuring that correspondence and phone messages are routed to the appropriate persons for prompt response.
10. Provide high quality customer service to internal and external customers through quality of service and communications.
11. Attest and notarize Town documents and return to departments in a timely manner.
12. Manages the administration of Hillcrest Cemetery, including recordkeeping, lot re-sales, and deeds processing

## FY 2016 Accomplishments

- Submitted boards, commissions and committee appointment information to Secretary of State by September 2015 in accordance with general statutes.
- Conducted Town Hall Learning Experiences for elementary school children, home school (elementary and middle school) children and civic groups.
- Administered a well-attended Hometown Spirit Awards program.
- Executed training for staff, elected and appointed officials on the NC Sunshine Laws, which included the following learning opportunities: encouraged staff to familiarize themselves with the C-Net Sunshine Page, participate in security of sensitive information training, MinuteTraq refresher and open data portal information session. Provided opportunities for staff and volunteers to review sunshine laws through sunshine word scramble.
- Provided training for all appointed officials on roles and responsibilities for boards and commissions.
- Created an informational manual for boards and commissions chairs.
- Hosted annual event for Council, staff and volunteer board members that included a presentation from staff and the mayor on town initiatives and project updates.
- Coordinated with the Secretary of State's office to provide notary training for all Town of Cary notaries.
- Streamlined agenda and minute processes using government meeting management software

## Key Performance Objectives

- Prepare documents and respond to request in accordance with established schedules.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| % of agendas available within time frame | 100% | 100% | 100% |
| % of action agendas processed the day following Council meetings | 100% | 100% | 100% |
| % of minutes available by 5 p.m. on Tuesday the week of the Council meeting when they are to be approved | 100% | 100% | 100% |
| % of time documents processed within two business days after Council meetings | 95% | 95% | 95% |
| % of draft minutes accurate | 95% | 95% | 95% |
| % of public notices posted in accordance with general statutes | 100% | 100% | 100% |
| % when above public records request action plan targets met | 95% | 95% | 95% |

## Key Performance Measures, continued:

| | | | |
|---|---|---|---|
| % of citizen, Council and staff requests for services (non-public records related) responded to with actual response or response action plan within two business days of receipt of request | 95% | 95% | 95% |
| % when above citizen, Council and staff inquiry action plan targets met (non-public records) | 95% | 95% | 95% |
| Orientation provided to elected officials within 60 days after election and before they take office and to appointed board/commission members within 45 days of appointment | 95% | 95% | 95% |
| At least two reminders during the fiscal year to elected officials and appointed board/commission and committee members about importance of "sunshine" laws (public records and open meetings). | 100% | 100% | 100% |

## Key Workload Indicators

- Prepare all Council-related agenda and minutes (including agendas, minutes and Council action agenda) and attend all Council-related meetings (including any board, joint committee and special task force meetings) 100 percent of the time as required by the North Carolina General Statues.
- Process all resolutions, ordinances, proclamation, public records request, contracts, and requests for services 100 percent of the time in accordance with Town policy, procedures, ordinances and/or North Carolina General Statutes.

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| # Meetings ( (includes support for and/or attendance at Town Council regular, quasi-judicial, special, work sessions, and joint committee meetings, two volunteer boards and in FY 15 aging issues task force) | 88 | 80 | 80 |

## Activity History

Fund Number: 10-4130

| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $286,297 | $284,425 | $318,078 | $318,955 | $327,675 |
| Operations and Maintenance | $42,435 | $173,019 | $62,180 | $368,617 | $93,412 |
| Capital Outlay | $0 | $0 | $0 | $0 | $0 |
| **Total** | **$328,732** | **$457,444** | **$380,258** | **$687,572** | **$421,087** |
| Authorized FTEs | 3.75 | 3.75 | 4 | 4 | 4 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- Reduced clerk contracted services due to no municipal elections in FY 2017

# LEGAL DIVISION

Additional information about the Legal Division may be obtained by calling Christine B. Simpson, Town Attorney, at (919) 469-4008 or through email at chris.simpson@townofcary.org.

## Mission Statement

The Town Attorney is the legal advisor to the Town Council and serves at its pleasure. The Town Attorney is unable to provide legal advice or representation to citizens on any matter.

The Town Attorney heads the Legal Division which serves as the primary legal advisor to the Town Council, Town Manager's office, department directors, Town employees and Boards and Commissions ("clients"), providing legal advice and representation on matters of Town business. The Legal Division manages the legal program of the Town. The Town Attorney or Senior Assistant Attorney attend all meetings of the Town Council, Planning and Zoning Board and the Board of Adjustment. Ordinances, contracts and legal instruments adopted or approved by the Town Council, and those of a non-routine nature, are drafted or reviewed by the Legal Division. The Legal Division retains and works closely with outside counsel when specialized expertise is required. The Legal Division works closely with and coordinates the activities of outside counsel appointed by the Town's insurer in litigation matters for which there is insurance coverage.

The Legal Division is committed to supporting the mission, goals and initiatives of the Town through the delivery of timely, cost-effective, high quality and competent legal advice and services, unaffected by politics, personality or self-interest.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Good Governance** | |
| Provides assurance of regulatory and policy compliance to minimize and mitigate risk | 1, 2, 3 |
| Supports decision-making with timely and accurate short-term and long-range analysis | 1, 2, 3 |
| Enables and enhances openness and transparency by ensuring accountability, honesty, efficiency, best practices and innovation in all operations | 1, 2, 3 |
| Delivers responsive and courteous service to its internal and external customers, while ensuring timely and effective two-way communication | 1, 2, 3 |

## Goals and Initiatives

1. Provide competent, knowledgeable, effective and proactive legal consultation and advice.
   - The Legal Division provides legal counsel and advice to its clients, and attends all Council meetings and work sessions, Planning and Zoning Board and Board of Adjustment meetings and work sessions, and other open meetings as requested or required. The Division supports the provision of open meetings and public records training to Board and Commission members. The Division represents the Town's interests in working with Town contractors, property owners, developers, citizens and their attorneys to address and manage conflicts.

- The Legal Division works closely with the Town Manager and department directors to provide legal services necessary to implement Council direction and Town goals and initiatives. The Division negotiates drafts or reviews contracts, ordinances and other legal instruments approved by Council. The Division negotiates drafts or reviews other contracts, ordinances, and other legal instruments as requested. The Division searches title and drafts deeds, easements, leases and other real property instruments. All such services are consistent with the direction and objectives communicated by the Town Council and the Town Manager. The Division works collaboratively with the Planning, Inspections and Permits and other departments regarding enforcement issues.
- The Legal Division communicates with others, including citizens, developers, contractors and their legal representatives about Town legal business.

Strategies:
- Prioritize provision of legal services to meet Council and Manager priorities;
- Provide clear, understandable and consistent interpretations, communications and opinions;
- Be and remain knowledgeable of federal, state and local laws, rules and regulations that affect NC cities and Town initiatives;
- Be and remain knowledgeable of Town ordinances, operations, personnel and policies;
- Improve opportunities for education, communication and preventive strategies relative to legal issues.

2. Provide high quality, efficient and effective legal advocacy and representation. The Division retains and manages outside counsel for specialized expertise and for litigation including appeals. Outside counsel is appointed by the Town's insurance carrier where there is insurance coverage, and is retained in other cases.

   Strategies:
   - Select and retain outside counsel who provide high quality legal services at reasonable cost;
   - Develop methods to project cost and workload estimates quarterly;
   - Issue Litigation Hold notices and assist with document production requirements;
   - Develop internal processes to efficiently address litigation demands.

3. Provide efficient and effective management of the Legal Division. The Division develops and implements office policies and procedures; monitors overall office performance, prepares and administers the Division budget; recruits, reviews, develops and retains high performing staff and maintains Division records as required by law.

   Strategies:
   - Ensure excellent customer service delivery through appropriate work acceptance and assignment processes to ensure prompt, high quality responses;
   - Be accessible and responsive;
   - Promote learning and growth by providing for continued legal education and training and encouraging staff to undertake activities that demonstrate their commitment to professionalism and learning;
   - Attend professional organizational meetings and develop relationships with state, federal and governmental and other legal professionals.

## Key Performance Objectives

- Attend all meetings of the full Council.
- Draft, review and revise ordinances and ordinance amendments within required time-frames and generally within thirty days.
- Draft contracts and other instruments within required time-frames and generally within thirty days.
- Review and revise contracts and other instruments drafted by other departments within required time frames and generally within three weeks.

- Review all other legal matters as time requires and generally within thirty days.
- Prepare and record or file all legal documents within time frame designated by law or court.
- Provide Town Manager with updates as to lawsuits and outside counsel expenditures.
- Respond to public records requests within appropriate time frame. Provide timely advice to staff regarding public record requests.

### Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| % Council open meetings attended | 100% | 100% | 100% |
| % ordinances reviewed within time frame | 99% | 99% | 99% |
| % contracts/instruments drafted within time frame | 99% | 99% | 99% |
| % contracts reviewed/revised within time frame | 99% | 99% | 99% |
| % other legal matters reviewed within time frame | 99% | 99% | 99% |
| % legal documents submitted within time frame designated by court/law | 100% | 100% | 100% |
| # of litigation actions initiated | 0 | 0 | 0 |
| # of litigation actions resolved | 1 | 5 | 0 |
| % of public record requests received and responded to within time frame | 100% | 100% | 100% |

### Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Open Meetings attended* | 90 | 85 | 85 |
| Contracts reviewed or written | 100 | 100 | 100 |
| Instruments Reviewed | 0 | 100 | 150 |
| Titles Searched | 0 | 35 | 75 |
| Ordinances reviewed or written | 30 | 25 | 25 |
| Standard Policies and Procedures reviewed or written | 5 | 5 | 5 |
| LDO / Code | 30 | 25 | 25 |
| Board of Adjustment (advising board) | 11 | 9 | 9 |
| Boards and Commissions advice and training | 2 | 2 | 2 |
| Quasi-Judicial Cases | 12 | 15 | 15 |
| Staff meetings/client interviews | 500 | 675 | 675 |
| Advice, report, memorandum to Council, staff, board or commission written opinions/research | 500 | 675 | 675 |
| Public records requests fulfilled | 5 | 0 | 2 |

* Town Council meetings, Planning and Zoning Board meetings, Board of Adjustment, Special Sessions, and Work Sessions only – does not include meetings with staff, citizens, attorneys or committees.

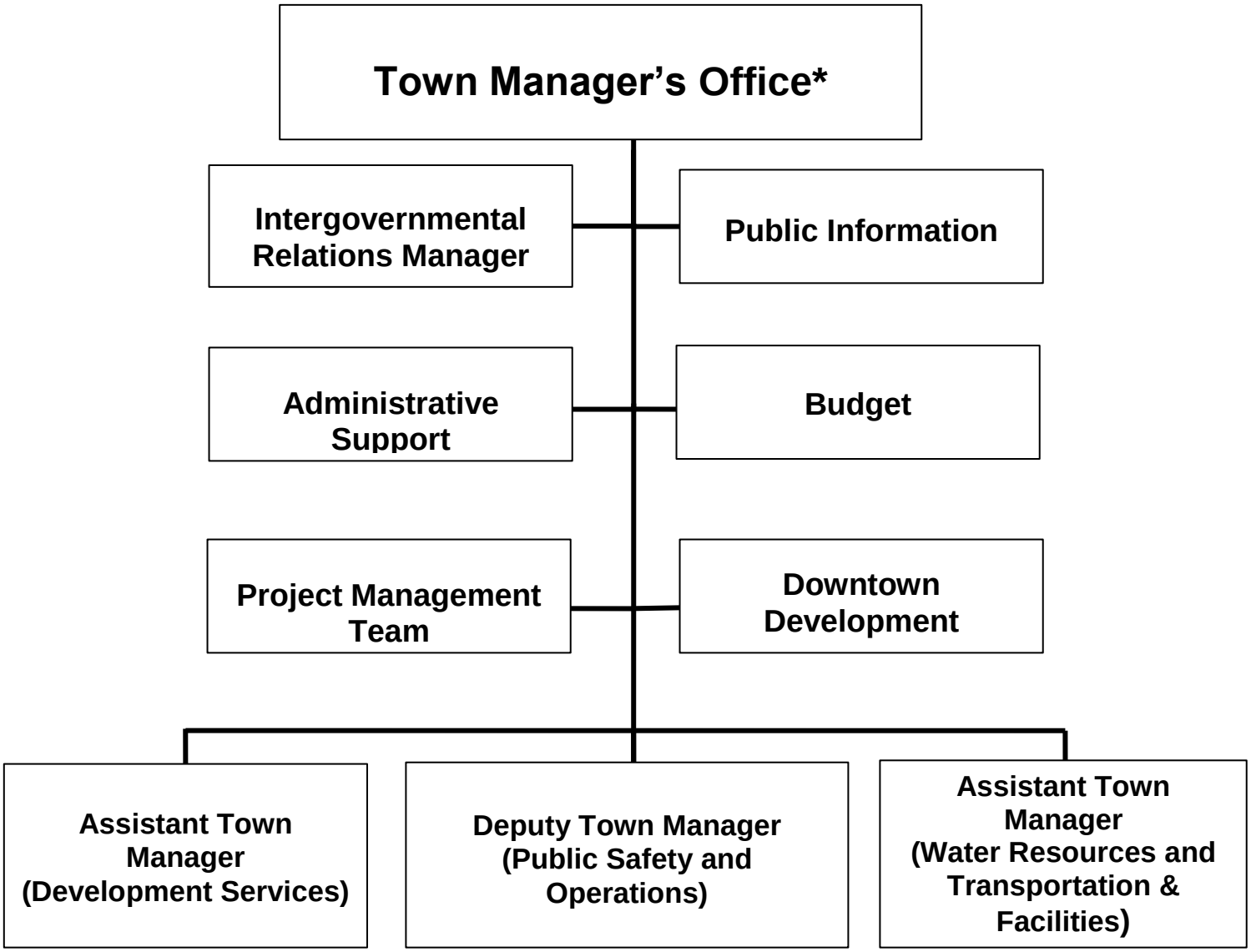
## Activity History

| Fund Number: 10-4140 - Legal<br>Activity | Actual<br>FY 2013 | Actual<br>FY 2014 | Actual<br>FY 2015 | Estimated<br>FY 2016 | Budget<br>FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $366,487 | $379,787 | $398,204 | $507,693 | $545,397 |
| Operations and Maintenance | $1,001,413 | $654,825 | $235,443 | $884,531 | $737,973 |
| Capital Outlay | $0 | $0 | $0 | $0 | $0 |
| **Total** | **$1,367,900** | **$1,034,612** | **$633,647** | **$1,392,224** | **$1,283,370** |
| Authorized FTEs | 3 | 3 | 4 | 4 | 4 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- There are no significant budget and/or service level changes for FY 2017.

# TOWN MANAGER'S DEPARTMENT

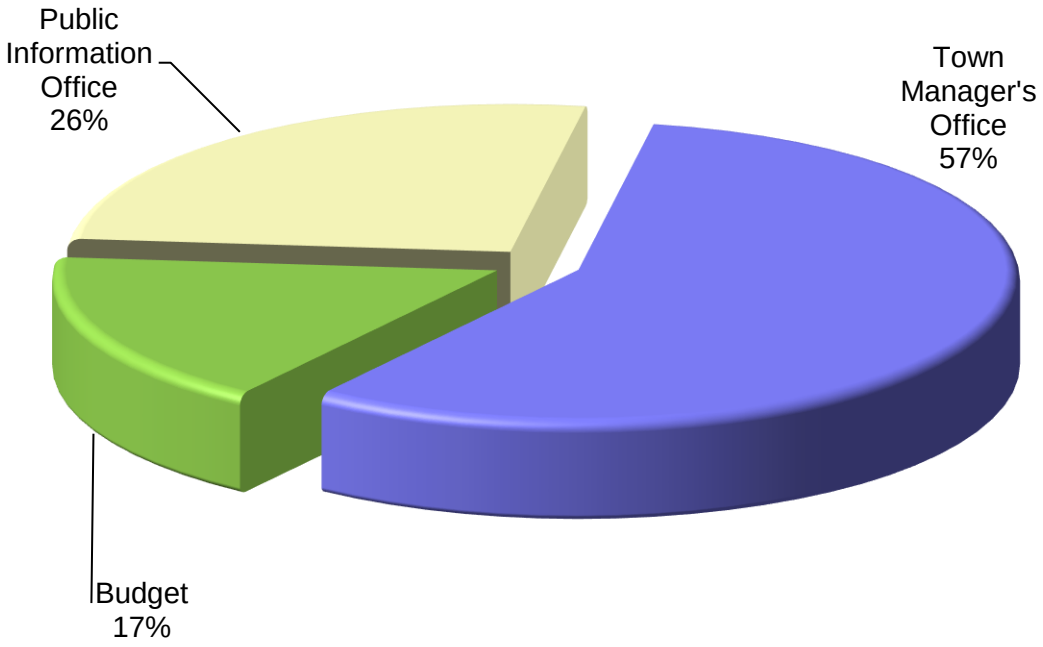



* The Town Manager is appointed by the Town Council.

# TOWN MANAGER'S DEPARTMENT SUMMARY

## MISSION STATEMENT

The Town Manager's Department is committed to developing citizen awareness of Town government and ensuring that Town services are planned for and delivered to all citizens in the most efficient, economical, and effective manner possible.



# TOWN MANAGER'S DEPARTMENT

Information about Town-wide management may be obtained by contacting Sean Stegall, Town Manager, at (919) 469-4002 or sean.stegall@townofcary.org, Mike Bajorek, Deputy Town Manager, at (919) 469-4003 or mike.bajorek@townofcary.org, Tim Bailey, Assistant Town Manager, at (919) 469-4034 or tim.bailey@townofcary.org, Russ Overton, Assistant Town Manager, at (919) 469-4034 or russ.overton@townofcary.org or Lana Hygh, Assistant to the Town Manager, at (919) 469-4006 or lana.hygh@townofcary.org. Information about the Public Information Office may be obtained by contacting Susan Moran, Public Information Director, at (919) 460-4951 or susan.moran@townofcary.org. Information about the Budget Office may be obtained by contacting Karl Knapp, Budget Director, at (919) 462-3911 or karl.knapp@townofcary.org. Information about Downtown Development may be obtained by contacting Ted Boyd, Downtown Development Manager, at (919) 462-3870 or ted.boyd@townofcary.org. You may also visit the Town's website at www.townofcary.org.

### Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned and Livable Community** | |
| Provides a safe environment that promotes, supports and sustains clean and visually appealing neighborhoods that are welcoming, secure and provide quality housing options that meet the community's needs and reinforce its identity and character | 1, 2, 6, 7, 22 |
| Promotes and encourages strategically planned, well-designed, well-constructed and sufficiently regulated mixed use development of vibrant residential, commercial and downtown areas | 1, 2, 3, 6, 7, 22 |
| Connects the community through a network of safe, accessible, reliable and well-planned mobility options for vehicles, pedestrians and cyclists | 1, 2, 3, 5, 6 |
| Provides for the protection, preservation and renewal of its natural resource through effective waste management, recycling and mitigation of factors impacting the environment | 1, 2 |
| Collaboratively encourages and provides a variety of community events, quality educational opportunities, leisure-time activities, and a vibrant downtown that are safe and contribute to the economic and social well-being of the community | 1, 2, 3, 7, 22, 23 |
| Fosters a sense of community through citizen involvement, participation, and education | 1, 2, 3, 5, 6 |
| Provides safe accessible, attractive parks, trails, open space and public facilities that offer a variety of recreational opportunities and public spaces that enhance the aesthetic appeal of the Town | 1, 2, 5, 22 |
| **Economic Vitality and Development** | |
| Encourages and supports the attraction, retention and growth of diverse and sustainable businesses that contribute to the community's economy and stimulate job growth | 1, 2, 4, 6, 7, 22, 24, 26 |
| Facilitates business development through community partnerships, incentives and efficient, "business-friendly" processes | 1, 2, 4, 7, 23, 25, 26, 27, 28 |
| Promotes and invests in strategically planned, appropriately balanced, future-focused and sustainable development and re-development that provides for a thriving community and revitalized downtown | 1, 2, 6, 7, 22 |
| Promotes itself as a safe, attractive, home town environment, offering quality housing choices and a variety of activities and amenities that offer a premier quality of life to a broad spectrum of people | 6, 7, 22 |

| | |
|---|---|
| Provides, maintains and enhances its public infrastructure systems to support community expansion, support the effective delivery of services, preserve its resources and meet the needs of its residents, businesses and visitors | 22 |
| **Effective Transportation and Mobility** | |
| Plans, designs and constructs efficient, safe, well-maintained and reliable streets that improve traffic flow, ease congestion and ensure optimal mobility | 1, 2, 5, 7 |
| Provides for accessible and attractive sidewalks bikeways, trails, medians and greenways that connect the community and provide safe mobility options for pedestrians and cyclists | 1, 2, 3, 5, 7, 22 |
| Partners to promote and ensure local and regional access to reliable, affordable and convenient public transportation options | 1, 2 |
| Collaboratively plans for the mobility needs of the community | 1, 2, 3 |
| **Quality Recreational, Leisure and Cultural Opportunities** | |
| Invests in its park system including open spaces, greenways, trail systems and recreation areas, ensuring they are safe, convenient, well-maintained, accessible and connected | 1, 2, 5, 6, 7 |
| Offers a variety of accessible and affordable indoor and outdoor recreational/leisure programs and activities to meet a wide variety of interests and promote a healthy lifestyle | 1, 2 |
| Focuses on the unique health, recreational and social needs of youth, adults, families and seniors in the community | 1, 2, 3, 9 |
| Encourages and supports a variety of diverse opportunities and venues that focus on the arts, town history, cultural enrichment, life-long learning and entertainment | 1, 2 |
| Promotes community events and celebrations that encourage participation and foster a sense of community | 1, 2, 3 |
| **Reliable, Sustainable Infrastructure** | |
| Continually invests in building and improving a well-designed, well-maintained, transportation system of safe and sustainable streets, sidewalks and bridges | 1, 2, 5, 6, 7 |
| Collaboratively plans and develops adequate infrastructures systems that meet the capacity needs of the community's growth | 1, 2, 3 |
| Designs, builds, and proactively maintains a reliable utility infrastructure that delivers a safe, clean water supply, controls stormwater drainage and effectively manages sewage treatment | 1, 2 |
| Ensures town facilities, parks, greenways and public spaces are safe, clean, attractive, structurally sound and well cared for | 1, 2 |
| Plans for responsible growth and community sustainability through energy efficiencies, resource conservation and respect for environmental impacts | 1, 2 |
| Provides for critical redundancies and responsive, timely, recovery of its infrastructure systems in the event of natural and man-made emergencies | 1, 2 |
| **Safe Community** | |
| Offers protection to lives and property by justly enforcing the law, promptly responding to calls for service and being sufficiently prepared to react and respond to all emergency situations | 1, 2, 3 |
| Fosters a feeling of personal safety through a visible, responsive public safety presence and by proactively focusing on prevention and safety education | 1, 2 |
| Provides a safe public infrastructure network that is well-maintained, accessible and enhances traffic flow and mobility | 1, 2 |
| Protects and provides for the physical and environmental health of the built and natural environment of the community | 1, 2 |
| Creates a sense of belonging through communications, community engagement, involvement, education, activities and events | 1, 2, 3, 8, 9 |

| | |
|---|---|
| Promotes and sustains a clean, well-designed, properly regulated and visually attractive community | 1, 2 |
| **Good Governance** | |
| Provides assurance of regulatory and policy compliance to minimize and mitigate risk | 1, 2, 4, 16, 17, 18, 19 |
| Supports decision-making with timely and accurate short-term and long-range analysis | 1, 2, 3, 6, 16, 17, 18, 19, 20, 21 |
| Enables and enhances openness and transparency by ensuring accountability, honesty, efficiency, best practices and innovation in all operations | 8, 9, 10, 14, 15, 16, 17, 18, 19, 20, 21 |
| Protects, manages and optimizes its financial, human, physical and technology resources | 1, 2, 4, 5, 9, 16, 17, 18, 19, 20, 21 |
| Attracts, motivates and develops a high-quality, engaged and productive workforce | 1, 2, 9, 16, 17, 18, 19, 20 |
| Delivers responsive and courteous service to its internal and external customers, while ensuring timely and effective two-way communication | 1, 2, 4, 8, 9, 10, 11, 12, 13, 16, 17 |

## Goals and Initiatives

Town Manager's Office

1. Implement the policies and directives approved by the Town Council.
2. Exercise management responsibility over all Town departments.
3. Solicit community involvement in Town government and respond to citizen and business concerns.
4. Maintain a strong intergovernmental relations program to advocate for the Town's interests at the regional, state and national levels.
5. Manage the implementation of Cary Community Investment Bond projects.
6. Manage development of the Imagine Cary community plan
7. Manage the downtown revitalization and development program.
8. Oversee implementation of new web site.
9. Maintain strong customer service focus.

Public Information

10. Develop and execute a proactive and strategic comprehensive communication program for publicizing and promoting the mission, goals, services, accomplishments and initiatives provided by the Town.
11. Establish and maintain effective media relations by conducting staff training, issuing news releases, coordinating news conferences, responding to inquiries, serving as spokespersons, placing and tracking the effectiveness of paid media and regularly evaluating the media program.
12. Manage the Town's government cable access channel and video services including staffing, equipment, scheduling, programming, and production.
13. Manage cable television regulatory issues including service monitoring and citizen complaint resolution.
14. Support departments to ensure that website content is timely, accurate and complete and that the Town's brand identity is protected and maintained through appropriate look and feel.
15. Effectively and appropriately incorporate new media tools into the Town's outreach efforts by developing and managing the Town's use of new media including establishing new media accounts/feeds, issuing new media communiqués, monitoring and responding to new media posts and creating reports on new media usage.
16. Guide the Town's research initiatives including the Biennial Citizen Satisfaction Survey.

Budgeting and Evaluation

17. Manage the development and preparation of the Town-wide operating budget for Council approval and adoption.
18. Manage the development and preparation of the capital improvement budget and ten-year capital improvements plan.
19. Monitor revenue and expenditures throughout the year, review/approve budget adjustments and consult with departments on mid-year service level changes.
20. Develop/administer the Town-wide internal performance measurement program, participate in the state-wide performance measurement program and perform operational studies on municipal services.
21. Manage the use of Priority Based Budgeting as an analytical tool to help management better align resources with Council priorities.

Downtown Development

22. Construct park and streetscape.
23. Facilitate private investment by providing timely information, making connections, and through public partnerships.
24. Develop a promotional strategy for downtown, including branding and marketing.
25. Develop economic development data and materials regarding the revitalization efforts in downtown.
26. Develop a parking strategy for downtown that involves the improvement of existing parking opportunities and the creation of new parking options.
27. Manage the small business incentive loan program.
28. Launch a downtown-specific website.

## FY 2016 Accomplishments

- Provided overall management of the implementation of the FY 2016 adopted operating and capital budgets and development of the FY 2017 budgets.
- Planned, prepared and managed the annual Council/Staff retreat and 15 Council work sessions to develop, refine and clarify policy and program issues including work sessions focused specifically on community planning, downtown development, downtown park and streetscape, library, legislative program and council priorities.
- Continued design and construction of Community Investment Bond projects.
- Planned, prepared and conducted a Management Team meeting for key staff members.
- Developed the Town's first open data program.
- Managed the Town's legislative program.
- Managed the Town's economic development program.
- Continued implementation of the Downtown Redevelopment including:
    - Continued construction of the streetscape project
    - Initiated construction of the downtown park
    - Facilitated the creation and opening of Cofounders Capital and Cary Cofounders Lab on the third floor of 121 E Chatham St.
    - Leased the Café/Concession area of The Cary Theater to BREW to operate a full service coffee shop and theater concessions.
    - Facilitated various supporting town functions for new development of 25,000SF office/retail building (Midtown Square) and downtown businesses to include, Bond Brothers Beer Company, Cary Florist, Whistle Stop Nutrition, Chatham Street Wine Market
    - Managing the approval and future completion of the Cedar Street Public Parking Lot
    - Final stages of Downtown Website, to be completed in 2016.
    - Created new lunchtime concert series, "Live at Lunch" to animate the otherwise vacant Fidelity Bank Plaza, bring new life downtown during the week and support Downtown restaurants.
    - Facilitated completion and opening of The Mayton Inn, an economic development project in Downtown that produced over $12 million in private investment, a 45 room boutique hotel with full service restaurant and bar.

- Continued construction of the Cary/Apex Water Treatment Plant Expansion.
- Continued management of the Imagine Cary comprehensive plan update
- Managed existing budgetary authority and provided regular updates regarding general fund revenues at Council meetings.
- Coordinated the collection of public input regarding FY 2017 budget priorities.
- Earned the Distinguished Budget Presentation Award from the Government Finance Officers Association for the FY 2016 Budget.
- Produced monthly issues of the Town's utility bill newsletter, BUD and its video counterpart, BUD TV.
- Produced Cary Matters, Council's monthly cable television show.

## Key Performance Objectives

- Maintain a '6' or higher on key indicators of citizen satisfaction with Town government in the biennial survey.
- Receive above-average ratings from regional media contacts on key indicators in biennial media relations survey.
- Maintain current information on the web page for all public service announcements, news releases and media advisories.
- Achieve no more than 5% variance between budgeted and actual operating revenues for all major funds.
- Earn the Government Finance Officers Association distinguished budget presentation award.
- Manage budget execution to ensure 100% compliance with Town Council approved budget ordinances.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Citizen satisfaction - % of respondents rating Cary's overall desirability as a place to live at a '6' or higher on a scale of 1-9 on Biennial Survey* | N/A | 97.6 | N/A |
| Media relations - Average score of media respondents rating the Town on Media Relations Survey** | N/A | 8.5 | N/A |
| Post PSAs, media advisories and news releases to website within one work day | 100% | 100% | 100% |
| Year-end operating revenue variance [excess, (shortfall)] from adopted budget to actual for all major funds | 4.5% | 2.0% | 0.0% |
| Earn GFOA budget award | Received | Received | Expected |
| Budget Ordinance Compliance Rate | 100% | 100% | 100% |

*Biennial Citizen Survey is reported every two years. Survey question "How would you rate Cary overall as a place to live?" is used here as the sole source for this measure.
**Media Relations Survey is performed every two years and takes an overall average using survey questions 5-20.

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| No. of Facebook posts | 971 | 980 | 990 |
| No. of Council remarks/talking points written | 61 | 65 | 70 |
| No. of hours of original programming cablecast | 256 | 262 | 272 |
| No. of news releases, PSAs and advisories issued | 548 | 550 | 560 |
| No. of content updates to www.townofcary.org | 1,588 | 1,650 | 1700 |
| No. of updates posted to Twitter feeds | 820 | 825 | 830 |

## Activity History

Funds: 10-4200 Town Manager's Office and 10-4250 Downtown Development

| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $713,653 | $1,050,771 | $1,427,471 | $1,469,381 | $1,872,029 |
| Operations and Maintenance | $75,906 | $124,672 | $186,641 | $530,236 | $287,226 |
| Capital Outlay | $0 | $79 | $0 | $0 | $0 |
| **Total** | **$789,559** | **$1,175,443** | **$1,614,112** | **$1,999,617** | **$2,159,255** |
| Authorized FTEs | 6 | 10 | 10 | 10 | 10 |

## Activity History

Fund: 10-4210 Budget Office

| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $590,587 | $460,501 | $531,732 | $568,545 | $580,612 |
| Operations and Maintenance | $62,987 | $38,934 | $28,721 | $55,507 | $48,984 |
| Capital Outlay | $0 | $0 | $0 | $0 | $0 |
| **Total** | **$653,574** | **$499,435** | **$560,453** | **$624,052** | **$629,596** |
| Authorized FTEs | 5 | 5 | 5 | 5 | 5 |

## Activity History

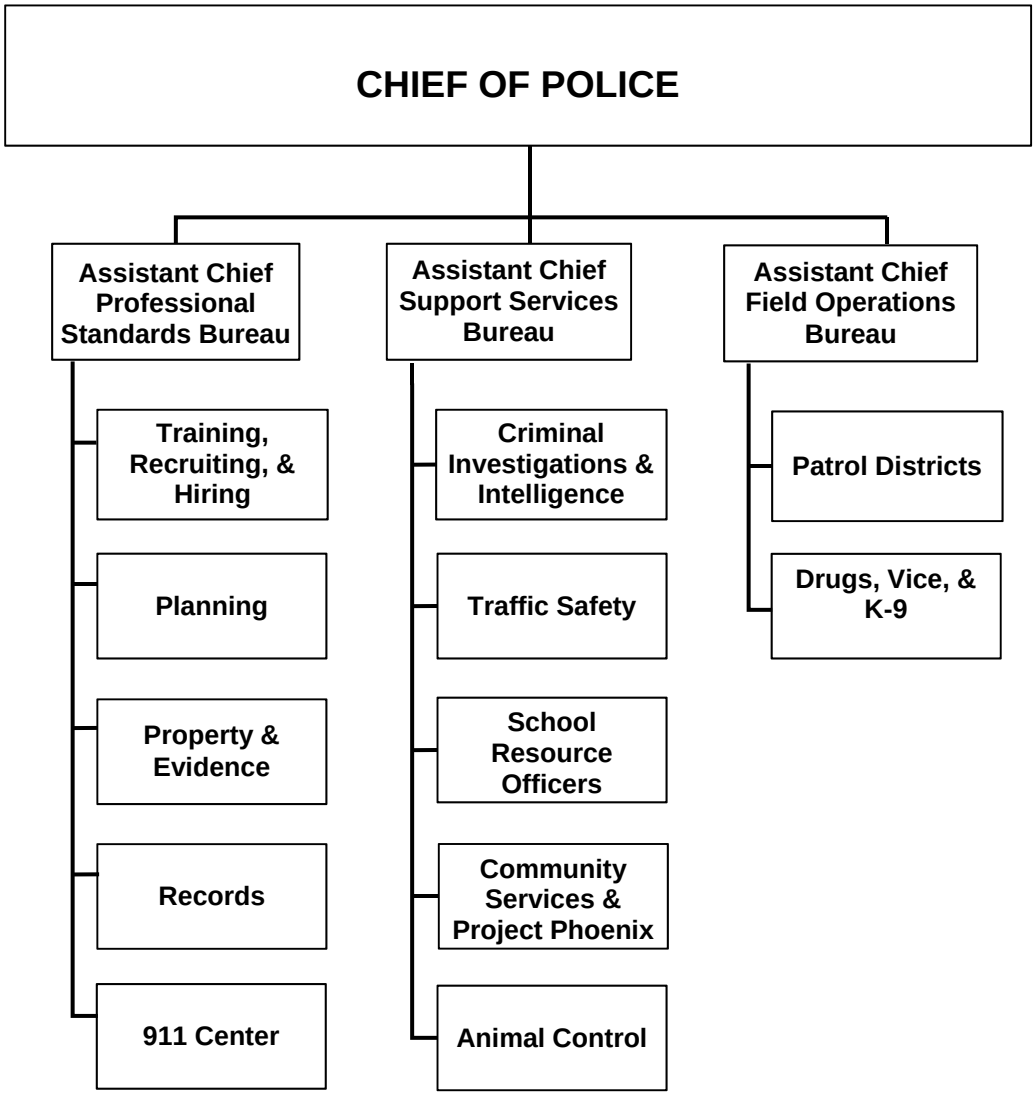
Fund: 10-4220 Public Information Office

| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $433,214 | $526,093 | $823,415 | $904,005 | $925,519 |
| Operations and Maintenance | $153,670 | $88,249 | $59,862 | $123,434 | $73,198 |
| Capital Outlay | $34,370 | $107,773 | $47,843 | $32,924 | $0 |
| **Total** | **$621,254** | **$722,115** | **$931,120** | **$1,060,363** | **$998,717** |
| Authorized FTEs | 4.625 | 6.625 | 8.625 | 8.6875 | 8.6875 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- Creation of a strategic analysis and project management group within the Town Manager's Office by moving two vacant positions from other departments and upgrading them to Business Systems Analyst, and the addition of a Project Manager position. The group would assist departments with their data reporting and analysis needs and would undertake project management and process analysis / improvement. Workload priorities would be set by an interdepartmental work team.

# PUBLIC SAFETY

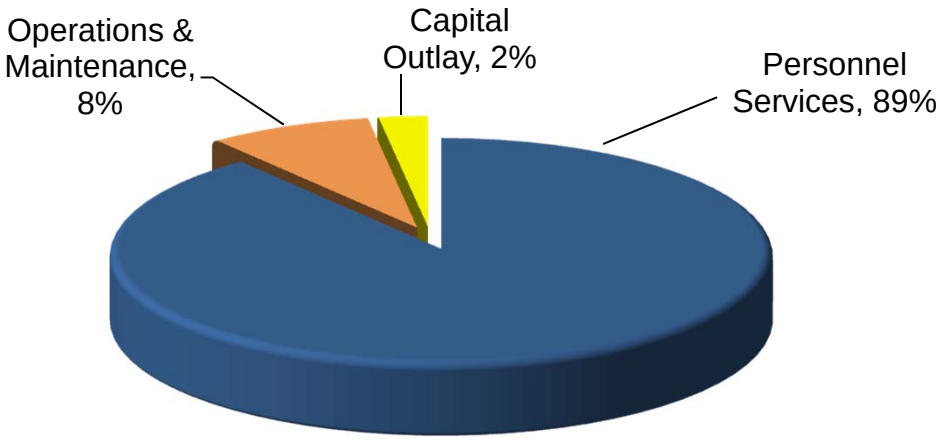

CHIEF OF POLICE
Assistant Chief Professional Standards Bureau
Assistant Chief Support Services Bureau
Assistant Chief Field Operations Bureau
Training, Recruiting, & Hiring
Planning
Property & Evidence
Records
911 Center
Criminal Investigations & Intelligence
Traffic Safety
School Resource Officers
Community Services & Project Phoenix
Animal Control
Patrol Districts
Drugs, Vice, & K-9

# POLICE AND EMERGENCY COMMUNICATIONS DEPARTMENT SUMMARIES

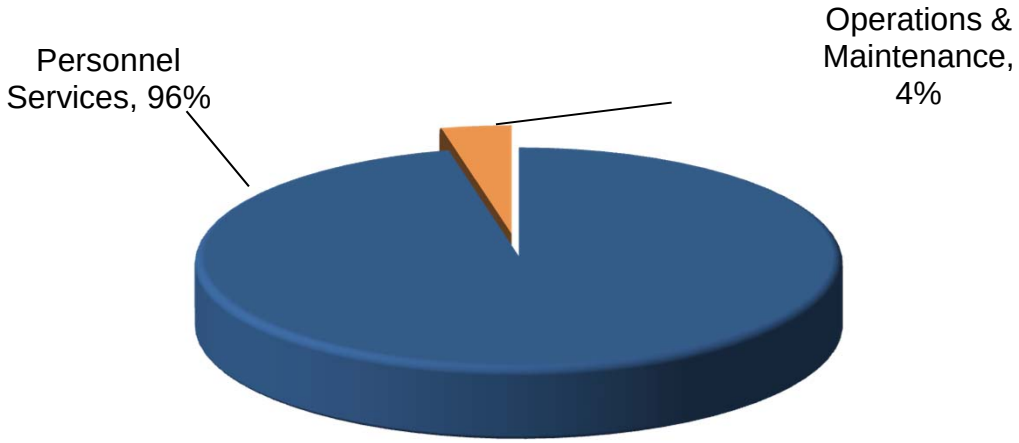
## MISSION STATEMENT

The Town of Cary Police Department is dedicated to quality professional service, while protecting life and property, through community partnerships.

### POLICE




### EMERGENCY COMMUNICATIONS



# POLICE DEPARTMENT

Additional information about the Police Department may be obtained by calling Chief Tony Godwin at (919) 469-4325, through email at tony.godwin@townofcary.org or by visiting the Town's website at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned and Livable Community** | |
| Connects the community through a network of safe, accessible, reliable and well-planned mobility options for vehicles, pedestrians and cyclists | 5 |
| Collaboratively encourages and provides a variety of community events, quality educational opportunities, leisure-time activities, and a vibrant downtown that are safe and contribute to the economic and social well-being of the community | 1,7 |
| Fosters a sense of community through citizen involvement, participation, and education | 1,6,7 |
| **Economic Vitality and Development** | |
| Promotes itself as a safe, attractive, home town environment, offering quality housing choices and a variety of activities and amenities that offer a premier quality of life to a broad spectrum of people | 4,5,6,8 |
| **Effective Transportation and Mobility** | |
| Plans, designs and constructs efficient, safe, well-maintained and reliable streets that improve traffic flow, ease congestion and ensure optimal mobility | 5 |
| **Quality Recreational, Leisure and Cultural Opportunities** | |
| Invests in its park system including open spaces, greenways, trail systems and recreation areas, ensuring they are safe, convenient, well-maintained, accessible and connected | 6 |
| Promotes community events and celebrations that encourage participation and foster a sense of community | 1,6,7 |
| **Reliable, Sustainable Infrastructure** | |
| Continually invests in building and improving a well-designed, well-maintained, transportation system of safe and sustainable streets, sidewalks and bridges | 5 |
| Ensures town facilities, parks, greenways and public spaces are safe, clean, attractive, structurally sound and well cared for | 2,3,6 |
| **Safe Community** | |
| Offers protection to lives and property by justly enforcing the law, promptly responding to calls for service and being sufficiently prepared to react and respond to all emergency situations | 2,3,4,5,6,8 |
| Fosters a feeling of personal safety through a visible, responsive public safety presence and by proactively focusing on prevention and safety education | 1,2,6,7,8 |
| Provides a safe public infrastructure network that is well-maintained, accessible and enhances traffic flow and mobility | 5,6 |
| Creates a sense of belonging through communications, community engagement, involvement, education, activities and events | 1,6,7 |

## Goals and Initiatives

1. Increase community interaction, involvement and education.
2. Improve organizational accountability and responsiveness to citizen concerns.
3. Effectively utilize personnel resources and capitalize on the skill sets of all personnel.
4. Respond to all emergency calls within 5 minutes or less.
5. Improve roadway safety and reduce traffic related crashes, injuries and deaths.
6. Reduce crime through proactive geo-policing methods.
7. Conduct two Citizen's Police Academy classes during the upcoming year.
8. Improve efficiencies in delivery of police services.

## FY 2016 Accomplishments

- Cary continues to be ranked as one of the safest cities in the country.
- Responded to 148,676 calls for service.
- Investigated 4,804 reported criminal offenses.
- Continued participation in the "Click It or Ticket" and "Booze It and Loose It" programs through the Governor's Highway Safety Program.
- The department conducted two Citizen's Police Academy classes for the community.
- Citizens Assisting Police (CAP) volunteered over 6046 hours for the Police department.
- Continued implementation of the Project PHOENIX program for multi-housing communities to better serve our citizens.

## Key Performance Objectives

- Maintain a response time to emergency calls for service of five minutes or less.
- Increase the percentage of crimes cleared in year assigned (all classes) year over year.
- Maintain the Town of Cary's ranking as the safest of the state's fifteen largest municipalities, based on the State of North Carolina's annual Uniform Crime Reporting database.
- Maintain average time from CAD entry to dispatch, for emergency calls for service, of less than 60 seconds.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Response time to emergency (life threatening) calls for service | 3.14 | 3.06 | Below 5.00 |
| % of Part I crimes cleared in year assigned | 32% | 28% | 34% |
| % of Part II crimes cleared in year assigned | 66% | 75% | 75% |
| UCR Crime Index of NC's 15 largest cities | Lowest of 15 | Lowest of 15 | Lowest of 15 |
| Average time from CAD entry to dispatch for emergency (life threatening) calls for service | Below 60 seconds | Below 60 seconds | Below 60 seconds |

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | *Estimated FY 2016 | **Projected FY 2017 |
|---|---|---|---|
| Calls for service | 146,840 | 148,676 | 148,676 |
| Emergency calls for service | 173 | 200 | 152 |
| Motor vehicle accidents reported and investigated | 4,419 | 4,774 | 4,084 |
| Part I crimes (typically felonies or serious misdemeanors) reported and investigated | 2,132 | 2,176 | 2,084 |
| Part II crimes (typically misdemeanors) reported and investigated | 2,528 | 2,628 | 2,532 |
| Crimes cleared (all types) | 2,209 | 3,274 | 2,699 |
| Adult arrests | 1,537 | 1,488 | 1,717 |
| Juvenile arrests | 91 | 50 | 116 |
| Traffic citations issued | 9,444 | 7,520 | 11,786 |

*Based on first six months of FY16
**Based on five year average

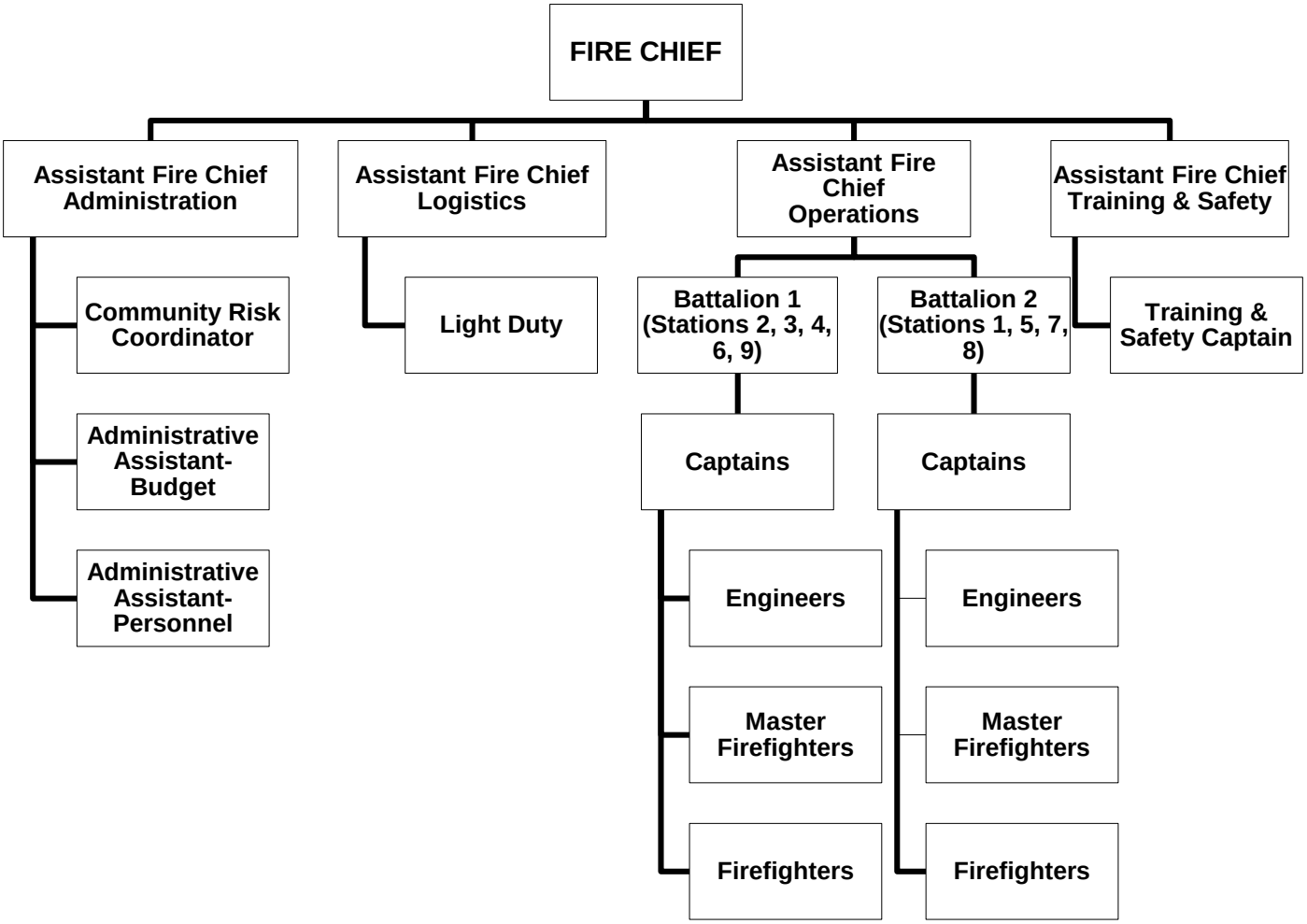
## Activity History

| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| **Police Operations:** | | | | | |
| Personnel Services | $19,336,396 | $19,861,141 | $21,086,250 | $20,534,674 | $21,525,759 |
| Operations and Maintenance | $1,906,540 | $1,977,969 | $1,866,965 | $2,537,651 | $2,004,189 |
| Capital Outlay | $208,497 | $398,105 | $319,664 | $1,015,387 | $586,462 |
| Less Reimbursement from Downtown Ops | ($8,845) | ($14,750) | $0 | ($10,343) | ($25,362) |
| Less Reimbursement from Tennis | $0 | $0 | $0 | ($2,880) | $0 |
| **Total** | **$21,442,588** | **$22,222,465** | **$23,272,879** | **$24,077,369** | **$24,091,048** |
| Authorized FTEs | 228.5 | 229.5 | 235.5 | 210.5 | 213.5 |
| **Emergency Communications:** | | | | | |
| Personnel Services | NA | NA | NA | $1,528,216 | $1,830,204 |
| Operations and Maintenance | NA | NA | NA | $31,512 | $24,621 |
| Capital Outlay | NA | NA | NA | $0 | $0 |
| | **$0** | **$0** | **$0** | **$1,559,728** | **$1,854,825** |
| Authorized FTEs | NA | NA | NA | 27.0 | 29.0 |
| Fund Number: 051-5110 | | | | | |
| K-9 Program | $0 | $5,000 | $0 | $0 | $0 |
| Police Firing Range | $0 | $15,257 | $10,385 | $0 | $0 |
| At Risk Youth Camp | $8,288 | $7,135 | $1,852 | $0 | $0 |
| **Grand Total** | **$21,450,876** | **$22,249,857** | **$23,285,116** | **$25,637,097** | **$25,945,873** |

### Significant Budget and/or Service Level Changes Beyond Current Levels

- Added three patrol officers to resolve the delay in promoting officers from patrol duty to non-patrol duties in order to maintain desired patrol levels and the impact on non-patrol activities.
- Added two Emergency Communications Officers to improve response time and service quality.

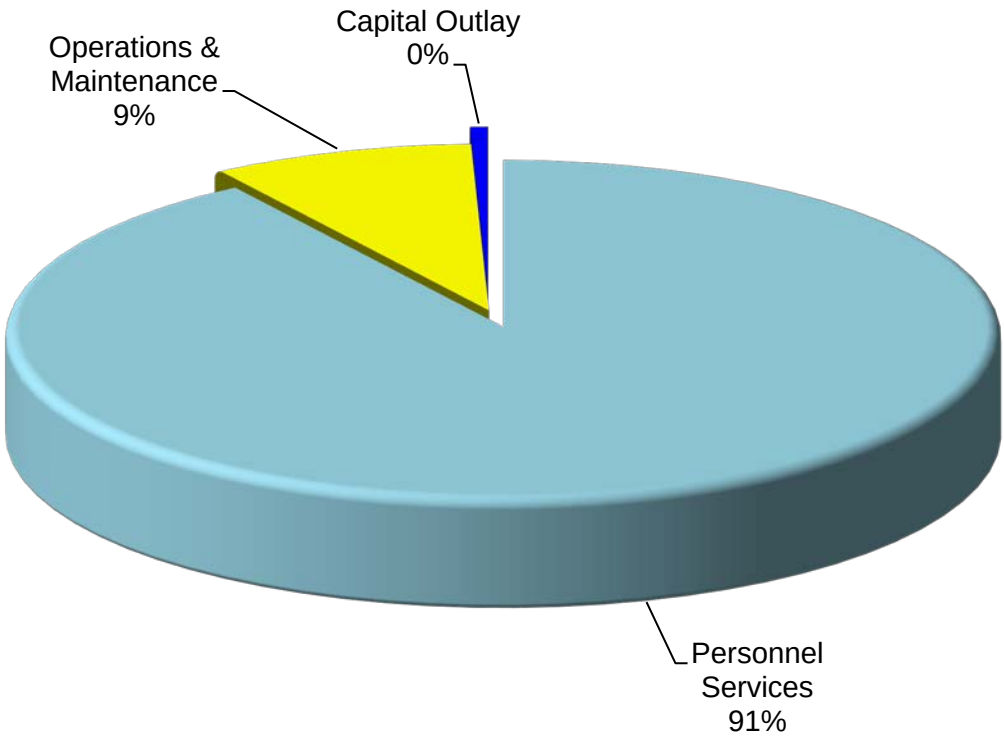
# FIRE DEPARTMENT



# FIRE DEPARTMENT SUMMARY

## MISSION STATEMENT

The primary mission of the Cary Fire Department is to protect and enhance the high quality of life for the citizens and visitors of the Town of Cary from the adverse effects of natural and man-made emergencies. Our goal is to provide a model customer oriented fire protection program through an innovative, proactive, and cost efficient approach to emergency response, fire code application, and public fire education.



# FIRE DEPARTMENT

Additional information about the Fire Department may be obtained by calling the Fire Chief, Allan Cain, at (919) 469-4058, through e-mail at allan.cain@townofcary.org, or by visiting the Town's website at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned and Livable Community** | |
| Collaboratively encourages and provides a variety of community events, quality educational opportunities, leisure-time activities, and a vibrant downtown that are safe and contribute to the economic and social well-being of the community | 5,6 |
| Fosters a sense of community through citizen involvement, participation, and education | 5,6 |
| **Economic Vitality and Development** | |
| Provides, maintains and enhances its public infrastructure systems to support community expansion, support the effective delivery of services, preserve its resources and meet the needs of its residents, businesses and visitors | 1,2,3,4,5 |
| **Safe Community** | |
| Offers protection to lives and property by justly enforcing the law, promptly responding to calls for service and being sufficiently prepared to react and respond to all emergency situations | 1,2,3,4,7,8 |
| Fosters a feeling of personal safety through a visible, responsive public safety presence and by proactively focusing on prevention and safety education | 1,2,3,4,5,6 |
| Protects and provides for the physical and environmental health of the built and natural environment of the community | 1,8 |
| Creates a sense of belonging through communications, community engagement, involvement, education, activities and events | 5,6 |

## Goals and Initiatives

Operations

1. Provide prompt emergency response to control fires and mitigate hazardous conditions throughout the Town in accordance with service-level objectives.
2. Provide prompt and effective emergency medical care to citizens and visitors when needed in accordance with service-level objectives.
3. Provide technical rescue service for confined space, extrication, high-angle, trench and water emergencies in accordance with service-level objectives.
4. Respond to 90% of emergency calls within a travel time of five minutes or less.
5. Educate citizens and visitors on community driven fire and life safety risks.
6. Continually work to maintain public education contacts.
7. Coordinate continuing education program to maintain employee certifications.
8. Ensure compliance with related safety regulations and standards.

## FY 2016 Accomplishments

- Completed construction and opened new Fire Station 2.
- Opened Fire Station 9 with Engine 9 at old Fire Station 2.
- Department received its 4th consecutive Accredited Status from the Commission on Fire Accreditation International.
- Improved ISO Public Protection Classification to a Class 1, which is the top rating available to fire departments.
- Completed 3 Basic CERT classes.
- 50 fire department staff members completed and were certified in the driver operator pumps program.

## Key Performance Objectives

- Respond to 90% of emergency calls for service within travel time of five minutes or less for first arriving apparatus.
- Save 90% of building and content values resulting from fires.
- Contact 15% of the Town's population about fire and life safety techniques.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| % of emergency calls responded within 5 minutes | 90% | 90% | 90% |
| % of building and contents saved from fire | 87% | 90% | 90% |
| Complete and implement the criteria established in the annual Accreditation Compliance Report | Y | Y | Y |
| % Town population contacted regarding fire and life safety | 20% | 20% | 22% |

## Key Workload Indicators

Number of sudden cardiac arrest saves in which the patient is discharged from the hospital and resumes their previous quality of life.

Number of critical emergency medical lifesaving interventions that result in improved condition at handoff to EMS.

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Fire loss per capita | 10.47 | 14.70 | 12.83 |
| Annual fire loss in dollars | 1,600,532 | 2,292,676 | 2,037,062 |
| Number of emergency calls | 8,238 | 8,491 | 8,556 |
| Number of people rescued from hazardous conditions | 24 | 43 | 30 |
| Public education contacts | 31,184 | 32,741 | 34,860 |
| Number of training hours | 63,784 | 64,503 | 65,542 |

| Containment of Structural Fire Incidents (Incident Codes 111, 112, 120, 121 and 123 - excludes Aid Given) | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Beyond building of origin | 1 | 1 | 1 |
| Confined to building of origin | 10 | 8 | 10 |
| Confined to floor of origin | 5 | 3 | 4 |
| Confined to room of origin | 23 | 18 | 19 |

### Key Workload Indicators, continued:

| | | | |
|---|---|---|---|
| Confined to object of origin | 6 | 10 | 10 |
| Undetermined | 0 | 0 | 0 |
| **Total** | **45** | **40** | **44** |
| | | | |
| Output Measures: Critical Medical Interventions | | | |
| Medications | 50 | 85 | 145 |
| Procedures | 138 | 160 | 186 |

### Activity History

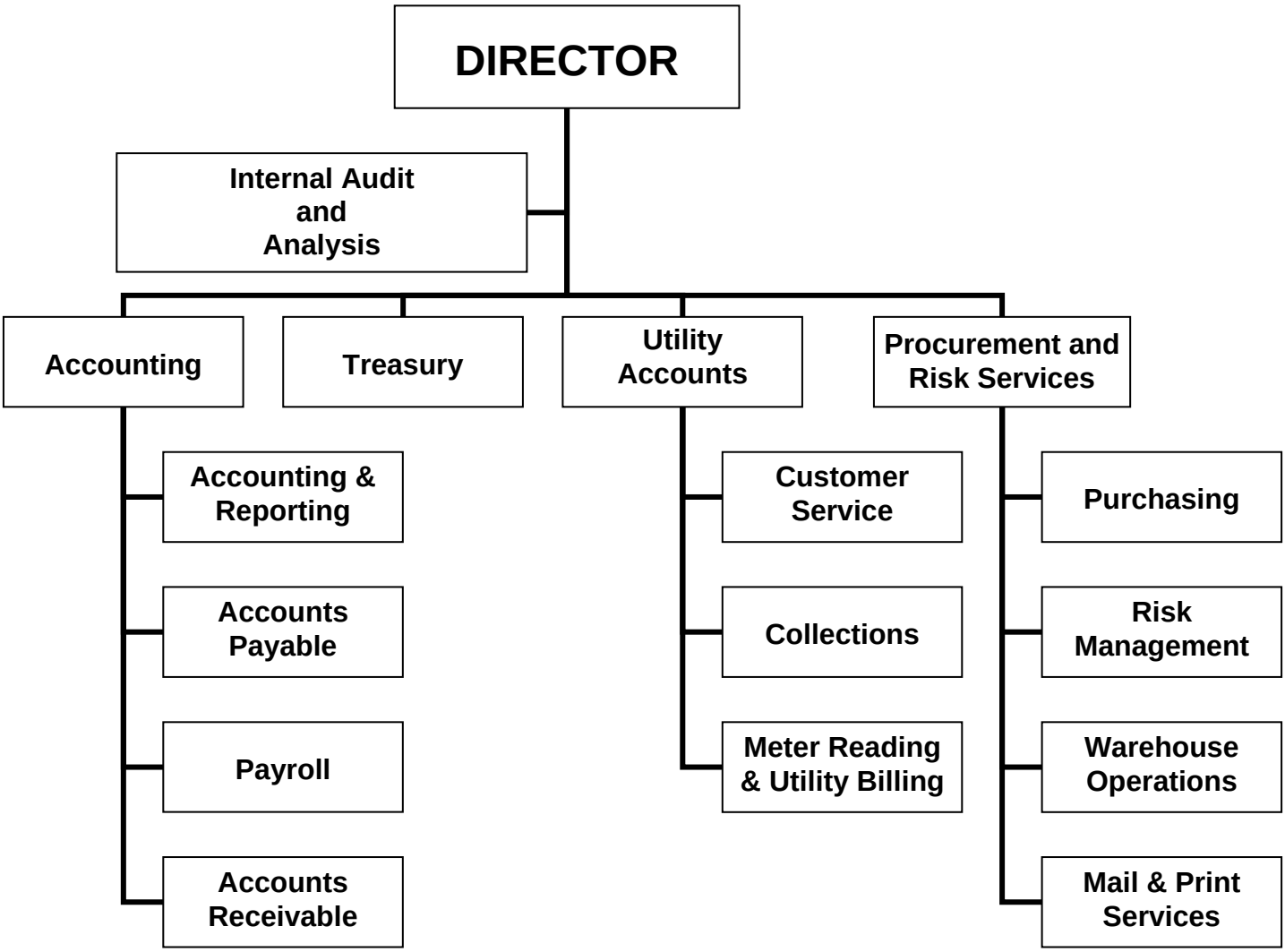
| Fund Number: 10-5300<br>Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $17,533,528 | $17,963,553 | $18,278,336 | $18,954,868 | $20,212,045 |
| Operations and Maintenance | $1,567,671 | $1,448,129 | $1,744,828 | $1,914,964 | $1,940,703 |
| Capital Outlay | $0 | $18,920 | $157,647 | $0 | $130,711 |
| **Total** | **$19,101,199** | **$19,430,602** | **$20,180,811** | **$20,869,832** | **$22,283,459** |
| Authorized FTEs | 225 | 219 | 219 | 222 | 222 |
| Fund Number: 051-5300 | | | | | |
| Other Fire Department | $0 | $0 | $0 | $0 | $0 |
| Seagrave Fire Engine | ($150) | $0 | $0 | $0 | $0 |
| **Grand Total** | **$19,101,049** | **$19,430,602** | **$20,180,811** | **$20,869,832** | **$22,283,459** |

### Significant Budget and/or Service Level Changes Beyond Current Levels

- Converted three unfunded overhire positions to funded positions.

# OPERATIONS

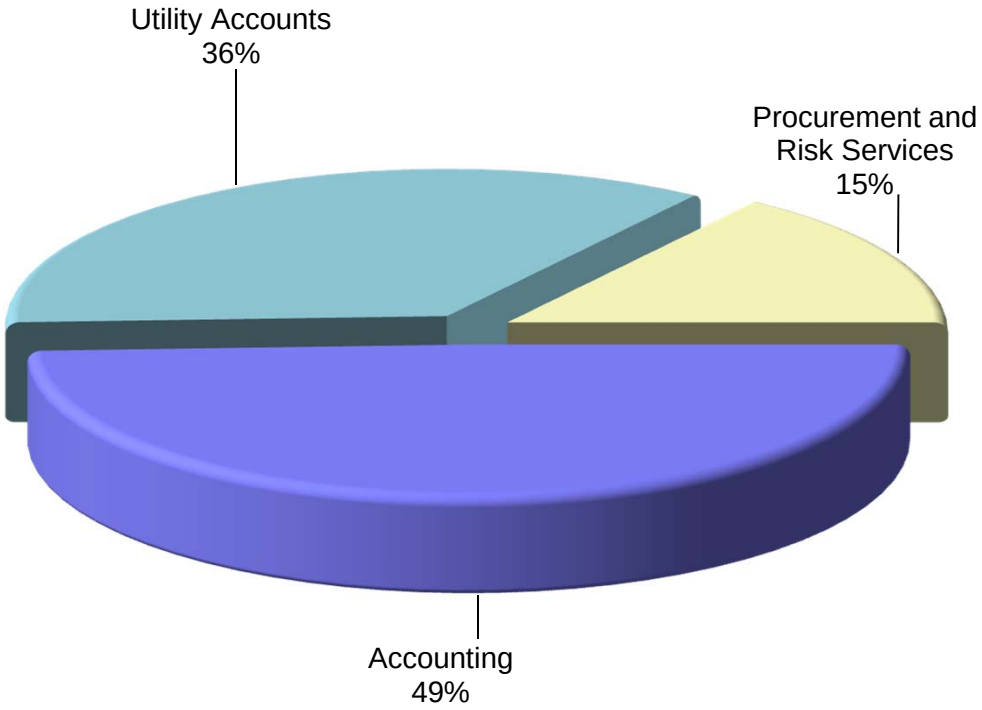
# FINANCE DEPARTMENT



# FINANCE DEPARTMENT SUMMARY

## MISSION STATEMENT

The Finance Department strives to provide quality service to all customers at the highest achievable levels of customer satisfaction through the continuing progress and contribution of its employees. The department will provide the citizen-customer with state-of-the-art financial management, financial reporting, and cost effective acquisition of goods and services for the Town government consistent with local, state and federal laws and governmental accounting and regulatory requirements.



# ACCOUNTING DIVISION

Additional information about the Accounting Division may be obtained by calling Michelle Price, Controller, at (919) 469-4048 or through e-mail at michelle.price@townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Good Governance** | |
| Provides assurance of regulatory and policy compliance to minimize and mitigate risk | 3, 8, 9, 14, 16, 17 |
| Supports decision-making with timely and accurate short-term and long-range analysis | 2, 3, 4 |
| Enables and enhances openness and transparency by ensuring accountability, honesty, efficiency, best practices and innovation in all operations | 8, 11, 12, 13, 15 |
| Protects, manages and optimizes its financial, human, physical and technology resources | 1, 5, 6, 14 |
| Delivers responsive and courteous service to its internal and external customers, while ensuring timely and effective two-way communication | 7, 9, 10, 12, 15, 16 |

## Goals and Initiatives

Treasury Management

1. Manage cash balances in accordance with the Town's financial policies in order to protect capital, provide liquidity, and maximize investment earnings by providing funds for the Town's operational and capital needs.
2. Forecast cash flow to maximize investment earnings.
3. Manage the Town's debt through long-term planning, debt issuance, covenant compliance, arbitrage management, and application of bond proceeds. Specifically manage debt issuance related to bond referendum approved by the voters in November 2012.
4. Participate in long-range financial planning for the Town.

Revenue and Expenditure Management

5. Manage delinquent collections of final utility bills and collections for all other areas of the Town.
6. Manage invoicing for all non-utility bill charges.
7. Implement financial procedures for new programs and monitor existing revenue systems Town-wide.
8. Prepare accurate bi-weekly payroll and provide payroll customer service to over 1,400 Town employees.
9. Prepare weekly vendor payments to maximize cash balances, discount opportunities, and staff and vendor relationships.

Financial Transactions, Records & Reporting

10. Maintain financial records through timely and accurate accounting, analysis, and reconciliation, including management of the required retention and maintenance of a system that allows for efficient retrieval of information.
11. Provide customer service and transparency to Town staff and public through compilation and analysis of meaningful financial reports.
12. Prepare and distribute an audited Comprehensive Annual Financial Report of the Town of Cary accurately on or before regulatory due dates.
13. Reduce the risk of error, fraud, and waste through the performance of Town-wide internal reviews to ensure policy compliance, identify efficiencies, and improve internal control.
14. Provide training to employees in areas such as the security of sensitive information, the use of the Town's financial information system, and purchasing/accounts payable process and guidelines.

Grant and Contract Management

15. Provide technical assistance and accounting for acquisition, reporting, and management of grant funding.
16. Review Town contracts for compliance with financial policies.

## FY 2016 Accomplishments

Treasury Management

- Managed investment portfolio of over $500 million to stated goals of safety, liquidity, and maximization of yield through cash flow forecasting, daily oversight, and market analysis.
- Issued new General Obligation Bonds in February 2016 with a par value of $25.9 million for refinancing of the 2009 General Obligation Bonds. This resulted in a net present value savings of $849,681. The Town's AAA ratings were reconfirmed by all three rating agencies.
- Negotiated extension of the Town's stand-by bond purchase agreement for the 2006 variable rate General Obligation Bonds, saving over $126,000 in the next three years.

Revenue and Expenditure Management

- Supported downtown redevelopment through capital project management and retail lease management.
- Supported operational changes in C-Tran ticketing and reorganizations.
- Initiated work to expand the use of the paperless timekeeping system.
- Enhanced security for the receipt of electronic payments.

Financial Transactions, Records and Reporting

- Earned the Government Finance Officers Association award for Excellence in Financial Reporting for the FY 2014 Comprehensive Annual Financial Report
- Produced the FY 2015 Comprehensive Annual Financial Report on time and without management letter comment from external auditors in accordance with the highest governmental standards for excellence in financial reporting.
- Expanded operational and project reporting.
- Initiated development of a strategic plan for digital financial record management.
- Led the selection process for the appointment of external auditors for the Town Council.

Grant and Contract Management

- Supported the attainment, receipt, and management of grant awards and federal appropriations.
- Enhanced contract management training in coordination with the Legal Department and the Finance Department Procurement & Risk Management Division.

## Key Performance Objectives

- Ensure that the average daily invested cash as a percentage of average daily cash ledger balance is greater than or equal to 90%.
- Earn an average rate of return on investments that is at least 10 basis points higher than the two year rolling average of the two-year Treasury Bill rate.
- Ensure that no more than 10% of average receivables are greater than 60 days old.
- Earn the Certificate of Excellence in Financial Reporting from the Government Finance Officers Association.
- Submit CAFR to regulatory agencies by regulatory deadlines.
- Close the monthly general ledger within 10 business days of month end.
- Pay minimum of 20% of vendors electronically per week, with a target increase of an additional 3% each year.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| % average daily cash invested | 99% | 99% | 95% |
| Interest income earned over average two-year Treasury note rate in basis points | 10 | 10 | 10 |
| % of average receivables (utility customers – water, sewer & garbage) over 60 days old | 6% | 5% | 10% |
| Receipt of Certificate of Excellence in Financial Reporting | Yes | Goal | Goal |
| Submitted CAFR to the Local Government Commission by deadline | Yes | Goal | Goal |
| Close 11 out of 12 months by the 10th business day | 6 out of 12 | 7 out of 12 | 11 out of 12 |
| % of payments made electronically per month | 28% | 30% | 34% |

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Average no. of bi-weekly payroll transactions (a) | 1,700 | 1,800 | 1,825 |
| Average no. of accounts payable payments per month | | | |
| Checks | 900 | 880 | 850 |
| Electronic payments (b) | 355 | 375 | 450 |
| Total Payments | 1,255 | 1,255 | 1,300 |
| Average number of AP transactions and/or invoices processed per month | | | |
| General | 3,000 | 3,200 | 3,300 |
| Procurement Card | 2,500 | 2,600 | 2,700 |
| Total Transactions | 5,500 | 5,800 | 6,000 |
| Average pooled cash balance | $492,000,000 | $508,000,000 | $515,000,000 |
| Average receivable balance (utility customers – water, sewer & garbage) | $6,104,000 | $6,620,000 | $6,900,000 |
| Average amount over 60 days old | $350,000 | $325,000 | $325,000 |
| No. of contracts reviewed annually | 333 | 700 | 800 |

(a) Includes benefit changes and file maintenance updates.
(b) Includes vendor direct deposit, wires and direct drafts.

## Activity History

| Fund Number: 10-4410<br>Activity | Actual<br>FY 2013 | Actual<br>FY 2014 | Actual<br>FY 2015 | Estimated<br>FY 2016 | Budget<br>FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $1,627,592 | $1,601,979 | $1,735,568 | $1,811,157 | $1,941,852 |
| Operations and Maintenance | $659,949 | $811,145 | $931,860 | $1,129,856 | $1,203,003 |
| Capital Outlay | $0 | $0 | $0 | $0 | $0 |
| **Total** | **$2,287,540** | **$2,413,124** | **$2,667,428** | **$2,941,013** | **$3,144,855** |
| Authorized FTEs | 17 | 17 | 17 | 17 | 18 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- Added Senior Accountant position to expanding reporting and enhance efficiency in operations such as electronic funds management, payroll workflow and digital record storage.

# PROCUREMENT AND RISK SERVICES DIVISION

Additional information about the Procurement and Risk Services Division may be obtained by contacting Cheryl Perry, Procurement and Risk Services Manager, at (919) 469-4077, through e-mail at cheryl.perry@townofcary.org or by visiting the Town's website at www.townofcary.org.

| Town Priority Based Budgeting Goals and Practices | |
|---|---|
| | Department Goals and Initiatives Supporting each Town Goal and Practice |
| **Good Governance** | |
| Provides assurance of regulatory and policy compliance to minimize and mitigate risk | 1,3,10,12 |
| Enables and enhances openness and transparency by ensuring accountability, honesty, efficiency, best practices and innovation in all operations | 1,12 |
| Protects, manages and optimizes its financial, human, physical and technology resources | 1,2,3,7,10,11,12 |
| Delivers responsive and courteous service to its internal and external customers, while ensuring timely and effective two-way communication | 1,2, 4,5,6,8 |

## Goals and Initiatives

Purchasing and Warehousing Services

1. Provide centralized purchasing services in support of Town government operations.
2. Operate a central warehouse with approximately 1,700 items on hand valued at approximately $2,000,000 consisting of water and sewer parts, traffic signal maintenance parts, employee safety products, office and paper products, chemicals and general maintenance and repair items. During FY2016, the warehouse issued departments supplies totaling approximately $3,000,000 in value.
3. Review and approve expenditure contracts for compliance with purchasing law and policy, budgeting policy, and risk management policy.

Mail, Copy, and Courier Services

4. Coordinate contracted services for large volumes of mail/copy/print jobs.
5. Distribute internal and external mail for all Town departments.
6. Provide courier/delivery services for all Town departments.

Risk Management Services

7. Administer the Town's insurance program including yearly evaluation and procurement of the Town's property and casualty, public officials and law enforcement insurance with premiums valued at approximately $1,150,000.
8. Provide customer service and process claims for damages against the Town and to Town-owned property.
9. Analyze incidents for trends and risk indicators. Employ risk prevention methods to minimize losses in the property and casualty areas. Review contracts and new programs to identify potential risk issues.

Capital Asset Inventory Management

10. Maintain accountability for the Town's capital asset inventory valued at approximately $1.875 billion.

Surplus Property Disposal

11. Coordinate transfer of materials, equipment, or vehicles between departments.
12. Coordinate the sale of surplus materials, equipment and vehicles through utilization of GovDeals, direct sale and other appropriate outlets with an estimated sales volume of $400,000.

## FY 2016 Accomplishments

- Approximately $58,000 (40%) in postage savings through presort and standard (bulk) mail processing methods.
- Approximately $1,000,000 calculated purchasing savings from formal and informal bids and use of state and national contracts.
- Utilized national on-line surplus property sales methods resulting in the collection of approximately $400,000. These methods have allowed us to extend our reach to a much broader national market with buyers from multiple states that have traveled distances as far as 1,000 miles to obtain property.
- Participated in the contracting, acquisition, and compliance process for a variety of grants received by several departments.
- In conjunction with Accounting, conducted financial management training for Town staff including quarterly training for new users and refresher training for existing staff.
- In conjunction with Fleet Management, monitored bulk fuel availability to ensure adequate supplies were kept on hand during emergency weather events.
- Coordinated annual town-wide recycling campaign for sensitive documents.
- Realigned procurement administration with the addition of the Senior Buyer position which will assist in providing technical training on purchasing guidelines, policies, procedures, statutes and purchasing system software for new employees and all departments; writing complex bid specifications and instructions in accordance with existing statutory guidelines for formal and informal bids and proposals; developing standard proposal and contract terms for service proposals.
- Utilized four national cooperative purchasing programs (National Joint Power Alliance, Houston Galveston Area Council, Texas Buy Board and NC Sheriff's Association) to purchase capital equipment and vehicles totaling approximately $4,000,000 rather than prepare formal bids which saves staff time and order time.
- Acquired cyber liability insurance coverage to protect and insure the Town against the ever growing threat of cyber-crime.
- Contracted with a Risk Consultant to conduct a risk management study to assess and identify best practices to enhance and improve the Town's risk management program.
- Developed new and improved contract training for Town staff. Training sessions conducted with assistance of the Internal Auditor and Legal Department staff.

## Key Performance Objectives

- Process 90% of all (routine and non-routine) orders within one day.
- Provide warehouse inventory products 90% of the time upon request.
- Produce a 40% savings on postage charges through presort and bulk mail processing.
- Resolve 75% of all small claims within 45 days.
- Maintain 100% end of year reconciliation on capital asset inventory.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| % of all orders placed within one day | 90% | 90% | 90% |
| Warehouse stock item availability | 90% | 90% | 90% |
| Postage savings | 40% | 40% | 40% |
| % of small claims resolved within 45 days | 66% | 70% | 75% |
| Year-end fixed asset reconciliation | 100% | 100% | 100% |

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Purchase orders processed | 7,100 | 7,100 | 7,100 |
| Purchase order change orders processed | 2,800 | 2,500 | 2,500 |
| Number of issues from inventory | 25,500 | 26,000 | 26,000 |
| Number of small claims processed | 250 | 275 | 300 |
| Pieces of external mail processed | 402,000 | 450,000 | 450,000 |
| Annual postage expenditures | 150,000 | 160,000 | 160,000 |

## ACTIVITY HISTORY

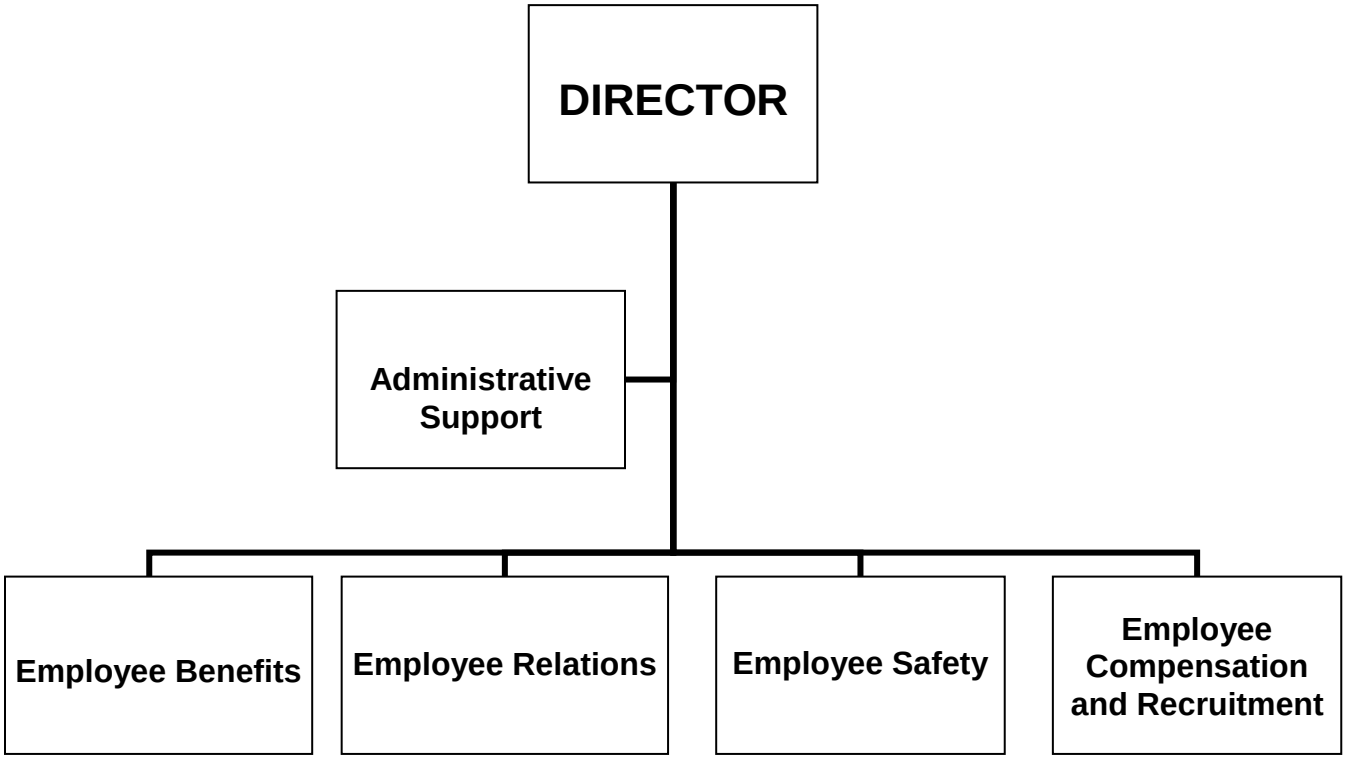
Fund Number: 10-4420

| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $575,223 | $583,256 | $617,538 | $726,323 | $722,575 |
| Operations & Maintenance | $297,682 | $234,220 | $233,628 | $286,488 | $246,266 |
| Capital Outlay | $0 | $0 | $0 | $0 | $0 |
| **Sub Total** | **$872,905** | **$817,476** | **$851,166** | **$1,012,811** | **$968,841** |
| Small Claims | $124,562 | $204,203 | $412,763 | $959,844 | $500,000 |
| **Total** | **$997,476** | **$1,021,679** | **$1,263,929** | **$1,972,655** | **$1,468,841** |
| Authorized FTEs | 8 | 8 | 9 | 8 | 8 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- There are no significant budget and/or service level changes for FY 2017.

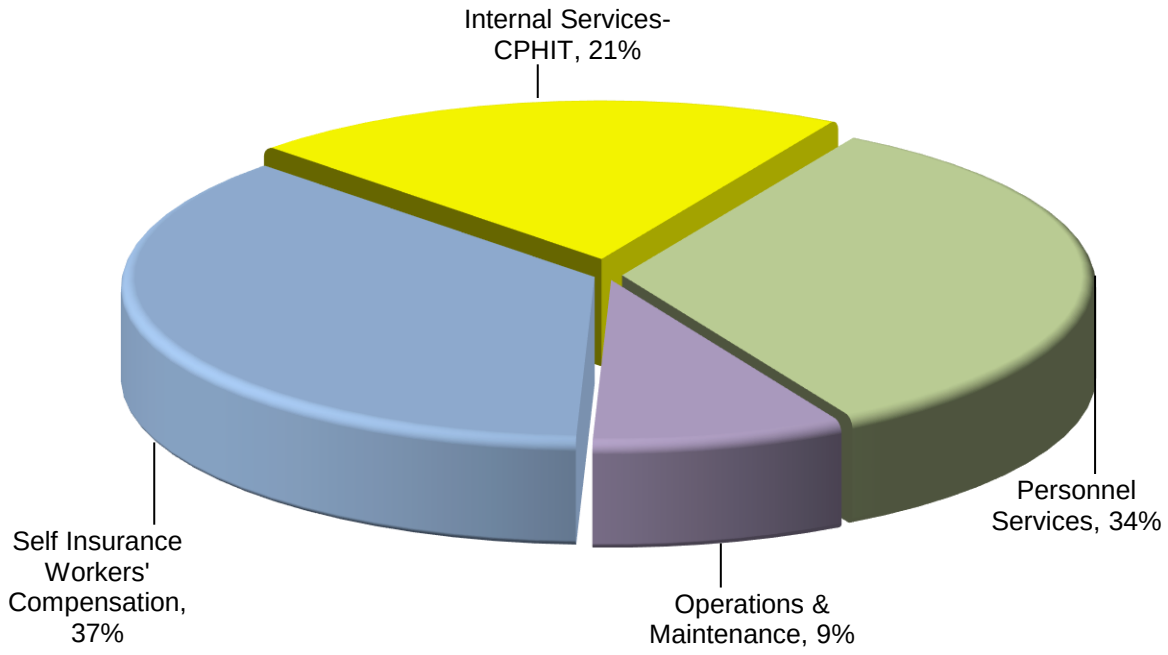
# HUMAN RESOURCES DEPARTMENT



# HUMAN RESOURCES DEPARTMENT SUMMARY

## MISSION STATEMENT

The mission of the Human Resources Department is to increase the quality of life for Cary citizens by supporting operating and staff departments of the Town with quality, state-of-the-art municipal personnel services. As a service provider, the Town relies on well-trained, motivated, caring and professional employees.



# HUMAN RESOURCES DEPARTMENT

Additional information about Human Resources may be obtained by contacting Renee Poole, Director of Human Resources at (919) 469-4070, by e-mail at renee.poole@townofcary.org /or by visiting the Town's website at www.townofcary.org.

| Town Priority Based Budgeting Goals and Practices | |
|---|---|
| | Department Goals and Initiatives Supporting each Town Goal and Practice |
| **1. Good Governance** | |
| Provides assurance of regulatory and policy compliance to minimize and mitigate risk | 1, 2, 3, 4, 6 |
| Supports decision-making with timely and accurate short-term and long-range analysis | 1, 2, 4, 5 |
| Enables and enhances openness and transparency by ensuring accountability, honesty, efficiency, best practices and innovation in all operations | 1, 2, 3, 4, 5, 6 |
| Protects, manages and optimizes its financial, human, physical and technology resources | 1, 2, 3, 4, 5, 6 |
| Attracts, motivates and develops a high-quality, engaged and productive workforce | 1, 2, 3, 4 |
| Delivers responsive and courteous service to its internal and external customers, while ensuring timely and effective two-way communication | 2, 3, 6 |

## Goals and Initiatives

1. Employee Compensation and Benefits
   - Design and maintain systems that realistically and appropriately reward success using a market-based pay structure, a competitive pay plan which rewards performance, a well-maintained job classification program, and a comprehensive benefits program that is employee work/life focused.
   - Provide wellness education, opportunities, and resources that foster a culture of employee health and well being.
2. Employee Recruitment and Selection
   - Attract and retain an adaptable, flexible, team-oriented workforce and ensure that an appropriate number of capable and motivated employees are available to provide quality service.
3. Employee Training and Development
   - Provide employee development opportunities and supervisory skills training to enhance professional growth and employee productivity.
4. Employee Relations
   - Strengthen every employee's personal commitment to the Town's Mission and Goals with recognition programs, progressive discipline to promote positive outcomes, and internal support and consulting on employee relations issues.
5. Employee Safety and Risk Management
   - Encourage behaviors that minimize risks and injuries to employees by focusing on employee safety. Perform safety audits/compliance reviews, conduct safety education and compliance training, and administer the workers' compensation program.
6. Policy Development and Administration
   - Ensure that the Town has fair, consistent, and legal employment policies to guide employees.

## FY 2016 Accomplishments

Employee Compensation and Benefits

- Implemented revisions to an Outcome-Based Wellness Incentive tied to employee health insurance premiums and out of pocket costs.
- Implemented changes in classification and schedules of temporary employees in order to comply with regulations for national healthcare reform (Affordable Care Act or ACA).

- Developed an absence management initiative aimed at assisting departments and employees with reducing the amount of time spent out of work.
- Evaluated current Pay for Performance program, developed new Performance Award Chart and presented/trained all departments on renewed emphasis for the Pay for Performance Program.

Employee Recruitment and Selection

- Overhauled the new hire process from the job offer to orientation by finding ways to incorporate the organization's service excellence philosophy.
- Implemented new recruitment and selection procedures, incorporating behavioral interviewing techniques to ensure that we are "hiring the smile".
- Developed a process for electronic storage of all recruitment files, converted all paper recruitment files to an electronic format.

Employee Training and Development

- Conducted 74 employee training classes to include Crucial Conversations and Crucial Accountability Training.
- Developed a new supervisory training series to emphasize federal law compliance.
- Implemented changes to the LEAD program in order to align the program with the organization's initiatives.

Employee Relations

- Implemented a process for electronic storage of disciplinary actions and a means to research past precedent and ensure equality of actions in all departments.
- Developed supervisory guidelines for Counseling and Discipline, Working with Volunteers and Employee Loss of Drivers License.

Employee Safety and Risk Management

- Implemented a post-offer testing program for job classifications with a significantly high injury rates.
- Implemented Functional Movement Screening programs in departments with significantly high injury rates.
- Developed an electronic Injury/Accident Report aimed to better identify the root cause of accidents and injuries and improved responses to supervisor needs for prevention.
- Implemented a strategic plan for the safety program to allow for decision making that is the most relevant to all departments and is aligned to addresses areas of high cost trends in worker's compensation claims and absence management reports.

Policy Development and Administration

- Assisted Parks, Recreation and Cultural Resources in completing a reorganization of the department.
- Developed and implemented a department-wide restructuring that aligned HR services to the functional areas within the organization and improving the efficiency and effectiveness of HR services.

## Key Performance Objectives

Employee Compensation and Benefits

- Conduct systematic review of the benefits program to minimize acceleration of costs while providing quality programs.
- Evaluate impact and future of retiree benefits.
- Continue to provide a classification evaluation program.
- Monitor state and local pay practices to ensure competitiveness.
- Continue to review and plan for implementation of the federal healthcare reform (Affordable Care Act).

Employee Recruitment and Selection

- Develop an organizational workforce plan to identify future workforce needs.
- Evaluate and utilize alternative recruitment sources to improve our recruitment program.
- Continue to align selection processes with the organization's customer service objectives while remaining compliant with legal requirements.
- Continue to emphasize diversity recruitment opportunities.

Employee Training and Development

- Evaluate trends and identify needs to ensure training programs support a collaborative environment.
- Continue to provide staff development programs focused on strengthening the Town's approach to customer service and core values throughout the organization.

Employee Relations

- Continue to promote and enhance an environment of positive employment practices and employee relations where employees see minimal value in labor or legal representation.
- Continue to provide internal support through consulting with managers, supervisors and employees on employee relations issues.

Employee Safety and Risk Management

- Positively impact annual health insurance cost trends through outcome-based rewards programs.
- Increase employee awareness of potential workplace violence and how to appropriately report and respond.
- Decrease the number of employee accidents/injuries through development and delivery of safety programs.
- Reduce the amount of employee days out of work due to absences.

Policy Development and Administration

- Continue to review internal policies and procedures and new laws/legislation for compliance.
- Continue to support town-wide reorganization efforts.

## Key Performance Measures

| Performance Measure | Actual FY 2014 | Estimated FY 2015 | Projected FY 2016 |
|---|---|---|---|
| Turnover (% reported for the calendar year ending during the fiscal year) | 5.0% | 5.5% | 5.5% |
| Percentage of employee participation in health promotion program events and screenings | 85% | 93% | 95% |
| Average number of days to fill vacancies* | 55 | 46 | 45 |
| Worker's comp lost time days per 100 employees | 11.5 | 12 | 12 |

* Does not include special recruitments taking place over an extended period (i.e. public safety, internal, and temporary) positions.

## Key Workload Indicators

| Workload Indicator | Actual FY 2014 | Estimated FY 2015 | Projected FY 2016 |
|---|---|---|---|
| # of terminations / average # of employees | 58 / 1,155 | 64 / 1171 | 65 / 1185 |
| # of employees participating in annual screening or completing a health assessment questionnaire | 975 | 1,090 | 1,126 |
| Number of normal recruitments | 130 | 146 | 146 |
| Total # of OSHA recordable lost days for worker's comp | 350 | 394 | 350 |

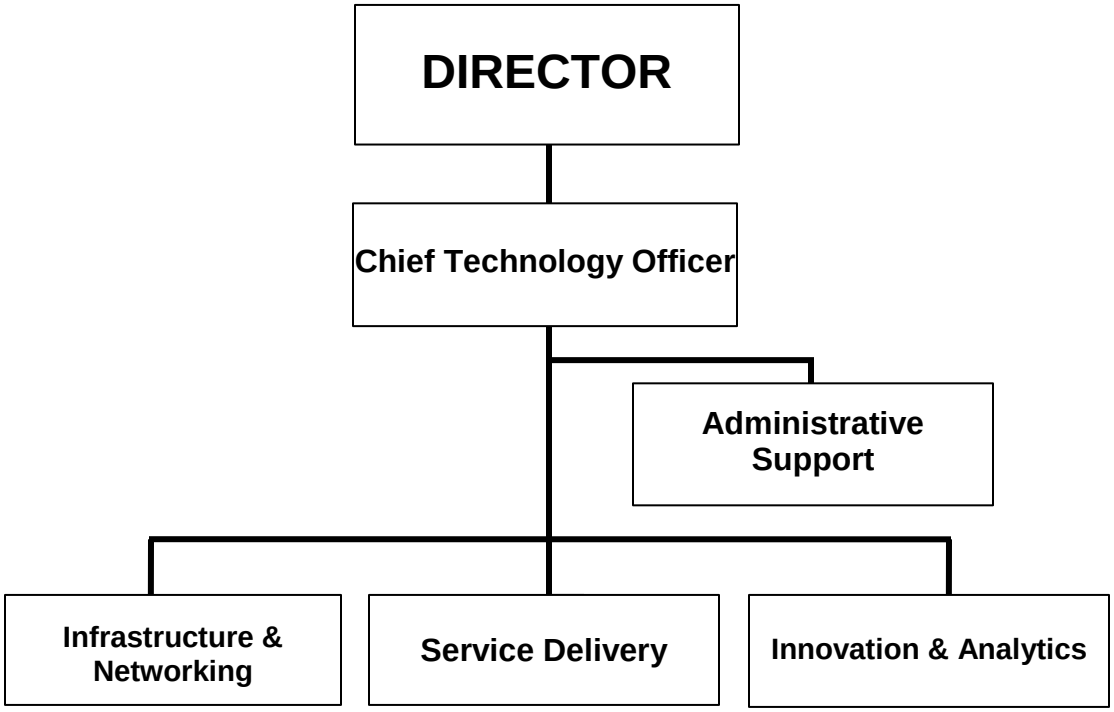
## Activity History

| Fund Number: 10-4600<br>Activity | Actual<br>FY 2013 | Actual<br>FY 2014 | Actual<br>FY 2015 | Estimated<br>FY 2016 | Budget<br>FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $1,175,069 | $1,419,007 | $1,602,230 | $1,550,562 | $1,417,164 |
| Operations and Maintenance | $280,603 | $299,853 | $299,374 | $391,714 | $367,224 |
| Paid to Health Self-Ins. Fund | $0 | $0 | $813,001 | $873,840 | $0 |
| Capital Outlay | $0 | $0 | $0 | $0 | $0 |
| **Sub Total** | **$1,455,672** | **$1,718,860** | **$2,714,605** | **$2,816,116** | **$1,784,388** |
| Fund Number: 10-4610 | | | | | |
| Unemployment | $0 | $0 | $0 | $0 | $60,000 |
| Life Insurance | $0 | $0 | $0 | $0 | $109,000 |
| Paid to Health Self-Ins. Fund | $0 | $0 | $0 | $0 | 813,000 |
| | | | | | **$982,000** |
| Self-Insurance-Workers' Comp | $1,355,617 | $1,548,029 | $1,296,892 | $1,500,000 | $1,550,000 |
| **Total** | **$2,811,289** | **$3,266,888** | **$4,011,497** | **$4,316,116** | **$4,316,116** |
| Authorized FTEs | 12.25 | 13.625 | 13.625 | 14.625 | 14.625 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- There are no significant budget and/or service level changes for FY 2017.

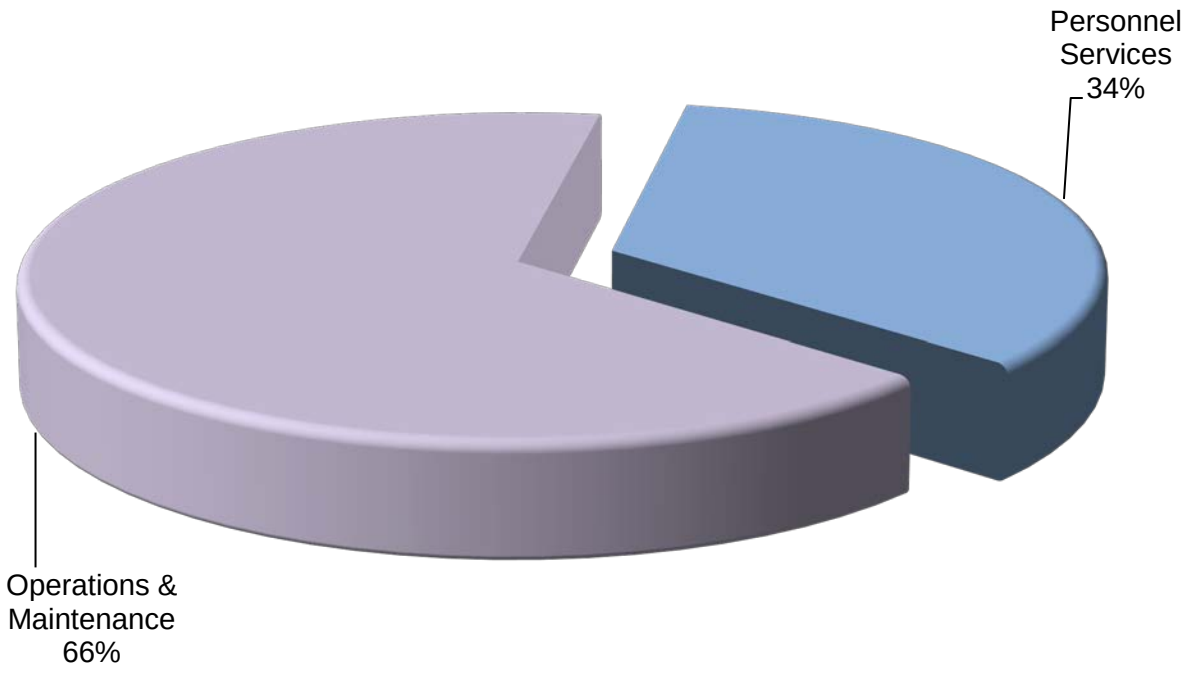
# TECHNOLOGY SERVICES DEPARTMENT



# TECHNOLOGY SERVICES DEPARTMENT SUMMARY

## MISSION STATEMENT

The Technology Services Department will strive to provide the highest quality computer and communication services to other Town departments and the citizens of Cary. Technology Services seeks to improve efficiency and productivity, and maintain hardware and software cost effectiveness, while maximizing both the access to information and the utilization of all Town computer resources and communication capability.



# TECHNOLOGY SERVICES DEPARTMENT

Additional information about Technology Services may be obtained by calling Nicole Raimundo, Chief Information Officer, at (919) 460-4900, through email at nicole.raimundo@townofcary.org or by visiting the Town's website at www.townofcary.org

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Good Governance** | |
| Provides assurance of regulatory and policy compliance to minimize and mitigate risk | 1,2,3,4,5,6 |
| Enables and enhances openness and transparency by ensuring accountability, honesty, efficiency, best practices and innovation in all operations | 1,2,3,4,5,6 |
| Protects, manages and optimizes its financial, human, physical and technology resources | 1,2,3,4,5,6 |
| Delivers responsive and courteous service to its internal and external customers, while ensuring timely and effective two-way communication | 1,2,3,4,5,6 |

Technology Services collaborates with all town departments on projects and initiatives supporting all Priority Based Budget Goals.

## Goals and Initiatives

Standardization

1. **Standardize** information technology solutions, processes and methodologies whenever possible to reduce costs, optimize information sharing and increase customer satisfaction.

Data Management & Analytics

1. **Implement** a data management governance program to include policy, strategy and data quality programs. Foster information sharing through standardization; increase business efficiencies with rapid application development and deployment; and promote data-driven decision making through timely and accurate analytics.

Infrastructure

1. **Build** reliable, scalable and secure next generation next generation wireless and fiber networks that support mobility, cloud and IoT technologies.Technology Training

Innovation

1. **Promote** a culture of innovation where ideas to continually improve services are developed and implemented.

Service Management

1. **Align** the delivery of information technology (IT) services with needs of the business, enabling self-service, automation and continuous improvement.

Open Government

1. **Build** information technology solutions that ensure public trust and establish a system of transparency, public participation, and collaboration.

## FY 2016 Accomplishments

- Completed backup internet connection bandwidth increase more than doubling our bandwidth
- Completed Water and South Plant SCADA Equipment Upgrade
- Completed new Fire Station 2 project
- Completed moving AMI System to a Hosted Environment
- Completed installation of a facility fiber core bundle from Town Hall to Western Cary
- Completed installation of lock down text messaging emergency alert system
- Deployed Open Data Portal
- Began Office 365 (cloud email) Project
- Began Wireless Network Project
- Continued implementation of ARCGIS as the Town's GIS software
- Completed Password Reset Application
- Completed Police Advance Authentication Application Installation
- Completed Traffic Management Network upgrade
- Coordinated several wireless commercial carrier colocation equipment upgrades on town property
- Continued installation of Wake Co's and other municipalities to the Town's Public Safety Radio System
- Established backup E911 Communication Center at Fire Station 6
- Continued installation of Jabber (instant messaging and presence) application
- Continued installation of enterprise SCADA network
- Continued to configure conference room AV equipment
- Continued to work on segmenting Town's network for better PCI and CJIS Compliance
- Continued development of the Town's Mobile Strategy Program
- Continued VDI migration to new platform
- Continued interaction with various Town Construction Projects (i.e. Downtown Park, Tennis Park Expansion, etc.)

## Key Performance Objectives

- Resolve 90% of calls for service within 24 hours of receipt.
- Resolve 75% of calls for service within four hours during regular business hours.
- Resolve 65% of calls for service within two hours during regular business hours.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| % calls for service resolved within 24 hours | 70 | 70 | 80 |
| % calls for service resolved within 4 hours | 59 | 60 | 75 |
| % calls for service resolved within 2 hours | 57 | 55 | 75 |

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Total number of trouble calls | 10,500 | 9,200 | 8,000 |
| Total number of computers supported | 940 | 980 | 1,032 |
| Total number of software support calls | 2,200 | 3,000 | 2,500 |
| Total number of requests for service | 8,600 | 9,000 | 8,400 |

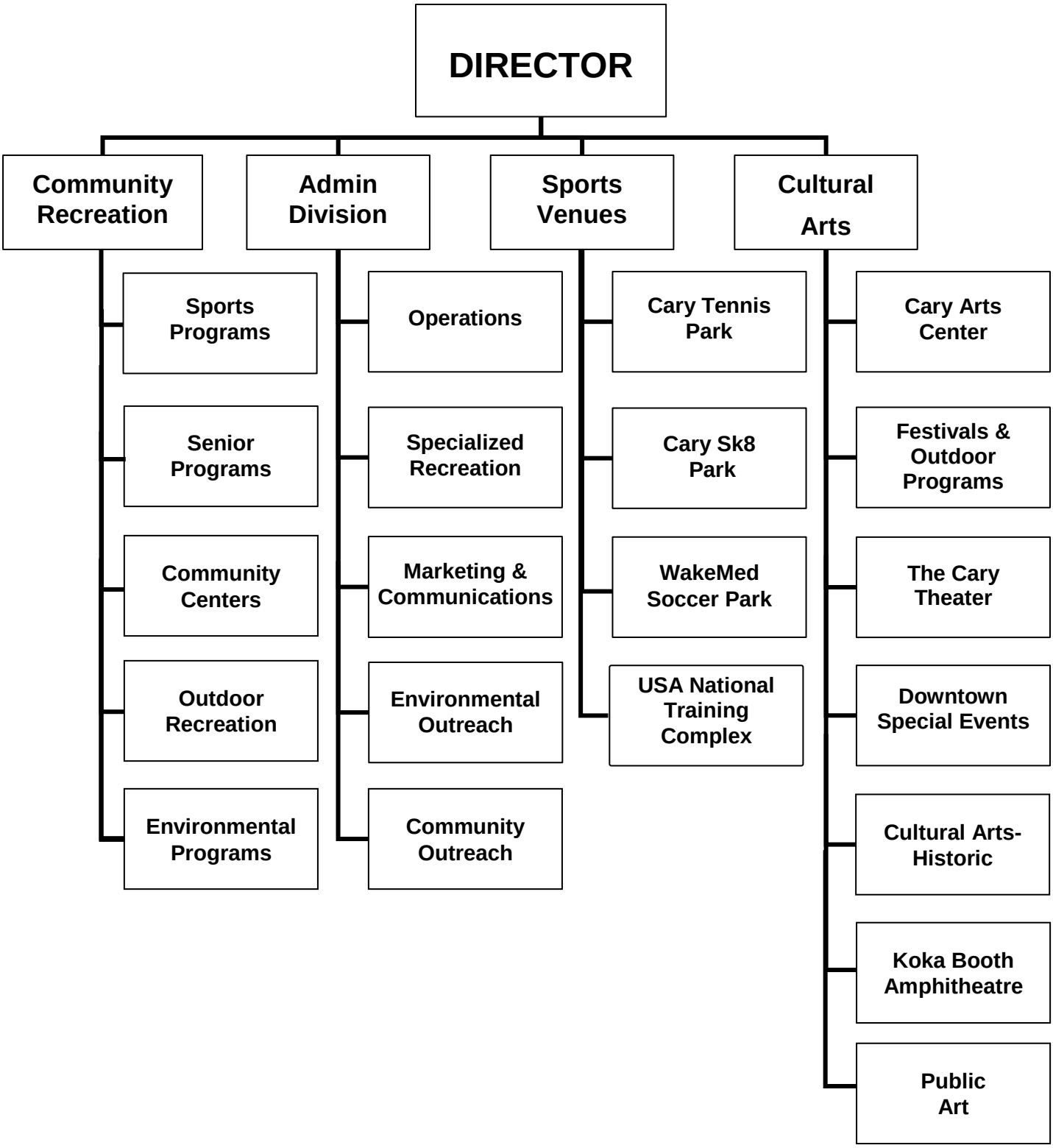
## Activity History

| Fund Number: 10-4500<br>Activity | Actual<br>FY 2013 | Actual<br>FY 2014 | Actual<br>FY 2015 | Estimated<br>FY 2016 | Budget<br>FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $2,313,703 | $2,475,657 | $2,658,401 | $3,244,400 | $3,644,270 |
| Operations & Maintenance | $4,063,709 | $5,196,705 | $4,635,408 | $6,798,278 | $7,156,001 |
| Capital Outlay | $0 | $0 | $0 | $0 | $0 |
| Reimbursement From Soccer Park | $(7,218) | $(7,218) | $(7,218) | $(7,218) | $(7,218) |
| Capital Lease Proceeds | $(636,858) | $(1,157,013) | $(765,816) | $(1,300,000) | $(1,300,000) |
| **Total** | **$5,733,344** | **$6,508,131** | **$6,520,775** | **$8,735,460** | **$9,493,053** |
| Authorized FTEs | 24 | 24 | 25 | 29 | 31 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- A restructuring of Technology Services is included in the FY 2017 budget so the department can more effectively respond to emerging technologies that support a mobile, social, accessible, and information driven work environment. This restructuring will better define work team missions, enhance system security, customer service and accountability.
- A new GIS Developer position is included in the FY 2017 budget to accelerate the conversion from Mapinfo to the ESRI enterprise GIS platform, to meet increasing internal and external demands for feature-rich web-based geospatial tools, and assist with the current backlog of work.
- An Integration Developer position is included in the FY 2017 budget. Currently, Technology Services is supporting over a hundred and fifty applications and system interfaces. This new position will work to provide industry standard software and development methodologies and retire these custom applications by migrating them to a cloud based platform system.
- A wireless network for the Town Hall Campus is included in the FY 2017 budget. The wireless network will allow employees instant access to information such as electronic plans, videos, and presentations. It will remove the requirement for hard wired physical network connections that currently restrict staff's mobility. It will also allow citizen and business partner internet access through a managed secure wireless network that is separate from the Town's internal network.
- Implementing a new cloud based platform to support most information requirements of our departments, help the Town engage in better decision making, make operational improvements, and increase its ability to implement new services.

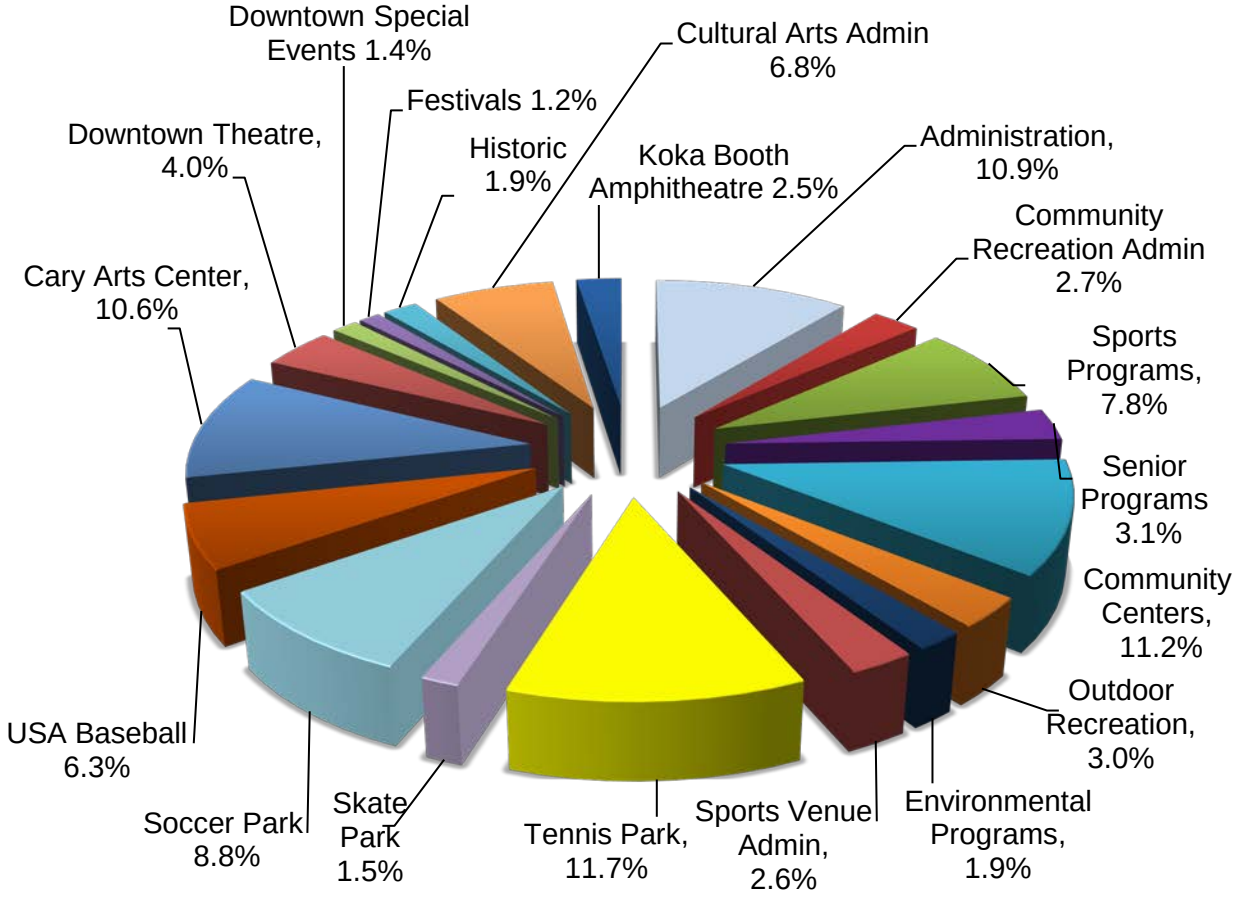
# PARKS, RECREATION AND CULTURAL RESOURCES DEPARTMENT



# PARKS, RECREATION AND CULTURAL RESOURCES SUMMARY

## MISSION STATEMENT

The mission of Cary Parks, Recreation and Cultural Resources Department (PRCR) is to serve, educate and enhance life for the citizens of Cary. Our professional staff plans and provides a variety of enjoyable and cost effective recreation, sports, environmental, historical and cultural arts programs and services. We acquire, develop, beautify, conserve and maintain a system of parks, greenways and recreation facilities that will assure quality leisure opportunities for all Cary residents.



# PARKS, RECREATION AND CULTURAL RESOURCES ADMINISTRATION DIVISION

Additional information about the Administration Division may be obtained by calling LeeAnn Plumer, Administrative Services Division Manager at (919)380-2765, through email at leeann.plumer@townofcary.org or visiting the Town's website at www.townofcary.org.

### Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned and Livable Community** | |
| Connects the community through a network of safe, accessible, reliable and well-planned mobility options for vehicles, pedestrians and cyclists | 1, 2 |
| Provides for the protection, preservation and renewal of its natural resource through effective waste management, recycling and mitigation of factors impacting the environment | 1, 2 |
| Collaboratively encourages and provides a variety of community events, quality educational opportunities, leisure-time activities, and a vibrant downtown that are safe and contribute to the economic and social well-being of the community | 1,2,3,4,5 |
| Fosters a sense of community through citizen involvement, participation, and education | 1,2,3,4,5 |
| Provides safe accessible, attractive parks, trails, open space and public facilities that offer a variety of recreational opportunities and public spaces that enhance the aesthetic appeal of the Town | 1,2,3,4,5 |
| **Economic Vitality and Development** | |
| Promotes itself as a safe, attractive, home town environment, offering quality housing choices and a variety of activities and amenities that offer a premier quality of life to a broad spectrum of people | 1,2,3,4,5 |
| Provides, maintains and enhances its public infrastructure systems to support community expansion, support the effective delivery of services, preserve its resources and meet the needs of its residents, businesses and visitors | 1,2,3,4,5 |
| **Effective Transportation and Mobility** | |
| Provides for accessible and attractive sidewalks bikeways, trails, medians and greenways that connect the community and provide safe mobility options for pedestrians and cyclists | 1,2,5 |
| Partners to promote and ensure local and regional access to reliable, affordable and convenient public transportation options | 1,2 |
| Collaboratively plans for the mobility needs of the community | 1,2 |
| **Quality Recreational, Leisure and Cultural Opportunities** | |
| Invests in its park system including open spaces, greenways, trail systems and recreation areas, ensuring they are safe, convenient, well-maintained, accessible and connected | 1,2,3,4,5 |
| Offers a variety of accessible and affordable indoor and outdoor recreational/leisure programs and activities to meet a wide variety of interests and promote a healthy lifestyle | 1,2,3,4,5 |
| Focuses on the unique health, recreational and social needs of youth, adults, families and seniors in the community | 1,2,3,4,5 |

| | |
|---|---|
| Encourages and supports a variety of diverse opportunities and venues that focus on the arts, town history, cultural enrichment, life-long learning and entertainment | 1,2,3,4,5 |
| Promotes community events and celebrations that encourage participation and foster a sense of community | 1,2,3,4,5 |
| **Reliable, Sustainable Infrastructure** | |
| Ensures town facilities, parks, greenways and public spaces are safe, clean, attractive, structurally sound and well cared for | 1,2,5 |
| Plans for responsible growth and community sustainability through energy efficiencies, resource conservation and respect for environmental impacts | 1,2,5 |
| **Safe Community** | |
| Provides a safe public infrastructure network that is well-maintained, accessible and enhances traffic flow and mobility | 1,2 |
| Protects and provides for the physical and environmental health of the built and natural environment of the community | 1,2,5 |
| Creates a sense of belonging through communications, community engagement, involvement, education, activities and events | 1,2,3,4,5 |
| Promotes and sustains a clean, well-designed, properly regulated and visually attractive community | 1,2,5 |

## Goals and Initiatives

Administration and Management of Parks and Facilities

1. Responsible for the overall management of thirty-two public park areas (includes mini, neighborhood, community, metro, school/athletic and natural areas), sixteen special use facilities including: three community centers with gyms, one senior center, one tennis park, one national baseball training center, one nature center, two arts/historical centers, two outdoor amphitheatres, a downtown theatre, a boathouse, a skate park, a soccer park, two dog parks, a sprayground, a community garden, and approximately 86 miles of greenways and trails.

Facility Planning

2. Responsible for long term program planning to determine future park and facility needs by incorporating citizen input, analyzing current program demands and trends and assessing community needs. Coordinate the development of new park and facilities, as well as renovation of existing facilities with Transportation and Facilities.

Program Administration

3. Responsible for customer service and staff training, sponsorship solicitation, grant writing, internal controls, contract administration, volunteer management, Town ordinance, policies and procedures requirements, management of the Relief for Recreation scholarship fund and program evaluation and analysis.

Marketing and Communications

4. Responsible for the marketing and communications of the department's program offerings, facilities, special events, and unique programming opportunities to enhance the quality of life for the residents of the Town of Cary.

Program Support

5. Provide a variety of programs and services for people with disabilities through the Specialized Recreation and Inclusion Services program. Collaborately work with the Police Department to provide the recreational components for the Project Phoenix program. Host environmental outreach initiatives through Spruce, Adopt-A-Spot, composting workshops, compost bin sales, Arbor Day Celebration, Block Leader Program, Compost Education Center programming, event compost collections for Town events, community gardens and other efforts.

## FY 2016 Accomplishments

Administration and Management of Parks and Facilities

- Coordinated the first departmental reorganization in over 30 years. Worked with Human Resources to review and change as needed payroll general ledger account codes for 78 full-time staff and 462 temporary and seasonal workers resulting from the department reorganization.
- Hired a new Administrative Services Division Manager to oversee all administrative functions of the Department.
- In the process to hire a new Recreation Projects Specialist to coordinate technology initiatives.
- Continued the research process to replace CLASS, the current software that the department is using which will no longer be supported by vendor who currently owns the software after 2017. Finance and TS staff continue to participate in the process.
- Completed development of an emergency incident quick reference guide to be placed in all PRCR facilities.
- Developed a “legacy” program including a policy and standard procedure for accepting gifts in memory of loved ones, events, special occasions, etc.
- Assisted and/or developed more than 175 contracts for various departmental events/functions/activities.
- Reviewed and processed 55 contracts through the contract control form process as of March 30, 2016.
- Worked closely with Legal department in the annual renewal of the Carolina RailHawks annual lease and completed the long term lease.
- Developed and assisted with a long term lease for use of turf fields at Thomas Brooks Park and grass soccer fields owned by the Town to Capital Area Soccer League. This lease payments programmed within this lease assisted the Town to build the two turf fields.
- Developed and assisted with a long term lease use of turf fields as Middle Creek Park and Mills Park owned by the Town to Triangle Futbol Club Alliance with payments made within the lease to assist the Town to build the two turf fields.
- Instituted new programs and staff responsibilities as a result of the departmental reorganization.
- Audited 87 P-cards to ensure correct general ledger accounts, daily and monthly limits were properly assigned as a result of the departmental reorganization.
- Reviewed current accounting project codes for temporary and seasonal salaries, other operating and maintenance expenses to ensure correct project codes were tied to personnel services and other operating and maintenance items.
- Reviewed department Naviline authority and requested authority changes as required for payroll entry, requisition entry, requisition approvals and other necessary Naviline changes as a result of the department reorganization.
- Coordinated new utility general ledger accounts between divisions as a result of new areas of responsibilities due to the reorganization.

Facility Planning

- Assisted Transportation and Facilities (T&F) with the design of the expansion and court replacement of the Cary Tennis Park.
- Assisted T&F on the final design and construction of Jack Smith Park which includes a dog park, spray ground, public art, trails, shelter and other amenities.
- Assisted T&F on design and construction of the 5 turf fields at Thomas Brooks, Middle Creek Park, and Mills Park.
- Assisted T&F with the shade structure for the playground at Ritter Park.
- Assisted T&F on the design and construction of Carpenter Park which includes outdoor basketball and pickleball courts, walking trail, shelter, Flight 3379 & 3378 Memorial, and community garden.
- Coordinated the development of nonprofit use of the A.M. Howard Farm as a potential incubator for young farmers. Collaborated with Water Resources, Public Works, and Planning in the response received from Piedmont Conversation Council to maintain the farm for agricultural use.

Program Administration

- A volunteer picnic was held in the fall of 2015 and was a huge success with more than 400 volunteers and their families enjoying an afternoon at Koka Booth Amphitheatre with dinner, games and entertainment.
- The annual Volunteer Awards banquet was held in March with more than 250 volunteers in attendance. There were 22 nominees for awards with 9 presentations recognizing exceptional contributions.
- Secured the 2015 NACRA Rugby Sevens Championships, from which one men's and one women's team will each qualify for the 2016 Olympic Games.
- Continued to manage and obtain donations for the PRCR Relief for Recreation Scholarship program donations with a current balance of $16,027. Awarded scholarships to 144 participants totaling $38,520.40 from July 1, 2015 to March 31, 2016.
- PRCR Advisory Board held the seventh annual Silent Auction in conjunction with the annual Volunteer Awards Banquet in March 2016 and raised more than $6.200 for the PRCR Relief for Recreation Scholarship program.
- Planning for the Carpenter Park and Jack Smith Park dedications.
- Held the dedication ceremony and opened the New Hope Church Road Trailhead Park. .
- Provided logistical support and assistance with the NCAA Women's Soccer College Cup, the USTA Tennis on Campus National Championships, ACC Men's and Women's Tennis Championships, NCAA Division II Baseball and other department events.
- Provided administrative and logistical support and assistance for the first Association of Tennis Professionals (ATP) for the Cary Tennis Professionals.
- 71 applications received from citizens wishing to volunteer with PRCR.

Marketing and Communications

- Produced and distributed 45,000 program guides and 30,000 summer camp brochures.
- Conducted marketing and communications campaigns for July 2015 Independence Day events, Lazy Daze Arts & Crafts Festival 2015, Howlin' Good Halloween October 2015 events, Downtown Urban Open 2015, NCAA Men's College Cup in December 2015 at WakeMed Soccer Park, School's Out Summer Camps 2016, Fit Cary Month April 2016, ACC Men's and Women's Tennis Tournament 2016, 2016 NCAA DII Baseball Championship, Spring Daze Arts & Crafts Festival 2016.
- Produced and printed the PRCR Facility Emergency Response Guide
- Increased digital marketing efforts through the News & Observer, Cary News, WRAL, and Carolina Parent. Produced two new video spots for Bond Park and Cary Senior Center.
- Attended more than a dozen community camps and health and education fairs to promote PRCR programs.
- Began marketing and communications support for environmental programs with the addition of the Environmental Outreach Program Coordinator to PRCR including Arbor Day, Carpenter Park Community Garden, and conservation programs
- Hired new full time Marketing Assistant

Program Support - Specialized Recreation and Inclusion

- Held the following events: Monster Mash Dance 50 participants; Rock the Red Carpet Dance over 40 participants; Easter Eggstravaganza over 150 participants/family members.
- Held 2nd Share & Care Event with 30+ agencies represented and approximately 150 persons in attendance.
- Partnered with Cary Visual Arts to offer another Art Workshop. Artist, Helen Seebold brought her "Message in the Bottle" project to Specialized Recreation. 12 persons with disabilities participated in this workshop. Participants' work was displayed at the Cary Senior Center.
- Classes and activities offered for 2015/2016 included 34 Art Classes, 10 Performing Art Classes, 15 Culinary Classes, 24 Fitness Classes, 33 Social Gatherings, 32 Abilities Tennis Clinics, 4 Softball Skills Classes and 7 Parent Workshops.

- New program offerings: “Cardio Kickboxing – All Levels,” “Hip Hop Workshops,” Softball Skills,” Zip Line Adventure,” “Teambuilding Fun at the Ropes Course,” “Pamper Party with Friends,” BINGO Game Night,” “Family Art Workshops,” “Youth Art (ages K5-10),” “Acting Inclusive,” “ Good Vibrations-Therapeutic Drumming,” “Pajama Party with Friends,” “A Night of Giving & Service,” “Sports Night,” “Trivia Night,” “Afternoon at the Dock,” “Poet & Didn’t Know It,” “Dancing Like a Star,” “St. Paddy’s Day Bingo Party,” “Progressive Dinner.”
- Another new program area implemented is Parent/Care Provider Workshops. Have offered 7 workshops.
- Hosted the Special Olympics Wake County Basketball Skills Competition at Bond Park Community Center. Approximately 400 athletes participated in the basketball skills competition over two days, which included preschool, elementary, middle and high school students.
- Provided volunteer support for Special Olympics Wake County Spring Games Track & Field Competitions held at Cary Academy. Over 400 athletes participated in this two day competition.
- Hosted the 3rd annual Wheelchair Basketball Tournament in partnership with Endless Sports and Bridge II Sports with over 100 players/spectators in attendance.
- Partnered with Bridge II Sports to offer Boccia at Bond Park Community Center and Wheelchair Tennis at Cary Tennis Park.
- To date over 100 volunteers have been trained at the Cary Tennis Park for the Abilities Tennis Program. Over 30 athletes have participated in the Abilities Tennis Program. Due to the strong interest in this program, there are now 2 clinics offered/Saturday during the fall and spring seasons. In addition to the fall and spring seasons, Cary athletes participate in statewide Abilities Tennis tournaments. The Abilities Tennis Program is a partnership with Abilities Tennis Association of NC & Western Wake Tennis Association.
- Offered support to Kids Together, Inc. for their annual Walk, Run & Roll for Inclusiveness and the Kids Together Birthday Party held at Kids Together Playground located in Marla Dorrel Park.
- Estimated over 100 participants of all ages received inclusion support from summer of 2015 to Winter/Spring 2016.
- Interpreters were provided for lectures at the Senior Center and The Cary, as well as performances at the Cary Arts Center.
- A series of training has been provided to full time staff, instructors, part time and seasonal staff as well as volunteers. Training has included “Disability Awareness & Sensitivity,” “How to Interact with Persons who have a Disability,” and “Inclusion Training” (how to include persons with disabilities in any program and make the program successful for ALL who participate).
- Seasonal part time staff have been hired as Inclusion Counselors in the summer to assist in helping integrate persons with disabilities into camps with the goal to make the program successful for ALL who participate.

<u>Project Phoenix</u>

- Planned and implemented recreation programs at 13 Project Phoenix locations for over 275 participants. Programs include basketball skills, Santa’s Workshop, Camp Fire Fun, nature (snakes and birds), disc golf and soccer. Additionally staff provided programs and logistical support at the second annual “Wrenn Drive Block Party”.
- Successfully hired one program assistant to work part time with the Cary Police Department for recreation programming in Project Phoenix communities.

<u>Environmental Outreach</u>

- The Adopt a Spot program conducted 469 community service projects in 60 adopted parks, trails, streets, schools and other public space Town-wide through March 31, 2016. These community service projects were performed by community groups such as non-profits, parent teacher associations, scout troops, businesses and families.
- Spruce Program has hosted 53 single day community service events to collect litter, perform stream restoration, and spreading of mulch. Additionally, this program has assisted in building or replanting of flower and vegetable gardens in public spaces.

- Spruce and Adopt Spot programs have benefited from the service of 2,450 volunteers that have worked 4,459 hours as of March 31, 2016. Together, these volunteers have collected 16,440 pounds of litter, planted 529 plants and 9 trees.
- In recognition of Martin Luther King Service Day, volunteers spread 420 yards of mulch at the Middle Creek Community Center disc golf course.
- In remembrance of the events surrounding September 11, 2011, Spruce volunteers assisted Fire Station # 4 and 5 in building vegetables gardens at those locations.
- Volunteers in these Environmental Outreach programs removed over 1,000 pounds of invasive plant material for composting. After removal of the invasive plant materials, volunteers replanted natural areas with native plants that were beneficial to pollinators.
- Educational composting workshops were held at the Compost Education Center in Bond Park with 433 participants during 11 sessions. The focuses of these workshops were to reduce landfill waste and educate participants on the benefits of home composting and other educational organic gardening methods.
- Hosted the Town Arbor Day celebration as part of the Town receiving its 33rd designation as a Tree City USA community. There were approximately 14 local and community environmental groups that provided education and activities in celebration of the day.
- In support of the Town's Block Leader Program, 88 volunteer block leaders distributed 9,158 packet of multi-departmental educational information regarding Town programs and services for protecting and preserving the environment.
- Expanded the Town event composting collections to include large events such as the Veteran's Day luncheon, Employee Holiday Luncheon, PRCR Volunteer Picnic and annual banquet.

## Key Performance Objectives

- Develop and/or review for approval, all PRCR Department contracts.
- Hold a minimum of two volunteer recognition events annually.
- Produce three season program catalogs and one summer camp program catalog annually.
- Plan, support and follow-up meeting for five boards and committees.
- To plan for future facilities
- To support environmental stewardship by annually hosting a minimum of ten environmental education options about living green in Cary.
- Meet the recreational needs of all Cary residents by offering resources for persons with all ability levels.
- Ensure all Cary residents have the option to participate in recreation programs regardless of their ability to pay for services by offering free or reduced fees through the scholarship fund.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Attendance at Volunteer Recognition Events | 700 | 550 | 700 |
| % of Advisory Board Meeting Conducted | 95.8% | 91.7% | 91.7% |
| % of Committee Meetings Conducted | 87.5% | 85.9% | 88.0% |

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Number of Volunteer Recognition Events | 2 | 2 | 2 |
| Number of Program Catalogs Produced | 75,000 | 75,000 | 75,000 |
| Number of Advisory Board Meetings (24 Scheduled) | 23 | 20 | 22 |
| Number of Committee Meetings (27 Scheduled)* | 42 | 26 | 27 |
| Number of Staffed Facilities Managed | 14 | 14 | 14 |
| Number of Unstaffed Facilities Managed | 30 | 30 | 32 |
| Miles of Greenways & Trails Managed | 71.3 | 86.0 | 86.0 |
| Park Acreage Managed | 1,715 | 1,746 | 1,746 |

* Change due to department reorganization.

## Activity History

| Fund Number: 10-6210 | | | | | |
|---|---|---|---|---|---|
| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
| Personnel Services | $1,212,974 | $1,045,126 | $848,634 | $974,739 | $1,269,177 |
| Operations and Maintenance | $310,081 | $307,833 | $339,684 | $758,544 | $702,819 |
| Capital Outlay | $0 | $0 | $0 | $0 | $0 |
| **Total** | **$1,523,055** | **$1,352,959** | **$1,188,318** | **$1,733,283** | **$1,971,996** |
| Authorized FTEs | 15 | 9 | 8 | 11 | 12 |
| Fund Number: 051-6210 | | | | | |
| Miscellaneous | $0 | $0 | $0 | These are now included in operations and maintenance above | |
| Memorial Donations | $0 | $0 | $2,117 | | |
| Parks Scholarship | $26,294 | $17,328 | $23,432 | | |
| **Grand Total** | **$1,549,349** | **$1,370,287** | **$1,213,867** | **$1,733,283** | **$1,971,996** |

## Significant budget and/or Service Level Changes Beyond Current Levels

- A new Community Outreach Specialist position is included in the FY 2017 budget to develop closer relationships with various segments of Cary's population and create more consistent, recurring programming year round.

# COMMUNITY RECREATION ADMINISTRATION

Additional information about the Community Recreation Division may be obtained by calling Dwayne Jones, Community Recreation Manager at (919) 469-4064, through email at dwayne.jones@townofcary.org or by visiting the Town's website at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned and Livable Community** | |
| Collaboratively encourages and provides a variety of community events, quality educational opportunities, leisure-time activities, and a vibrant downtown that are safe and contribute to the economic and social well-being of the community | 1,3 |
| Fosters a sense of community through citizen involvement, participation, and education | 1,3 |
| Provides safe accessible, attractive parks, trails, open space and public facilities that offer a variety of recreational opportunities and public spaces that enhance the aesthetic appeal of the Town | 2 |
| **Quality Recreational, Leisure and Cultural Opportunities** | |
| Invests in its park system including open spaces, greenways, trail systems and recreation areas, ensuring they are safe, convenient, well-maintained, accessible and connected | 2 |
| Offers a variety of accessible and affordable indoor and outdoor recreational/leisure programs and activities to meet a wide variety of interests and promote a healthy lifestyle | 1,3,4 |
| Focuses on the unique health, recreational and social needs of youth, adults, families and seniors in the community | 1,3,4 |
| Encourages and supports a variety of diverse opportunities and venues that focus on the arts, town history, cultural enrichment, life-long learning and entertainment | 1,3 |
| Promotes community events and celebrations that encourage participation and foster a sense of community | 1,3 |
| **Reliable, Sustainable Infrastructure** | |
| Ensures town facilities, parks, greenways and public spaces are safe, clean, attractive, structurally sound and well cared for | 2,4 |
| **Safe Community** | |
| Creates a sense of belonging through communications, community engagement, involvement, education, activities and events | 1,2,3 |

## Goals and Initiatives

1. Provide leadership and set direction for a wide range and balance of recreational programs/events that support council goals and objectives to ensure quality, customer service and cost effective services for all ages in Outdoor Recreation, Environmental Education, Sports, Active Adults and Community Centers.
2. Provide for long term program planning to determine future facility needs by incorporating citizen input, analyzing current program demands and trends and assessing community needs. Coordinate the development of new facilities, as well as renovation of existing facilities with Transportation and Facilities.
3. Ensure that high school and middle school events and activities are provided for teens.

4. Manage and coordinate with Resources for Seniors at Cary Total Life Center to provide residents with adult day care opportunities.

## FY 2016 Accomplishments

- Implemented the department reorganization from central revenues and a single expense general ledger account method to accountability for six specific general ledger accounts for expenses and a broader scope of revenue accounts to more efficiently track revenues.
- Implemented a significant program modification for winter youth basketball program going to Zone registration/participation. Program evaluations resulted in 86.6% of parents responding that the Zone league registration was a somewhat or significant improvement over previous years.
- Strengthen community partnerships through implementation of programs with NC State University, Wake County Senior Games, NC Senior Games, Advocates for Health in Action, Cary Towne Center, Jandy Ammons Foundation, REI and Harris Teeter.
- Developed agreement for hosting men's semi-professional basketball team “Cary Invasion" home games, on Coach Kay Yow Court for 2015-16 season.
- Developed and implemented action plan to facilitate 13.4% FY16 growth in Cary Teen Council.
- Planned and implemented expansion of environmental education programs beyond Hemlock Bluffs; summer camps at Mills Park Elementary; and new outdoor programs to include fly fishing, archery, paddle the parks and a variety of outdoor recreation camps.
- Coordinated with Bartlett Tree Company to conduct a complete inventory of hemlock trees and implement a selective treatment for hemlock woolly adlegid as a part of a long term treatment strategy to protect the heritage Hemlock trees at Hemlock Bluffs Nature Preserve.
- Provided feedback and coordinated with Transportation and Facilities and/or Public Works for design and operation on the following projects: Jack Smith Park, Carpenter Park, West Cary Disc Golf, Alston Ridge Middle School, future Community Center plan, as well as FY17 CIP.

## Key Performance Objectives

- Achieve an Above Average or Excellent rating on 95% of evaluations for Community Recreation programs.
- Increase Community Recreation Division revenue by 1%.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected F 2017 |
|---|---|---|---|
| % participants rating Leisure Service programs as Above Average or Excellent | 98.3% | 98% | 98% |

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Leisure Service/Environmental Education program participants | 82,321 | 83,000 | 83,500 |
| Leisure Service/Environmental Education program hours | 35,064 | 36,000 | 36,500 |

## Activity History – Community Recreation Administration

| Fund Number: 013-6250<br>Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $0 | $0 | $0 | $353,204 | $259,995 |
| Operations & Maintenance | $0 | $0 | $0 | $109,373 | $222,554 |
| Capital Outlay | $0 | $0 | $0 | $0 | $0 |
| **Total** | **$0** | **$0** | **$0** | **$462,577** | **$482,549** |
| Authorized FTEs | 0 | 0 | 0 | 2 | 2 |

## Significant budget and/or Service Level Changes Beyond Current Levels

- There are no significant budget or service level changes in FY 2017.

## Activity History-Recreation

| Fund Number: 10-6221<br>Recreation<br>Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $1,973,146 | $2,004,304 | $2,006,507 | $0 | $0 |
| Operations & Maintenance | $882,014 | $905,308 | $998,162 | $0 | $0 |
| Capital Outlay | $24,669 | $0 | $0 | $0 | $0 |
| **Total** | **$2,879,829** | **$2,909,612** | **$3,004,669** | **$0** | **$0** |
| Authorized FTEs | 19.75 | 19.75 | 18.5 | 0 | 0 |
| Fund Number: 051-6221 | | | | | |
| Stevens Exhibits / Interest | $120 | $0 | $0 | $0 | $0 |
| Teen Forum | $0 | $0 | $0 | $0 | $0 |
| Senior Program | $0 | $0 | $0 | $0 | $0 |
| Hemlock Bluffs - REI | $1,748 | $3,193 | $10,446 | $0 | $0 |
| Cary Road Race | $0 | $0 | $0 | $0 | $0 |
| Dog Park | $0 | $0 | $0 | $0 | $0 |
| **Grand Total** | **$2,911,480** | **$3,007,862** | **$3,015,115** | **$0** | **$0** |

## Significant budget and/or Service Level Changes Beyond Current Levels

- Due to PRCR reorg in FY 2016, the Recreation division no longer exists. The operating expenses were divided up into several new divisions.
- The expenses for Hemlock Bluffs are now included in the Community Recreation Administration operating budget.

# SPORTS PROGRAMS DIVISION

Additional information about the Community Recreation Division may be obtained by calling Dwayne Jones, Community Recreation Manager at (919) 469-4064, through email at dwayne.jones@townofcary.org or by visiting the Town's website at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned and Livable Community** | |
| Collaboratively encourages and provides a variety of community events, quality educational opportunities, leisure-time activities, and a vibrant downtown that are safe and contribute to the economic and social well-being of the community | 1, 2, 3, 4, 5, 6 |
| Fosters a sense of community through citizen involvement, participation, and education | 1, 2, 3, 4, 5, 6 |
| Provides safe accessible, attractive parks, trails, open space and public facilities that offer a variety of recreational opportunities and public spaces that enhance the aesthetic appeal of the Town | 6 |
| **Quality Recreational, Leisure and Cultural Opportunities** | |
| Offers a variety of accessible and affordable indoor and outdoor recreational/leisure programs and activities to meet a wide variety of interests and promote a healthy lifestyle | 1, 2, 3, 4, 5, 6 |
| Focuses on the unique health, recreational and social needs of youth, adults, families and seniors in the community | 1, 2, 3, 4, 5, 6 |
| Promotes community events and celebrations that encourage participation and foster a sense of community | 3, 4 |

## Goals and Initiatives

Youth Sports

1. Provide team league play opportunities in basketball, baseball, volleyball and softball for boys and girls ages 5 – 18.

Adult Sports

2. Provide team league play opportunities in basketball, softball, and volleyball for adult participant's age 16 years and over.

Special Events

3. Host annual events of short duration that appeal to local, state, and regional participants.
4. Provide special events as public recreational opportunities such as the Cary Road Race, disc golf tournaments and softball tournaments.

Camp/Clinic Management

5. Conduct intense, short duration, and sports-specific instructional programs conducted by contract instructors. Camp and clinic opportunities include youth sports camps (in the areas of golf and volleyball) and clinics such as basketball, softball, baseball, golf and volleyball.

Community Sports Initiatives

6. Assist local youth sports organizations by providing resources such as field space.

## FY 2016 Accomplishments

- Conducted the 38th Annual Cary Road Race at Booth Amphitheater, hosting over 1,000 runners.
- Approximately 4,500 youth participated in sports leagues in the areas of baseball, softball, basketball and volleyball.
- Staff implemented a significant overhaul of the winter youth basketball program with Zone registration/participation. Boys and girls ages 9 through 18, totaling 1,521 participants, were able to play in the zone of their choice. The ability to play in the gyms closer to home increased convenience, efficiency, and satisfaction for the participants. Program evaluations resulted in 86.6% of parents responding that the Zone league registration was a somewhat or significant improvement over previous years.
- Adult sports focusing on exercise, socialization and competition resulted in approximately 4,100 participants.
- Planned and implemented American Softball Association (ASA) state tournaments in adult softball.
- Hosted the 4th Annual Downtown Urban Open: Disc Golf Tournament (DUO). This PDGA sanctioned professional tournament sold out in just over one hour, making it one of the fastest tournament sellouts in the state, and a sellout for the 4th year in a row. The DUO raised $1,500 for the Relief for Recreation Fund for a 4 year total of $5,000 dollars.
- Sand volleyball court usage continues to increase 26% from FY15 to FY16 with corresponding 51% increase in rental revenue.

## Key Performance Objectives

- Certify 100% of Youth Sports coaches in National Youth Sports Coaches Association.
- Youth Sports Philosophy achievement:
- Achieve a participant satisfaction rating of Above Average from 93% in the category of participation.
- Achieve a participant satisfaction rating of Above Average from 85% in the category of skill development.
- Achieve a participant satisfaction rating of Above Average from 92% in the category of sportsmanship.
- Achieve a participant satisfaction rating of Above Average from 95% in the category of fun/enjoyment.
- Achieve a participant satisfaction rating of Above Average from 90% of adult sports programs participants.
- Achieve a participant satisfaction rating of Above Average from 90% of youth sports programs participants.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| % Coaches certified | 100% | 100% | 100% |
| Philosophy components: | 85% | 93% | 93% |
| Participation | 68% | 81% | 85% |
| Skill development | 86% | 91% | 92% |
| Sportsmanship | 86% | 96% | 95% |
| Fun/enjoyment | | | |
| % rating above average (Adult Sports) | 85% | 85% | 90% |
| % rating above average (Youth Sports) | 78% | 92% | 90% |

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Youth league sports (# participants) | 4,651 | 4,500 | 4,500 |
| Adult league sports (# participants) | 4,292 | 4,100 | 4,100 |
| Volunteer Coaches (# coaches) | 386 | 386 | 390 |
| Number of programming hours for baseball/softball fields and sand volleyball courts (# hours) | 17,100 | 16,500 | 16,500 |
| Number of community and school use/rental hours for baseball/softball fields and sand volleyball courts (# hours) | 5,195 | 6,100 | 6,200 |

## Activity History

Fund Number: 013-6251

| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $0 | $0 | $0 | $701,699 | $737,196 |
| Operations & Maintenance | $0 | $0 | $0 | $749,381 | $680,264 |
| Capital Outlay | $0 | $0 | $0 | $21,255 | 0 |
| **Total** | **$0** | **$0** | **$0** | **$1,472,335** | **$1,417,460** |
| Authorized FTEs | 0 | 0 | 0 | 6 | 6 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- There are no significant budget and/or service level changes for FY 2017.

# SENIOR PROGRAMS DIVISION

Additional information about the Community Recreation Division may be obtained by calling Dwayne Jones, Community Recreation Manager at (919) 469-4064, through email at dwayne.jones@townofcary.org or by visiting the Town's website at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned and Livable Community** | |
| Collaboratively encourages and provides a variety of community events, quality educational opportunities, leisure-time activities, and a vibrant downtown that are safe and contribute to the economic and social well-being of the community | 1,2,3 |
| Fosters a sense of community through citizen involvement, participation, and education | 1,2,3 |
| Provides safe accessible, attractive parks, trails, open space and public facilities that offer a variety of recreational opportunities and public spaces that enhance the aesthetic appeal of the Town | 1,2,3 |
| **Quality Recreational, Leisure and Cultural Opportunities** | |
| Offers a variety of accessible and affordable indoor and outdoor recreational/leisure programs and activities to meet a wide variety of interests and promote a healthy lifestyle | 1,2,3, |
| Focuses on the unique health, recreational and social needs of youth, adults, families and seniors in the community | 1,2 |
| Encourages and supports a variety of diverse opportunities and venues that focus on the arts, town history, cultural enrichment, life-long learning and entertainment | 1,2,3 |
| Promotes community events and celebrations that encourage participation and foster a sense of community | 1,2, |
| **Safe Community** | |
| Creates a sense of belonging through communications, community engagement, involvement, education, activities and events | 1,2,3, |

## Goals and Initiatives

Leisure Services

1. Provide a wide range of recreational programs for senior adults including dance, exercise, adventure, trips, creative arts, educational seminars, confidence building, and social interaction.
2. Ensure programs are available to diverse and underserved populations.
3. Manage and coordinate reservation space for meeting rooms at the Cary Senior Center.

## FY 2016 Accomplishments

Senior Center Programs

- Over 16,820 participants (up from 12,000 in FY15) participated in 5,330 program hours of classes and workshops (up from 4,000 in FY15) with total revenue of $95,838 through (up from $77,000).
  - Across all program categories, participation has increased for FY16. The largest increase are as follows:
  - Education 952 participants (increase of 300 participants)
  - Fitness & Wellness 2,173 participants (increase of 400 participants)
  - Computer Class 1,410 participants (increase of 139 participants)

- New programs being offered include a Garden Series ("Beyond the Garden") with local garden experts providing lectures; Window's 10, iPad/Apple computer class and additional Wellness classes such as Meditation and Stress Relief programs.
- Staff completed a four year leadership role in planning Wake County Senior Games which offers sports and arts events for ages 55+ across Wake County. Facilitated over 600 registrations and coordinated 24 art exhibitions, sports tournaments and performance events in April.
- 6,315 walk-up registrations received through March 31 an increase of 427 from same period last FY.
- 8,594 individual registrations received through March 31 an increase of over 1000. This includes on-line and in person registrations.
- Over 1,150 visitors came to the Senior Arts and Crafts Fair. The "*Cary Senior Sewers Club*" volunteer group raised $1,100 for their organization.
- The Cary Senior Sewing Group donated approximately 30 hand crafted baby hats, 30 lap quilts, and 50 dressed dolls as well as assorted other items to area agencies totaling over 1,500 items donated annually.
- The senior community garden donated an estimated 350 pounds of fresh vegetables to the Food Bank at Dorcas during the 2015 season.

Senior Center Operations

- There were 73,788 visitors to the Cary Senior Center through March 31.
- Staff processed 328 (up from 198 in 2015) new C-Tran applications from through March 31.
- Staff participated in 6 different outreach opportunities such as health fairs or Senior Fairs marketing senior programs and services.
- Staff coordinated with vendor to write and produce the first "Creating Active Retirement Years" TV commercial for marketing programs and services via Time Warner Cable. The commercial is available on CaryTV and on-line via YouTube.

## Key Performance Objectives

- Achieve an Above Average or Excellent rating on 98% of evaluations for Leisure Service programs.
- Increase program revenue by 5%.
- Increase rental revenue by 4%.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| % participants rating Leisure Service programs as Above Average or Excellent | 98.3% | 98% | 98% |

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Leisure Service program participants | 19,168 | 20,000 | 21,000 |
| Leisure Service program hours | 6,878 | 7,000 | 7,100 |
| Number of senior center rentals | 294 | 300 | 310 |
| Number of rental hours | 540 | 580 | 600 |
| People Counters (# of visitors annually) | 99,412 | 100,000 | 102,000 |

## Activity History

| Fund Number: 013-6252<br>Activity | Actual<br>FY 2013 | Actual<br>FY 2014 | Actual<br>FY 2015 | Estimated<br>FY 2016 | Budget<br>FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $0 | $0 | $0 | $342,006 | $337,535 |
| Operations & Maintenance | $0 | $0 | $0 | $187,726 | $226,330 |
| Capital Outlay | $0 | $0 | $0 | $0 | $0 |
| **Total** | **$0** | **$0** | **$0** | **$529,732** | **$563,865** |
| Authorized FTEs | 0 | 0 | 0 | 3 | 3 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- There are no significant budget and/or service level changes for FY 2017.

# COMMUNITY CENTERS DIVISION

Additional information about the Community Recreation Division may be obtained by calling Dwayne Jones, Community Recreation Manager at (919) 469-4064, through email at dwayne.jones@townofcary.org or by visiting the Town's website at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| Attractive, Well-Planned and Livable Community | |
| Collaboratively encourages and provides a variety of community events, quality educational opportunities, leisure-time activities, and a vibrant downtown that are safe and contribute to the economic and social well-being of the community | 1,2,3,4,5,6 |
| Fosters a sense of community through citizen involvement, participation, and education | 1,2,3,4,5,6 |
| Provides safe accessible, attractive parks, trails, open space and public facilities that offer a variety of recreational opportunities and public spaces that enhance the aesthetic appeal of the Town | 4,5,6 |
| Quality Recreational, Leisure and Cultural Opportunities | |
| Offers a variety of accessible and affordable indoor and outdoor recreational/leisure programs and activities to meet a wide variety of interests and promote a healthy lifestyle | 1,2,3,4,5,6 |
| Focuses on the unique health, recreational and social needs of youth, adults, families and seniors in the community | 1,2,3 |
| Encourages and supports a variety of diverse opportunities and venues that focus on the arts, town history, cultural enrichment, life-long learning and entertainment | 1,2,3,4,5,6 |
| Promotes community events and celebrations that encourage participation and foster a sense of community | 1,2,3,4,5,6 |
| Reliable, Sustainable Infrastructure | |
| Ensures town facilities, parks, greenways and public spaces are safe, clean, attractive, structurally sound and well cared for | 5,6 |
| Safe Community | |
| Creates a sense of belonging through communications, community engagement, involvement, education, activities and events | 1,2,3,4,5,6 |

## Goals and Initiatives

Leisure Services

1. Provide a wide range of recreational programs for adults, children, and senior adults including dance, exercise, social interaction, education, camps and other recreational activities.
2. Provide high school and middle school events, classes and activities for teens. Manage Cary Teen Council volunteers, programs and activities.
3. Ensure programs are available to diverse and underserved populations.
4. Provide Town citizens with the opportunity to reserve facilities for group functions, such as picnics, meetings, and other social occasions.
5. Manage and coordinate reservations for picnic shelters at staffed/non-staffed parks.
6. Manage and coordinate reservation space for meeting rooms at community centers.

## FY 2016 Accomplishments

Indoor Facility Rentals and Reservations

- Community centers managed reservations for 1,125 bookings through March 2016 that generated $101,455 in rental revenue.

Community Center Programs and Classes

- Planned and implemented classes and activities that generated over 58,252 participants producing over $753,000 in revenue through March.
- Partnered with North Carolina State University's Department of Parks, Recreation and Tourism Management as a Service Learning site for the Spring 2016 Semester. Six students planned and implemented – A Camp Olympic Celebration (60 participants) in March and the Spring Daze Wellness Challenge in April.
- Partnered with North Carolina Senior Games to host State Finals events in croquet (84 participants), 5K Race/Walk (84 participants), basketball shooting (146 participants), and badminton (95 participants).
- Teen Scene events have resulted in 6 successful trips/programs, with a total of $8,297 generated in revenue (37% increase from FY 15) and 102 teen participants.
- Hosted Herb's Haunted House, Safe-N-Sane Halloween, Daddy-Daughter Dance, Dogs with Dad, Smore's Fun with Mom, and Mommy & Me Spa Day special events generating $10,032 revenue and 3,452 participants.
- New Programming
  - Preschool Educational Programs - $5,735 revenue; 104 participants
  - Cheerleading Program (non-competitive) - $4,742; 97 participants
- Experienced considerable growth in the following program areas:
  - Self Defense – 200% increase to 353 participants (166 in 2014-15)
  - Shag Dance Classes – 400% increase to 118 participants (29 in 2014-15)

Community Center Operations

- Hosted the men's semi-professional basketball team "Cary Invasion" home games, on Coach Kay Yow Court for 2015-16 season increasing number of games for the season.
- Community Centers visitation resulted in 296,421 guests through March, for an average 32,935 visitors/month.

Summer Camp and School's Out Programs

- Summer Day Camp and Track-Out Camp utilized 70 volunteers, working approximately 1,375 hours, as Junior Counselors for a cost savings of almost $30,000. Junior Counselors assist camp counselors/staff and help plan activities while learning the skills necessary to be a camp counselor.
- Planned and implemented 31 week-long and 11 full-day School's Out Camps (one-day track out camps) for year round students (2015-16 school year) generating revenue of $134,259 and serving 1,335 participants (both are increases from 2014-15 school year).
- Planned and implemented 10 weeks of full-day Summer Day Camps and 9 weeks of full-day Teen Adventure Camps with total revenue of $249,900 serving 1,777 participants (both increases from previous summer).
- Added a variety of School's Out mini camps in July/August generating $13,198 in revenue and serving 164 participants.
- Space Camp increased 4.5 % to 133 participants (127 in 2014-2015).

Cary Teen Council

- Cary Teen Council facilitated 957 members for the 2015-2016 school year.
- Through March 31, Cary Teen Council members volunteered over 14,000 hours at 950 different event shifts throughout Cary and surrounding areas. Highlights of this year include a record setting month of August where members volunteered 3,375 hours.

- Cary Teen Council programmed and implemented Triangle's Got Talent event which featured 15 teen acts. All proceeds were donated to the Food Bank of Central & Eastern North Carolina.

## Key Performance Objectives

- Achieve an Above Average or Excellent rating on 98% of evaluations for Leisure Service programs.
- Increase program revenue by 1%.
- Increase room rental revenue by 1.5%.
- Increase shelter rental revenue by 1.8%.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| % participants rating Leisure Service programs as Above Average or Excellent | 98.5% | 97% | 98% |

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Program participants | 48,691 | 48,000 | 49,000 |
| Program hours | 21,919 | 25,238 | 25,750 |
| Teen Council members | 844 | 957 | 1050 |
| Teen Council volunteer hours | 15,701 | 17,058 | 18,000 |
| Number of community center rentals | 979 | 1,000 | 1,050 |
| Room rental hours | 3,136 | 3,250 | 3,400 |
| Number of picnic shelter rentals | 791 | 827 | 840 |
| Shelter rental hours | 3,162 | 3,256 | 3,300 |
| People Counters (# of visitors annually) | 376,209 | 361,133 | 368,000 |

## Activity History – Community Centers

| Fund Number: 013-6253<br>Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $0 | $0 | $0 | $974,089 | $1,185,363 |
| Operations & Maintenance | $0 | $0 | $0 | $713,617 | $844,344 |
| Capital Outlay | $0 | $0 | $0 | $0 | $0 |
| **Total** | **$0** | **$0** | **$0** | **$1,687,706** | **$2,029,707** |
| Authorized FTEs | 0 | 0 | 0 | 10.5 | 11 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- A Customer Service Representative position at Middle Creek Community Center would be increased to full-time to improve Customer Service.

## Activity History – Teen Council

| Fund Number: 051-6224<br>Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Employee Training/Travel | $0 | $1,780 | $45 | $0 | $0 |
| Supplies | $950 | $7,810 | $8,637 | $0 | $0 |
| Contracted Services | $1,160 | $3,430 | $34,712 | $0 | $0 |
| Grants Paid Out | $1,667 | $3,053 | $1,220 | $0 | $0 |
| **Total** | **$3,777** | **$16,073** | **$44,614** | **$0** | **$0** |
| Authorized FTEs | 0 | 0 | 0 | 0 | 0 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- The Teen Council expenses are now included in the Community Center Operating Budget.

# OUTDOOR RECREATION DIVISION

Additional information about the Community Recreation Division may be obtained by calling Dwayne Jones, Community Recreation Manager at (919) 469-4064, through email at dwayne.jones@townofcary.org or by visiting the Town's website at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned and Livable Community** | |
| Collaboratively encourages and provides a variety of community events, quality educational opportunities, leisure-time activities, and a vibrant downtown that are safe and contribute to the economic and social well-being of the community | 1,2,3,4,5 |
| Fosters a sense of community through citizen involvement, participation, and education | 4,5 |
| Provides safe accessible, attractive parks, trails, open space and public facilities that offer a variety of recreational opportunities and public spaces that enhance the aesthetic appeal of the Town | 4,5 |
| **Quality Recreational, Leisure and Cultural Opportunities** | |
| Invests in its park system including open spaces, greenways, trail systems and recreation areas, ensuring they are safe, convenient, well-maintained, accessible and connected | 4,5 |
| Offers a variety of accessible and affordable indoor and outdoor recreational/leisure programs and activities to meet a wide variety of interests and promote a healthy lifestyle | 1,2,3,4,5 |
| Focuses on the unique health, recreational and social needs of youth, adults, families and seniors in the community | 1,2,3 |
| Encourages and supports a variety of diverse opportunities and venues that focus on the arts, town history, cultural enrichment, life-long learning and entertainment | 1,2,3,4,5 |
| Promotes community events and celebrations that encourage participation and foster a sense of community | 1,2,3,4,5 |
| **Reliable, Sustainable Infrastructure** | |
| Ensures town facilities, parks, greenways and public spaces are safe, clean, attractive, structurally sound and well cared for | 4,5 |
| **Safe Community** | |
| Creates a sense of belonging through communications, community engagement, involvement, education, activities and events | 1,2,3,4,5 |

## Goals and Initiatives

Programs

1. Provide year-round programs and activities in boating, archery, fishing, camping and other outdoor recreation opportunities for all ages at Bond Park, greenways and other natural resource areas.
2. Conduct year-round team building activities at the Challenge Ropes Course and adventure programs for all ages at Bond Park and other natural resource areas.
3. Plan and implement special events that promote a sense of community.

Operations

4. Manage Bond Park and Lake Operations to ensure safety and security of visitors.
5. Coordinate reservation space for special use, cause runs and other private events in Bond Park.

## FY 2016 Accomplishments

Rentals and Reservations

- Managed reservations for the following through March:
  - 448 shelter rentals that generated $31,935
  - 7 Amphitheatre rentals that generated $2,100
  - 9 cause walk/races (5K) that generated $3,350
  - 88 school races/practices that generated $950
  - 209 private fitness/open space rentals that generated $5,250

Bond Park Programs and Events

- Kite Festival held in March 2016, with an estimated attendance of 2,000 participants and spectators, included Kites Unlimited (Atlantic Beach, NC) and local food trucks.
- Easter Egg Hunt was held in March 2016. The event was sponsored by Harris Teeter. Approximately 5,000 people attended the event. The event layout was modified to accommodate more participants and families with children in multiple age groups. The hunts were conducted entirely in the Bond Park spillway (previous years the hunts were conducted in Fields 1, 2 and 3).
- Implemented Independence Day Olde Time Celebration with an estimated attendance of 750 people participating in various "olden days" events including seed spitting, watermelon eating, 4th of July parade and races.
- New programs offered include fly fishing, archery, paddle the parks (nature exploration around the lake).
- Planned and implemented outdoor recreation classes and activities that served 176 participants and produced $7,939 in revenue.

Bond Park Operations

- Facilitated Boathouse/Lake rentals that served 3,587 participants and produced $22,893 in revenue.
- Provided concessions at the Boathouse that generated $12,887 in revenue.
- Utilized 88 volunteers for 528 hours to support boathouse operations which resulted in cost savings of approximately $8,000 in temporary salaries.

Ropes Course Operations

- Facilitated programs at the Challenge Course that served 1,146 participants and generated $28,917 in revenue through March.
- Completed annual certification including maintenance on high course elements to ensure participant safety.

Summer Camp and Schools Out Programs

- Planned and implemented 5 Outdoor Recreation camps, serving 41 participants (35 on waitlists) and generated $4,082 in revenue.
- Added 3 new boating camps to 2015 Summer Camp lineup. All 2015 outdoor camps were full with a waitlist.
- Added
- Increased number of camps to 11 for 2016 summer which new challenge course camp, outdoor skills camp, girl's outdoor skills camp, and archery camp to the recurring boating and fishing camps. Currently 8 of 11 camps are full.

## Key Performance Objectives

- Achieve an Above Average or Excellent rating on 95% of evaluations for Outdoor Recreation programs.
- Achieve an Above Average or Excellent rating on 95% of evaluations for picnic shelter rentals.
- Increase Outdoor Recreation program revenue by 2%.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected F 2017 |
|---|---|---|---|
| % participants rating Leisure Service programs as Above Average or Excellent | 98.3% | 95% | 95% |
| % groups rating picnic shelter usage as Above Average or Excellent | 97.2% | 97.2% | 95% |

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Outdoor Recreation program participants | 1,282 | 304* | 1,300 |
| Outdoor Recreation program hours | 238 | 278 | 285 |
| Number of Ropes Course participants | 1,730 | 1,496 | 1,600 |
| Number of boat rentals | 5,722 | 6,381 | 6,500 |
| Attendance at community events (estimated) | 5,700 | 5,900 | 6,000 |
| Number of 5K/non-profit facility rentals | 125 | 205 | 210 |
| POS Transactions | 10,610 | 11,500 | 11,700 |
| Number of Bond Park picnic shelter rentals | 333 | 340 | 345 |

*Winter Wonderland cancelled in 2016

## Activity History

Fund Number: 013-6254

| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $0 | $0 | $0 | $255,181 | $313,375 |
| Operations & Maintenance | $0 | $0 | $0 | $173,235 | $218,349 |
| Capital Outlay | $0 | $0 | $0 | $27,686 | $8,432 |
| **Total** | **$0** | **$0** | **$0** | **$456,102** | **$540,156** |
| Authorized FTEs | 0 | 0 | 0 | 2 | 2 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- There are no significant budget and/or service level changes for FY 2017.

# ENVIRONMENTAL PROGRAMS DIVISION

Additional information about the Community Recreation Division may be obtained by calling Dwayne Jones, Community Recreation Manager at (919) 469-4064, through email at dwayne.jones@townofcary.org or by visiting the Town's website at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned and Livable Community** | |
| Provides for the protection, preservation and renewal of its natural resource through effective waste management, recycling and mitigation of factors impacting the environment | 1,2,3 |
| Collaboratively encourages and provides a variety of community events, quality educational opportunities, leisure-time activities, and a vibrant downtown that are safe and contribute to the economic and social well-being of the community | 1,2,3 |
| Fosters a sense of community through citizen involvement, participation, and education | 1,2,3 |
| Provides safe accessible, attractive parks, trails, open space and public facilities that offer a variety of recreational opportunities and public spaces that enhance the aesthetic appeal of the Town | 1,2,3 |
| **Quality Recreational, Leisure and Cultural Opportunities** | |
| Invests in its park system including open spaces, greenways, trail systems and recreation areas, ensuring they are safe, convenient, well-maintained, accessible and connected | 1,2 |
| Offers a variety of accessible and affordable indoor and outdoor recreational/leisure programs and activities to meet a wide variety of interests and promote a healthy lifestyle | 1,2,3 |
| Focuses on the unique health, recreational and social needs of youth, adults, families and seniors in the community | 1,2,3 |
| Encourages and supports a variety of diverse opportunities and venues that focus on the arts, town history, cultural enrichment, life-long learning and entertainment | 1,2,3 |
| Promotes community events and celebrations that encourage participation and foster a sense of community | 1,2,3 |
| **Reliable, Sustainable Infrastructure** | |
| Ensures town facilities, parks, greenways and public spaces are safe, clean, attractive, structurally sound and well cared for | 1,2,3 |
| **Safe Community** | |
| Creates a sense of belonging through communications, community engagement, involvement, education, activities and events | 1,2,3 |

## Goals and Initiatives

Environmental Education

1. Offer programs in ecology, environmental stewardship, natural resource management, conservation and natural history for all ages, year-round at Hemlock Bluffs Nature Preserve, the Stevens Nature Center, Bond Park, greenways and other natural resource areas of significance in and near Cary.

2. Conduct nature resource management activities at Hemlock Bluffs Nature Preserve such as prescribed burns, erosion control, non-native species control, hazard tree removal, wildlife nest box programs, wildlife habitat management and wildlife species monitoring
3. Provide technical support for other Town programs and initiatives related to the environment such as Earth Day, the Cary Garden for Wildlife Program and the Cary Green Neighborhood Project

## FY 2016 Accomplishments

### Environmental Programs

- Program revenue increased 1%, completed programs increased 10%, program hours increased 5%, and participation increased 6%.
- 46% more nature programs were offered for adults and seniors and adult/senior program participation increased 25%, revenue increased 15%.
- Environmental education programs (12) were expanded to locations at: Bond Park, Thomas Brooks Park, Swift Creek Greenway, Higgins Greenway, White Oak Creek Greenway and Umstead State Park with 68 participants and new revenue of $387.
- Summer camp revenue for pre-school and teen camps was up 2% and nature camp will be offered in west Cary at Mills Park Elementary in August 2016.

### Hemlock Bluffs Operations

- Hemlock Bluffs used over 5,000 volunteer hours for workdays, special events, program assistants and facility maintenance to save the Town over $107,000, and volunteer teen camp assistants provided 407 hours of service at a cost savings of approximately $10,100.
- Bartlett Tree Company conducted a complete inventory of hemlock trees (226) in January2016, and applied a selective treatment for hemlock woolly adlegid was completed in April 2016 as a part of a long term site treatment strategy to protect the heritage trees.
- A prescribed burn was conducted with partners from the NC Forest Service and NC State Parks in February 2016.
- Conducted large-scale, community volunteer workdays in collaboration with REI and the Friends of Hemlock Bluffs for National Trails Day and National Public Lands Day with 146 volunteers contributing 730 hours mulching trails, working in wildlife gardens, removing non-native plants and other preserve maintenance.
- Friends of Hemlock Bluffs used available funds from a $9,000 grant from the Jandy Ammons Foundation to continue development of the Children's Nature Trail that was dedicated on National Trails Day in 2015.
- Coordinated 8 Eagle Scout or Girl Scout projects in the nature preserve valued at $12,233.
- Facilitated donation of chipped mulch from Trees of Carolinas in excess of 730 cubic yards for a cost savings of approximately $17,000.

## Key Performance Objectives

- Achieve an Above Average or Excellent rating on 100% of evaluations for Environmental Education programs.
- 2% increase in environmental education program revenue actual in FY15 by FY17.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| % participants rating Environmental Education programs as Above Average or Excellent | 100% | 100% | 100% |
| Value of Volunteer Service | $98, 070 | $105,000 | $107,000 |

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Environmental Education program participants | 5,728 | 6,000 | 6,200 |
| Environmental Education program hours | 1,018 | 1,050 | 1,100 |
| Environmental Education Programs | 448 | 460 | 475 |
| Volunteer Workdays | 95 | 100 | 105 |
| Number of Volunteer hours | 4,843 | 5,000 | 5,100 |

## Activity History

Fund Number: 013-6255

| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $0 | $0 | $0 | $234,857 | $306,314 |
| Operations & Maintenance | $0 | $0 | $0 | $67,175 | $42,994 |
| Capital Outlay | $0 | $0 | $0 | $0 | $0 |
| **Total** | **$0** | **$0** | **$0** | **$302,032** | **$349,308** |
| Authorized FTEs | 0 | 0 | 0 | 3 | 3 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- There are no significant budget or service level changes for FY 2017.

# SPORTS VENUES ADMINISTRATION DIVISION

Additional information about the Sport Venues Division may be obtained by calling William Davis, Sports Venues Manager at (919) 460-4964, through email at william.davis@townofcary.org or by visiting the Town's website at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned and Livable Community** | |
| Collaboratively encourages and provides a variety of community events, quality educational opportunities, leisure-time activities, and a vibrant downtown that are safe and contribute to the economic and social well-being of the community | 1, 2, 3, 4, 5, 6, 7, 8 |
| Fosters a sense of community through citizen involvement, participation, and education | 1, 2, 3, 4, 5, 6, 7, 8 |
| Provides safe accessible, attractive parks, trails, open space and public facilities that offer a variety of recreational opportunities and public spaces that enhance the aesthetic appeal of the Town | 7, 8 |
| **Quality Recreational, Leisure and Cultural Opportunities** | |
| Invests in its park system including open spaces, greenways, trail systems and recreation areas, ensuring they are safe, convenient, well-maintained, accessible and connected | 8 |
| Offers a variety of accessible and affordable indoor and outdoor recreational/leisure programs and activities to meet a wide variety of interests and promote a healthy lifestyle | 1, 2, 3, 4, 5, 6, 7, 8 |
| Focuses on the unique health, recreational and social needs of youth, adults, families and seniors in the community | 1, 2, 3, 4, 5, 6, 7, 8 |
| Encourages and supports a variety of diverse opportunities and venues that focus on the arts, town history, cultural enrichment, life-long learning and entertainment | 8 |
| Promotes community events and celebrations that encourage participation and foster a sense of community | 3,4,8 |
| **Reliable, Sustainable Infrastructure** | |
| Ensures town facilities, parks, greenways and public spaces are safe, clean, attractive, structurally sound and well cared for | 8 |

## Goals and Initiatives

Special Events

1. Host annual events of short duration that appeal to local, state, and regional participants.
2. Provide special events as public recreational opportunities such as baseball tournaments and adult/youth softball tournaments.

Camp/Clinic Management

3. Conduct intense, short duration, and sports-specific instructional programs conducted by contract instructors. Camp and clinic opportunities include youth sports camps and clinics (in the areas of softball – other sports camps are covered in other sports areas).

Softball/Baseball Complex Tournament Rentals

6. Host weekend tournament rentals March through November at Thomas Brooks Park and Middle Creek Softball Complex.

Community Sports Initiatives

7. Assist local youth sports organizations by providing resources such as field space.

Special Venues and Event Management

8. Oversee the operations and management of the department's special facilities including the WakeMed Soccer Park, Cary Tennis Park and the USA Baseball National Training Center facilities.

## FY 2016 Accomplishments

- For Calendar year 2015, hosted 41 youth baseball and youth and adult softball weekend tournaments at Thomas Brooks Park and Middle Creek Park softball complexes by working with 19 different sports organizations. Currently scheduled for Calendar year 2016 there are 74 youth baseball and youth and adult softball weekend tournaments at Thomas Brooks Park and Middle Creek Park softball complexes. Rain and inclement weather affects the number of cancelations each year.
- Worked with Transportation and Facilities to convert 5 grass multipurpose fields to artificial turf. This should result in increased revenue and increased hours of use.
- Multipurpose field usage hours were increased due to partial opening of artificial turf fields however revenue decreased due to the primary use of artificial turf fields in FY16 is by CASL and their revenue is captured in construction.
- Worked jointly with the facility managers of the division's special venues and facilities to provide planning, management assistance to ensure success of special events and operations at the venues.

## Key Performance Objectives

- Facilitate community use of multipurpose fields (excluding sports venues) by working with sports organizations and rental groups to provide as many rental opportunities as the fields will allow.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Number of community use/rental hours for multipurpose fields | 1,906 hrs | 2,161 hrs | 4,250 hrs |
| Number of primary tenant use hours for artificial turf fields | | | 6,200 hrs |

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Softball camps/clinics (# participants) | 350 | 390 | 450 |
| ** Softball tournament rental (# fields used) | 269 | 196 | 200 |

** Tracked by calendar year.

## Activity History - Athletics

| Fund Number: 010-6230<br>Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $810,319 | $820,857 | $862,453 | $0 | $0 |
| Operations and Maintenance | $739,793 | $771,762 | $814,909 | $0 | $0 |
| Capital Outlay | $0 | $0 | $0 | $0 | $0 |
| **Total** | **$1,550,112** | **$1,592,619** | **$1,677,362** | **$0** | **$0** |
| Authorized FTEs | 6 | 6 | 8 | 0 | 0 |

## Significant Budget and/or Service Level Changes from Current Levels

- Due to the PRCR reorg in FY16, the Athletics division was eliminated and expenses were divided up among several new divisions.

## Activity History – Sports Venue Administration

| Fund Number: 014-6305<br>Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $0 | $0 | $0 | $345,944 | $380,853 |
| Operations and Maintenance | $0 | $0 | $0 | $130,859 | $94,504 |
| Capital Outlay | $0 | $0 | $0 | $0 | $0 |
| **Total** | **$0** | **$0** | **$0** | **$476,803** | **$475,357** |
| Authorized FTEs | 0 | 0 | 0 | 3 | 3 |

## Significant Budget and/or Service Level Changes from Current Levels

- Through the conversion of 4 multipurpose fields to artificial turf during FY 2016, the Town increased tournament opportunities.

# TENNIS PARK

Additional information about the Cary Tennis Park may be obtained by calling William Davis, Athletic Manager at (919) 460-4964, through email at william.davis@townofcary.org or by visiting the Town's website at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned and Livable Community** | |
| Collaboratively encourages and provides a variety of community events, quality educational opportunities, leisure-time activities, and a vibrant downtown that are safe and contribute to the economic and social well-being of the community | 1, 2, 3, 4, 5, 6, 7, 8, 9 |
| Fosters a sense of community through citizen involvement, participation, and education | 1, 2, 3, 4, 9 |
| Provides safe accessible, attractive parks, trails, open space and public facilities that offer a variety of recreational opportunities and public spaces that enhance the aesthetic appeal of the Town | 2, 3, 5, 8 |
| **Quality Recreational, Leisure and Cultural Opportunities** | |
| Invests in its park system including open spaces, greenways, trail systems and recreation areas, ensuring they are safe, convenient, well-maintained, accessible and connected | 1, 3, 5 |
| Offers a variety of accessible and affordable indoor and outdoor recreational/leisure programs and activities to meet a wide variety of interests and promote a healthy lifestyle | 1, 2, 3, 4, 6, 7, 8, 9 |
| Focuses on the unique health, recreational and social needs of youth, adults, families and seniors in the community | 1, 2, 3, 4, 6, 7, 8, 9 |
| Encourages and supports a variety of diverse opportunities and venues that focus on the arts, town history, cultural enrichment, life-long learning and entertainment | 4 |
| Promotes community events and celebrations that encourage participation and foster a sense of community | 1, 2, 3, 4, 6, 7, 8, 9 |
| **Reliable, Sustainable Infrastructure** | |
| Collaboratively plans and develops adequate infrastructures systems that meet the capacity needs of the community's growth | 1, 2, 8 |
| Ensures town facilities, parks, greenways and public spaces are safe, clean, attractive, structurally sound and well cared for | 5 |

## Goals and Initiatives

1. To enhance the quality of life for the residents of the Town of Cary and surrounding area by providing a first class tennis facility and tennis programs that address the community's recreation needs while providing opportunities for major tournaments and events.
2. To create and execute a management and operating philosophy which is consistent with the Mission Statement, Statement of Values and Goals of the Town of Cary.
3. To staff, manage, operate, and maintain the Cary Tennis Park to the highest industry standards in the best interest of the Town of Cary and the general public.

4. To develop town-wide programs that serve diverse age groups for all levels of play that maximize facility use and revenue including opportunities for open court use, individual reserved court use, team and league play, challenge ladder play, group and individual instruction, tournaments (local, state, and national), youth camps, special clinics, and special events.
5. To protect and maintain the facility's condition so as to preserve and improve the Town's capital investment.
6. To provide the highest level of courteous, accurate, and responsive customer service.
7. To maximize revenues and provide convenient services such as concessions, retail sales, rentals, and/or other opportunities.
8. To promote the facility and tennis services in such a manner that enhances the reputation of the Town of Cary in the provision of recreation opportunities.
9. To include input from the local tennis community in developing operations and programming.

## FY 2016 Accomplishments

- Hosted the USTA/ITA Collegiate Regional Qualifier for National Indoors.
- Hosted first men's professional ATP tournament in September, The Cary Tennis Championships
- Adult League teams registered to play out of the Cary Tennis Park totaled 481 in 2015, compared to 428 in 2014.
- Special Events & Tournaments: Polar Doubles, Love All Junior Tennis Championships, Cary Tennis Park Junior Classic, Cary Spring Junior Open, Western Wake Tennis Association (WWTA) Cinco de Mayo Tournament, North Carolina High School Athletics Association (NCHSAA) Boy's Championships, East Coast Wings Summer Championships, WWTA Adult Summer Sizzle Tournament, Boys and Girls 12 Southern Championships, NC State Summer Junior Closed, WWTA Women's and Men's Doubles Charity Classic, Duke University Fab 4, Bullfrog Southern Tennis Association (STA) Designated, NCHSAA Girl's State Championships, Atlantic Coast Conference (ACC) Men's and Women's Tennis Championships, Cary Fall Futures, Cary Winter Championships, WWTA Harvest Futures Tournament.
- ACC men's and women's tennis championships was hosted in Cary for the ninth time. The ACC voted to keep the championships in Cary through 2018.

## Key Performance Objectives

- Facilitate facility use to include all play opportunities at a minimum of 90,000 hours per year.
- Track and categorize facility usage to ensure the following balance of use:
  - Rentals/Leagues- >55%
  - Private Lessons/Programs- <30%
  - Tournaments- <30%
- Recruit and host tournaments and events that will result in an estimated economic impact of more than $1,000,000 per calendar year.
- Foster facility attendance by offering quality programs, tournaments, events and other spectator opportunities to meet or exceed 200,000 visitors per year to the Park.
- Achieve a participant satisfaction rating of Above Average or higher from 90% of program participants.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Facility usage total hours | 89,098 | 90,000 | 97,000 |
| Rentals/Leagues | 59% | 55% | 55% |
| Private Lessons/Programs | 21% | 23% | 23% |
| Tournaments | 20% | 22% | 22% |
| *Economic Impact | $1,450,000 | 1,800,000 | 1,700,000 |
| **Total Attendance | 235,000 | 240,000 | 240,000 |
| Satisfaction Levels | 90% | 90% | 90% |

*Data tracked for the calendar year.
**Non unique visitors

## Key Workload Indicators

| Workload Indicators | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Youth and Adult programs (#participants) | 7,807 | 8,000 | 8,100 |
| Adult League Registrations | 4,880 | 5,000 | 5,100 |
| Events / Tournaments (# offered) | 64 | 66 | 66 |
| Hours of Instruction Provided | 12,950 | 13,100 | 13,500 |

## Activity History

Fund Number: 014-6310

| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $1,084,652 | $1,141,290 | $1,252,662 | $1,308,199 | $1,323,335 |
| Operations and Maintenance | $283,419 | $322,548 | $283,826 | $496,700 | $512,162 |
| Internal Service | $144,584 | $214,279 | $216,140 | $274,810 | $283,625 |
| Capital Outlay | $0 | $0 | $0 | $0 | $0 |
| **Total** | **$1,512,655** | **$1,678,117** | **$1,752,628** | **$2,079,709** | **$2,119,122** |
| Authorized FTEs | 10.25 | 11.75 | 11.75 | 12 | 12 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- There are no significant budget or service level changes for FY 2017.

# SKATE PARK

Additional information about the Skate Park may be obtained by calling William Davis, Sports Venues Manager at (919) 460-4964, through email at william.davis@townofcary.org or by visiting the Town's website at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| Attractive, Well-Planned and Livable Community | |
| Collaboratively encourages and provides a variety of community events, quality educational opportunities, leisure-time activities, and a vibrant downtown that are safe and contribute to the economic and social well-being of the community | 1,6,9 |
| Provides safe accessible, attractive parks, trails, open space and public facilities that offer a variety of recreational opportunities and public spaces that enhance the aesthetic appeal of the Town | 1,6,9 |
| Quality Recreational, Leisure and Cultural Opportunities | |
| Invests in its park system including open spaces, greenways, trail systems and recreation areas, ensuring they are safe, convenient, well-maintained, accessible and connected | 1,2,3,4,5,6,7,8,9,10,11 |
| Offers a variety of accessible and affordable indoor and outdoor recreational/leisure programs and activities to meet a wide variety of interests and promote a healthy lifestyle | 1,2,3,4,5,6,7,8,9,10,11 |
| Focuses on the unique health, recreational and social needs of youth, adults, families and seniors in the community | 1,2,3,4,5,6,7,8,9,10,11 |
| Encourages and supports a variety of diverse opportunities and venues that focus on the arts, town history, cultural enrichment, life-long learning and entertainment | 1,2,3,4,5,6,7,8,9,10,11 |
| Promotes community events and celebrations that encourage participation and foster a sense of community | 1,2,3,4,5,6,7,8,9,10,11 |
| Reliable, Sustainable Infrastructure | |
| Ensures town facilities, parks, greenways and public spaces are safe, clean, attractive, structurally sound and well cared for | 3,6 |

## Goals and Initiatives

1. To enhance the quality of life for the residents of the Town of Cary and surrounding area by providing a permanent and safe recreation facility for skating and biking.
2. To create and execute an operating philosophy which is consistent with the Mission Statement, Statement of Values and Goals of the Town of Cary.
3. To staff, manage, operate, and maintain the Skate Park to the highest industry standards in the best interest of the Town of Cary and the general public.
4. To develop and consistently implement policies and procedures that ensure the safety of facility patrons.
5. To develop programming that maximizes facility use and revenue including opportunities for "drop in" or "session" participation, instruction, clinics, and special events.
6. To provide a wholesome social environment for youth. To protect and maintain the facility's condition so as to preserve and improve the Town's capital investment.
7. To provide the highest level of friendly, accurate, and responsive customer service.
8. To maximize revenues and provide convenient services such as concessions, retail sales, rentals, and/or other opportunities.

9. To promote the facility and programming in such a manner that enhances the reputation of the Town of Cary in the provision of recreation opportunities.
10. To include input from users in developing operations and programming.
11. To provide revenues that offset operating costs.

## FY 2016 Accomplishments

Skate Park Programs & Events

- Planned and implemented annual skate/bike contests and skate/bike Spring Jam.
- Planned and Implemented first Scooter contest during fall contest series.
- Planned and created 6+ professional educational videos to loop on Pro-shop TV.

Skate Park Operations

- Rearranged “street” section twice to continue to challenge participants.
- Establish and maintain working relationships with vendors to ensure low retail cost is maintained.

## Key Performance Objectives

- Achieve an Above Average or Excellent overall program satisfaction rating on 98% of program evaluations for camps/clinics.
- Achieve an average of $2,200 in monthly sales revenue from membership and entry.
- Solicit and secure $4,000 annually in sponsorship funds to help offset operational costs.
- Recover 60% of operational costs through membership/entry, program, retail, sponsorship, and concessions revenue.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Above Average or Excellent Program Satisfaction of 96% of program evaluations for camps/clinics | 99% | 99% | 99% |
| Membership and entry revenue/month | $2,055 | $2,440 | $2,500 |
| Sponsorship funds per year | $1,498 | $2,000 | $2,000 |

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| 30 day passes sold* | 208 | 212 | 250 |
| Annual passes sold | 13 | 6 | 10 |
| Paid entries | 8,490 | 9,000 | 9,100 |
| Number of camp/clinic participants | 287 | 300 | 320 |
| Private lessons | 139 | 112 | 150 |

*Annual and 30 day membership options only for FY15.

## Activity History

Fund Number: 014-6320
Skate Park

| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $188,484 | $166,045 | $174,036 | $176,349 | $182,922 |
| Operations and Maintenance | $49,233 | $49,407 | $83,553 | $60,363 | $66,187 |
| Internal Services | $30,783 | $19,685 | $18,881 | $19,481 | $26,631 |
| Capital Outlay | $0 | $0 | $0 | $0 | $0 |
| **Total** | **$268,500** | **$235,138** | **$276,470** | **$256,193** | **$275,740** |
| Authorized FTEs | 3 | 2 | 2 | 2 | 2 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- There are no significant budget or service level changes for FY 2017.

# WAKEMED SOCCER PARK

Additional information about the WakeMed Soccer Park may be obtained by calling William Davis, Athletic Manager at (919) 460-4964, through email at william.davis@townofcary.org or by visiting the Town's Web site at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well Planned and Livable Community** | |
| Provides a safe environment that promotes, supports and sustains clean and visually appealing neighborhoods that are welcoming, secure and provide quality housing options that meet the community's needs and reinforce its identity and character | 2,3,5,8 |
| Provides for the protection, preservation and renewal of its natural resource through effective waste management, recycling and mitigation of factors impacting the environment | 3,5 |
| Collaboratively encourages and provides a variety of community events, quality educational opportunities, leisure-time activities, and a vibrant downtown that are safe and contribute to the economic and social well-being of the community | 1,2,3,4,5,6,7,8,9 |
| Fosters a sense of community through citizen involvement, participation, and education | 1,2,3,4,9 |
| Provides safe accessible, attractive parks, trails, open space and public facilities that offer a variety of recreational opportunities and public spaces that enhance the aesthetic appeal of the Town | 2,3,5,8 |
| **Quality Recreational, Leisure and Cultural Opportunities** | |
| Invests in its park system including open spaces, greenways, trail systems and recreation areas, ensuring they are safe, convenient, well-maintained, accessible and connected | 1,3,5 |
| Offers a variety of accessible and affordable indoor and outdoor recreational/leisure programs and activities to meet a wide variety of interests and promote a healthy lifestyle | 1,2,3,4,6,7,8,9 |
| Focuses on the unique health, recreational and social needs of youth, adults, families and seniors in the community | 1,2,3,4,6,7,8,9 |
| Encourages and supports a variety of diverse opportunities and venues that focus on the arts, town history, cultural enrichment, life-long learning and entertainment | 2,4 |
| Promotes community events and celebrations that encourage participation and foster a sense of community | 1,2,3,4,6,7,8,9 |
| **Reliable, Sustainable Infrastructure** | |
| Collaboratively plans and develops adequate infrastructures systems that meet the capacity needs of the community's growth | 1,2,8 |
| Ensures town facilities, parks, greenways and public spaces are safe, clean, attractive, structurally sound and well cared for | 1,5,6 |
| **Safe Community** | |
| Creates a sense of belonging through communications, community engagement, involvement, education, activities and events | 1,2,3,4,6,7,8,9 |
| Promotes and sustains a clean, well-designed, properly regulated and visually attractive community | 1,5 |

## Goals and Initiatives

1. To enhance the quality of life for the residents of the Town of Cary, Wake County, and surrounding area by providing a world class athletic facility that meets a variety of athletic program needs and addresses the community's desire for recreation and athletic programming while providing opportunities for major tournaments and events.
2. To create and execute a management and operating philosophy which is consistent with the Mission Statement, Statement of Values, and Goals of the Town of Cary.
3. To staff, manage, operate, and maintain the WakeMed Soccer Park to the highest industry standards in the best interest of the Town of Cary and the general public.
4. To facilitate Town-wide programs that serve diverse age groups for all levels of play that maximize facility use and revenue including opportunities for field and cross country course use, individual and team reserved field and cross country course use, team and league play, team and individual instruction, tournaments, (local, state, national, and international), youth camps, special clinics, and special events.
5. To protect and maintain the facility's condition so as to preserve and improve the Town's investment in the facility.
6. To provide the highest level of courteous, accurate, and responsive customer service.
7. To maximize revenues and provide convenient services such as concessions, rentals, parking, and/or other opportunities.
8. To promote the facility in such a manner that enhances the reputation of the Town of Cary in the provision of recreation and athletic opportunities.
9. To include input from the local sports community in developing operations and programming.

## FY 2016 Accomplishments

- Collaboratively worked with Greater Raleigh Sports Alliance to seek and obtain local, state and national level events.
- Worked with the Capital Area Soccer League, Triangle Futbol Club and the Wake FC soccer clubs to allocate field space for their youth tournaments that were held in Cary and Wake County. In all over 150 teams from all over the southeast played approximately 100 matches in Cary.
- WakeMed Cross Country Course was the official course for multiple cross country events including the NC High School Athletic Association (NCHSAA) local and regional meets, the Triangle Independent Schools Athletic Conference (TISAC), and Central Intercollegiate Athletic Association (CIAA) conference championships, and the North Carolina State University (NCSU) Invitational.
- Hosted the NIKE Cross Nationals Regional Cross Country Race. Approximately 1000 runners were in attendance.
- Hosted 24 cause run 5K events at the park with several more groups looking to book space.
- Co-hosted the Atlantic Coast Conference (ACC) Women's soccer championships with the Capital Area Soccer League and the Greater Raleigh Sports Alliance. Attendance was approximately 4,000 for the two day event.
- Co-hosted the NCAA Women's College Cup in December 2015. Total tickets sold for the event was approximately 23,000 for the two days of the events. There was exceptional weather throughout the event.
- Co-hosted the NC Soccer Coaches Association's High School Kick Off Classic in which 40 high school teams from all over NC came to WMSP to play 28 matches over two days. Total attendance for the event exceeded 2,300 players and spectators.
- Conducted 13 summer camps including soccer, lacrosse and cross country. Total participants registered were 162 for the summer session.
- Co-hosted with the NC High School Athletic Association and the Raleigh Sports Consortium the 2016 boys' and girls' high school lacrosse championships.
- Served as the official playing facility for soccer for the following scholastic and intercollegiate institutions; Raleigh Charter High School, St. Timothy's Middle School, Kestrel Heights, Cardinal Charter, Research Triangle High School, Grace Christian School and William Peace University.

- The Carolina RailHawks completed their 9th season of play in November 2015 and will kick off their commemorative 10th season in April 2015. During the FY16 year, they will have hosted 13 regular season matches, 3 US Open Cup matches and an exhibition match featuring Toluca from Mexico.
- Will host the 2016 State Games of NC Lacrosse Showcase
- Will host the 2016 Collegiate Rugby Association's 7's Championships
- The Raleigh Flyers, a new team in the US Ultimate Disc League will play two matches in FY 16
- Hosted an Ultimate Disc Golf two day tournament.
- Hosted numerous meetings in our new luxury suites in Building C including an NCSU Turf management course, numerous town meetings, Wake County Solid Waste meeting, Town of Morrisville Staff Retreat, Buhler Aeroglide staff training, and RailHawks staff trainings and functions.

## Key Performance Objectives

- Achieve a participant satisfaction rating of Above Average from 95% of instructional camp and clinic participants.
- Facilitate facility use to include all play opportunities at a minimum of 4,000 hours of use per year.
- Track and categorize facility usage to ensure the following types of play meet or exceed usage goals (hours per fiscal year and % of total use). Below are the established targets for each type of use:

Sport Field Use Balance**:**

| | | |
|---|---|---|
| Community Group Use Youth | 1,880 hrs | 47% |
| Community Group Use Adult | 160 hrs | 4% |
| School Group Use | 200 hrs | 5% |
| College Use | 160 hrs | 4% |
| Tournament Rental | 600 hrs | 15% |
| Special Events | 160 hrs | 4% |
| Facility Tenant | 560 hrs | 14% |
| Town Programs | 280 hrs | 7% |

Facility Use Balance Cross Country Course**:**

| | | |
|---|---|---|
| Community Group Use Adult | 57 hrs | 20% |
| School Group Use | 115 hrs | 40% |
| College Use | 14 hrs | 5% |
| Tournament Rental | 14 hrs | 5% |
| Special Events | 57 hrs | 20% |
| Town Programs | 28 hrs | 10% |

- Recruit and host tournaments and events that will result in an estimated economic impact of more than $3,500,000 per calendar year.
- Foster facility attendance by offering quality programs, tournaments, events, field rental capabilities, and other spectator opportunities to meet or exceed 225,000 visits per year.

## Key Performance Measures

| Performance Measure | Actuals FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| % rating above average (camps / clinics) | 95% | 95% | 95% |
| Field Use Balance Fields (in hrs and % of total) | | | |
| Community Group Use Youth | 2,200 / 55% | 2083 / 51% | 2300 / 57.5% |
| Community Group Use Adult | 50 / 1% | 21.5 / .05% | 20 / .005% |
| School Group Use | 200 / 5% | 141 / 3.5% | 400 / 1% |
| College Use | 150 / 4% | 24.5 / .05% | 400 / 1% |
| Tournament Rental | 100 / 3% | 0 / 0% | 100 / .025% |
| Special Events | 50 / 1% | 0 / 0% | 0 / 0% |
| Facility Tenant | 900 / 23% | 1188 / 29% | 1300 /32.5% |
| Town Programs | 300 / 8% | 557 / 14% | 300 / 8% |
| Sports Field Usage Total Hours | 4,000 | 4,000 | 4000 |
| Facility Use Balance Cross Country Course | | | |
| Community Sports Group Use Adult | 100 / 20% | 188.5 / 27% | 165 / 24% |
| Community Sports Group Use Youth | 10 / 2% | 12.5 / 2% | 15 / 21% |
| School Group Use | 200 / 40% | 251 / 36% | 325 / 46% |
| College Use | 25 / 5% | 16.5 / 2% | 15 / 2% |
| Special Events | 100 / 20% | 97.5 / 14% | 0 / 0% |
| Town Programs | 50 / 10% | 132.5 / 19% | 50 / 7% |
| Facility Usage (Cross Country) Total Hours | 500 | 700 | 700 |
| Economic Impact (Tracked per calendar year) | $4,376,123 | $4,400,000 | $4,500,000 |
| Total Attendance (Tracked per calendar year) | 197,304 | 240,000 | 240,000 |

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Number of field rental hours booked | 4,200 | 4,100 | 4100 |
| Number of different groups utilizing facilities | 85 | 85 | 85 |
| Youth camps / clinics (# of participants) | 250 | 250 | 200 |

## Activity History

Fund Number: 014-6330

| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $189,429 | $208,398 | $217,151 | $153,692 | $147,243 |
| Operations and Maintenance | $117,137 | $192,227 | $234,906 | $324,685 | $435,441 |
| Public Works Services | $654,246 | $836,794 | $937,663 | $1,008,038 | $1,014,028 |
| Capital Outlay | $0 | $0 | $0 | $0 | $0 |
| **Total** | **$960,808** | **$1,237,419** | **$1,389,720** | **$1,486,415** | **$1,596,712** |
| Authorized FTEs | 2 | 2 | 2 | 1 | 1 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

There are no significant budget or service level changes for FY 2017.

# USA BASEBALL NATIONAL TRAINING COMPLEX AT THOMAS BROOKS PARK

Additional information about the USA Baseball National Training Complex at Thomas Brooks Park may be obtained by calling William Davis, Athletics Manager at (919) 460-4964, through email at william.davis@townofcary.org or by visiting the Town's website at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned and Livable Community** | |
| Provides a safe environment that promotes, supports and sustains clean and visually appealing neighborhoods that are welcoming, secure and provide quality housing options that meet the community's needs and reinforce its identity and character | 2,3,5,8 |
| Provides for the protection, preservation and renewal of its natural resource through effective waste management, recycling and mitigation of factors impacting the environment | 3,5 |
| Collaboratively encourages and provides a variety of community events, quality educational opportunities, leisure-time activities, and a vibrant downtown that are safe and contribute to the economic and social well-being of the community | 1,2,3,4,5,6,7,8,9 |
| Fosters a sense of community through citizen involvement, participation, and education | 1,2,3,4,9 |
| Provides safe accessible, attractive parks, trails, open space and public facilities that offer a variety of recreational opportunities and public spaces that enhance the aesthetic appeal of the Town | 2,3,5,8 |
| **Quality Recreational, Leisure and Cultural Opportunities** | |
| Invests in its park system including open spaces, greenways, trail systems and recreation areas, ensuring they are safe, convenient, well-maintained, accessible and connected | 1,3,5 |
| Offers a variety of accessible and affordable indoor and outdoor recreational/leisure programs and activities to meet a wide variety of interests and promote a healthy lifestyle | 1,2,3,4,6,7,8,9 |
| Focuses on the unique health, recreational and social needs of youth, adults, families and seniors in the community | 1,2,3,4,6,7,8,9 |
| Encourages and supports a variety of diverse opportunities and venues that focus on the arts, town history, cultural enrichment, life-long learning and entertainment | 2,4 |
| Promotes community events and celebrations that encourage participation and foster a sense of community | 1,2,3,4,6,7,8,9 |
| **Reliable, Sustainable Infrastructure** | |
| Collaboratively plans and develops adequate infrastructures systems that meet the capacity needs of the community's growth | 1,2,8 |
| Ensures town facilities, parks, greenways and public spaces are safe, clean, attractive, structurally sound and well cared for | 1,5,6 |

## Goals and Initiatives

1. To enhance the quality of life for the residents of the Town of Cary and surrounding area by providing a baseball facility and baseball programs that address the community's recreation needs while providing opportunities for major tournaments and events.
2. To create and execute a management and operating philosophy which is consistent with the Mission Statement, Statement of Values and Goals of the Town of Cary.
3. To staff, manage, operate, and maintain the USA Baseball National Training Complex to the highest industry standards in the best interest of the Town of Cary and the general public.
4. To develop Town-wide programs that serve diverse age groups for all levels of play and maximize facility use and revenue including opportunities for open field use, team and league play, group training, tournaments (local, state, and national), youth camps, special clinics, and special events.
5. To protect and maintain the facility's condition so as to preserve and improve the Town's capital investment.
6. To provide the highest level of courteous, accurate, and responsive customer service.
7. To maximize revenues and provide convenient services such as concessions, retail sales, rentals, and/or other opportunities.
8. To promote the facility and baseball services in such a manner that enhances the reputation of the Town of Cary in the provision of recreation opportunities.
9. To include input from the local baseball community in developing operations and programming.

## FY 2016 Accomplishments

- Hosted all of USA Baseball's National Teams training, trials and events throughout their season mid-June-early September.
- Hosted the 2016 National Collegiate Athletic Association (NCAA) Division II Baseball Championships in May 2016. 2016 marks the 8th consecutive year the Town will host this Championship. Attendance has increased each of the previous 7 years.
- Awarded the 2017 & 2018 NCAA Division II Baseball Championships.
- Hosted the entire William Peace University Home Baseball Season at the USA Baseball National Training Complex. And more than 50 collegiate games throughout the Spring.
- In conjunction with USA Baseball, hosted the 14th Annual Spring Training Baseball Clinic at the National Training Complex. The clinic was for participants ages 6-12. USA baseball coaches and staff gave instruction on fundamentals of the game of baseball, skill development and sportsmanship while emphasizing the fun of the sport.
- The Town of Cary and USA Baseball hosted a baseball coach's clinic for all coaches in Cary and surrounding areas. This clinic focused on fundamentals of baseball from a coach's perspective. Over 40 local youth coaches from around the triangle attended this year's coach's clinic.
- The Complex hosted the 2016 NCAA DII Baseball Dowling College invitational, consisting of 5 Division II teams from the northeast.
- Partnered with USA Baseball and Baseball America to host the 5th annual National High School Invitational consisting of 16 high schools from around the nation.
- The Tobacco Road Marathon was held at the complex consisting of 4,000+ runners.
- Successfully hosted Town of Cary recreational baseball league games in the spring and fall seasons at the NTC.
- With USA Baseball, hosted the National Team Identification Series and Labor Day Cup tournaments at the complex. These are strong revenue events for USA Baseball and serve as a great economic impact to the Cary area bringing in over 64 teams, consisting of approx. 900 players, 1,600 parents and family members, all staying in local hotels and shopping and eating at Town of Cary businesses.

## Key Performance Objectives

- Facilitate facility use to include all play opportunities at a target maximum of 1,750 hours per calendar year for the four fields at the National Training Complex (NTC). This target is determined by maximum turf and field performance and market needs.
- Track and categorize field usage based on the following target goals (hours per year and percentages):
  - USA Baseball 900 hrs 51%
  - Town Programs 160 hrs 10%
  - Schools/Colleges 400 hrs 23%
  - Tournaments 250 hrs 14%

- Recruit and host tournaments, rentals and events that will result in an estimated economic impact of more than $2,500,000 per calendar year.
- Foster facility attendance by offering quality programs, tournaments, events and other spectator opportunities to meet or exceed 65,000 visits per year.
- Achieve a participant satisfaction rating of Above Average or higher from 95% of program participants.

## Key Performance Measures

| Performance Measure | Actual 2015* | Estimated 2016* | Projected 2017* |
|---|---|---|---|
| Field Use Balance (in hrs and % of total) | | | |
| USA Baseball | 873 hrs / 53% | 1,000 hrs / 53% | 1,000 hrs / 53% |
| Schools/Colleges | 421 hrs / 25% | 550 hrs / 29% | 575 hrs / 30% |
| Town Programs | 229.5 hrs / 14% | 200 hrs / 10% | 210 hrs / 10% |
| Tournaments | 137 hrs / 8% | 150 hrs / 8% | 140 hrs / 8% |
| Special Events | 0 hrs / | 0 hrs / | 0 hrs / |
| Field Usage Total Hours* | 1,660.5 | 1,900 | 1,925 |
| Economic impact * | $3,124,668 | $3,225,000 | $3,300,000 |
| Total attendance * | 72,300 | 76,000 | 76,500 |
| Satisfaction levels | 95% | 95% | 95% |

* The field usage hours for this chart are based on calendar year.

## Key Workload Indicators

| Workload Indicators | Actual 2015 | Estimated 2016 | Projected 2017 |
|---|---|---|---|
| Rental hours (stadium and training) | 558 | 700 | 650 |
| Programming hours (camps, clinics, Town of Cary league play) | 229.5 | 200 | 225 |
| USA Baseball hours | 873 | 1,000 | 1,000 |

## Activity History

Fund Number: 014-6340
USA Baseball

| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $134,393 | $140,698 | $139,903 | $158,712 | $161,457 |
| Operations and Maintenance | $167,438 | $195,082 | $196,120 | $255,142 | $195,636 |
| Internal Service | $464,604 | $634,416 | $728,671 | $736,335 | $775,810 |
| Capital Outlay | $0 | $0 | $44,850 | $8,334 | $8,432 |
| **Total** | **$766,435** | **$970,196** | **$1,109,544** | **$1,158,523** | **$1,141,335** |
| Authorized FTEs | 1 | 1 | 1 | 1 | 1 |

## Significant Budget and Service Level Changes from Current Levels

- There are no significant budget or service level changes for FY 2017.

# CULTURAL ARTS ADMINISTRATION DIVISION

Additional information about the Cultural Arts and Resources Division may be obtained by calling Lyman Collins, Cultural Arts and Resources Manager at 919-462-3861, through email at lyman.collins@townofcary.org or by visiting the Town's website at www.townofcary.org.

### Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned and Livable Community** | |
| Collaboratively encourages and provides a variety of community events, quality educational opportunities, leisure-time activities, and a vibrant downtown that are safe and contribute to the economic and social well-being of the community | 5, 6, 11, 12, 13 |
| Fosters a sense of community through citizen involvement, participation, and education | 5, 6, 7, 9, 10 |
| Provides safe accessible, attractive parks, trails, open space and public facilities that offer a variety of recreational opportunities and public spaces that enhance the aesthetic appeal of the Town | 1, 2, 3, 5, 7 |
| **Economic Vitality and Development** | |
| Promotes and invests in strategically planned, appropriately balanced, future-focused and sustainable development and re-development that provides for a thriving community and revitalized downtown | 1, 2, 3, 4, 9 |
| **Quality Recreational, Leisure and Cultural Opportunities** | |
| Offers a variety of accessible and affordable indoor and outdoor recreational/leisure programs and activities to meet a wide variety of interests and promote a healthy lifestyle | 1, 3, 5, 6, 11, 12, 13 |
| Focuses on the unique health, recreational and social needs of youth, adults, families and seniors in the community | 1, 6, 9, 10, 11 |
| Encourages and supports a variety of diverse opportunities and venues that focus on the arts, town history, cultural enrichment, life-long learning and entertainment | 1, 2, 3, 5, 6, 8, 9, 10, 11, 12, 13 |
| Promotes community events and celebrations that encourage participation and foster a sense of community | 1, 7, 11, 12, 13 |
| **Reliable, Sustainable Infrastructure** | |
| Ensures town facilities, parks, greenways and public spaces are safe, clean, attractive, structurally sound and well cared for | 2, 3, 4 |
| **Safe Community** | |
| Creates a sense of belonging through communications, community engagement, involvement, education, activities and events | 1, 2, 3, 5, 6, 8, 9, 10, 11, 12, 13 |
| **Good Governance** | |
| Supports decision-making with timely and accurate short-term and long-range analysis | 2, 4 |
| Enables and enhances openness and transparency by ensuring accountability, honesty, efficiency, best practices and innovation in all operations | 1, 2, 4, 6 |
| Protects, manages and optimizes its financial, human, physical and technology resources | 1, 4 |
| Attracts, motivates and develops a high-quality, engaged and productive workforce | 1, 2 |
| Delivers responsive and courteous service to its internal and external customers, while ensuring timely and effective two-way communication | 1, 2, 3, 4, 5, 6 |

## Goals and Initiatives

Administration & Outreach

1. Provide coordination among the various facilities and programs of the Cultural Arts & Resources Division. Includes staff supervision, facility oversight and overall leadership.
2. Provide for long-range planning and integration of planning activities with other divisions of the Parks, Recreation & Cultural Resources Department.
3. Consider planning for programs for underserved areas of Cary and look for efficient ways to deliver programs to such areas.
4. Coordinate budget requests for all components of the Cultural Arts & Resources Division and supervise budget administration.
5. Provide programs that create a better understanding of our multicultural society.
6. Provide communication, coordination, and support for Cary cultural groups.

Public Art and Exhibition

7. Provide opportunities to enhance Cary's character and create a sense of place through the inclusion of public art in designated capital improvements projects and provide assistance to developers to include public art in private development projects.
8. Provide exhibition space and coordination for temporary exhibitions in Town facilities, including but not limited to Cary Arts Center, Page-Walker Arts & History Center, Town Hall, Herb Young Community Center, and the Cary Senior Center. Artists' residencies activities provide complementary activities for exhibitions, programs and events.
9. Provide Artist Residency activities (Community Projects) in conjunction with Exhibitions and Public Art projects to allow citizens the opportunity to work with artists in the creation of artwork.
10. Provide through residencies opportunities for citizens to learn from artists how artwork is created as well as the concepts behind the artwork.

Special Program & Events

11. Provide coordination for a variety of festivals and events to give Town citizens the opportunity to come together as a community to experience artistic excellence. Examples of such programs include Lazy Daze and Spring Daze Arts & Crafts Festivals, Christmas Tree Lighting ceremony, Fourth of July celebration, and performing arts events at Sertoma Amphitheatre, the Koka Booth Amphitheatre, the Page-Walker Arts & History Center and other locations throughout the Town.
12. Further enhance Cary's downtown initiatives by providing oversight and coordination for artists residencies; programs and activities at the Page-Walker, the Cary Arts Center and The Cary Theater; as well as coordination with a variety of free downtown programming.
13. Provide additional programming, as appropriate, for Sertoma Amphitheatre and the Veterans Freedom Park.

## FY 2016 Accomplishments

- Coordinated the first Annual Veteran's Day Remembrance at the Veteran's Freedom Park. The event included music by the Old North State Brass Band and the Triangle Wind Ensemble, along with speeches from veterans and war survivors. Estimated 350 people in attendance.
- Successfully relocated the Lazy Daze Arts & Crafts festival to its temporary location on Town Hall Campus due to the Academy Streetscape project.
- Lazy Daze was named Best Community Event by the readers of The Cary News.
- Worked with teachers and students from Cary High School to develop festival artwork for marketing and publicity for 2016 Spring Daze.
- Re-evaluated Sertoma programs and concerts to find ways to continue the popular Sertoma Series.
- Completed final installation of "The Visitors," a public art project by artist John Merigian at New Hope Trailhead Park along the American Tobacco Trail. The four large striding figures have become a landmark to visitors indicating the park entrance and the trail head.

- Collaborated with North Carolina Arts Council to host “Creative Capital” professional development workshop for artists from across North Carolina. Total of 46 artists from across NC participated in workshops held in January with most of the artists spending two nights in area hotels.
- Partnered with Wake County Public Schools to offer Professional Development and Training Workshops for art teachers in Wake County Schools. The workshops take advantage of master artists exhibiting or doing residency projects and provide teachers with access to these highly skilled artists.
- Series of five Artist Gallery Talks during openings at the exhibitions at Cary Arts Center Gallery were well attended by visitors eager to learn more about the artist’s process and conceptual thoughts behind their artworks.
- Completion of the Developer & Neighborhood Resource Guide to Public Art. Have received positive feedback and appreciation from developers who have found the information useful as they navigate their own public art projects.
- Fire Station #8 stained glass architectural windows “A Beacon to the Community” by artist Arthur Stern. Won 2nd year in a row the CODA International top 100 Design +Art projects for 2015.
- Downtown Park Public Artists selection process was completed and two artists Carolyn Braaksma and Matt McConnell have begun design and fabrication of art works approved by Council. Fabrication underway.

## Key Performance Objectives

- Achieve Above Average or Excellent participant satisfaction evaluation on 93% of all special event evaluations.
- Communicate annually with all Cary based cultural groups included in the division’s data base.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| % participants rating special events at Above Average or Excellent | 92% | 90% | 95% |
| % of known Cary cultural groups contacted | 100% | 100% | 100% |

## Key Performance Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Number of cultural groups worked with | 82 | 87 | 90 |
| Number of exhibitions | 68 | 68 | 70 |
| Number of concerts, performances, events and festivals | 16 | 9 | 11 |
| Number of attendees at Town sponsored/co-sponsored festivals and other free outdoor events | 96,000 | 100,000 | 135,000 |

## Activity History-Cultural Resources Administration

Fund Number: 19-6355

| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $0 | $0 | $0 | $714,611 | $881,691 |
| Operations and Maintenance | $0 | $0 | $0 | $165,869 | $188,416 |
| Non-Profit Contributions | $0 | $0 | $0 | $152,000 | $156,000 |
| Capital Outlay | $0 | $0 | $0 | $0 | $0 |
| **Total** | **$0** | **$0** | **$0** | **$1,032,480** | **$1,222,107** |
| Authorized FTEs | 0 | 0 | 0 | 9 | 10 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- A new Technical Operations Assistant position is included in the FY 2017 budget to reduce reliance on contractors for production work at the Cultural Arts Facilities.

## Activity History-Cultural Resources

Fund Number: 10-6222

| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $551,349 | $487,518 | $560,400 | $0 | $0 |
| Operations and Maintenance | $417,422 | $403,278 | $365,282 | $0 | $0 |
| Internal Service | $0 | $0 | $0 | $0 | $0 |
| Capital Outlay | $0 | $0 | $0 | $0 | $0 |
| **Total** | **$968,771** | **$890,796** | **$925,682** | **$0** | **$0** |
| Authorized FTEs | 6 | 6 | 10 | 0 | 0 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- With the PRCR reorg the Cultural Resources division was eliminated and costs were split between the new Cultural Resources Administration division shown in top box and the new Historic division.

## Activity History-Festivals

| Fund Number: 051-6223<br>Festivals<br>Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $0 | $0 | $0 | $0 | $0 |
| Operations and Maintenance | $125,215 | $111,062 | $111,155 | $0 | $0 |
| Capital Outlay | $0 | $0 | $0 | $0 | $0 |
| **Total** | **$125,215** | **$111,062** | **$111,155** | **$0** | **$0** |
| Authorized FTEs | 0 | 0 | 0 | 0 | 0 |

## Activity History-Festivals – NEW account number as result of PRCR Reorg in FY16

| Fund Number: 019-6353<br>Festivals<br>Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $0 | $0 | $0 | $0 | $0 |
| Operations and Maintenance | $0 | $0 | $0 | $130,375 | $209,730 |
| Capital Outlay | $0 | $0 | $0 | $0 | $0 |
| **Total** | **$0** | **$0** | **$0** | **$130,375** | **$209,730** |
| Authorized FTEs | 0 | 0 | 0 | 0 | 0 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- For FY 2017, the Lazy Daze Festival will be extended to two days.

## CULTURAL ARTS
## NON-PROFITS

Funding requests are annually reviewed by the Town Cultural Arts Committee and Town departments. External organizations must furnish financial statements and budgets to the Town, and may be requested to provide additional information regarding the use of Town funds.

The following table summarizes the actual funding distributed during fiscal years 2013-2015, estimated amounts for 2016, and budgeted amounts for FY 2017.

| Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 | Non-Profit Organizations |
|---|---|---|---|---|---|
| 2,500 | 3,000 | --- | 3,000 | 3,000 | NC |
| --- | --- | --- | --- | 1,800 | Asian Focus Corporation |
| --- | 750 | 750 | 750 | 1,000 | Carolina Youth Ballet |
| --- | --- | --- | --- | --- | Cary-Apex Piano Teachers Association |
| --- | 1,300 | 1,300 | --- | 1,500 | Cary Art Loop |
| 1,000 | 1,400 | 1,500 | 2,000 | 2,000 | Cary Ballet Company |
| --- | --- | --- | --- | 2,500 | Cary Children's Choir |
| 750 | 500 | 750 | 750 | 750 | Cary Community Choir |
| 9,500 | 12,000 | 15,000 | 16,500 | 17,500 | Cary Players |
| --- | --- | 750 | 1,650 | 2,000 | Cary Playwrights' Forum |
| 1,000 | 2,000 | 4,500 | 6,000 | 6,100 | Cary Town Band |
| 9,500 | 10,000 | 10,000 | 11,000 | 12,000 | Cary Visual Art, Inc. |
| 15,000 | 15,000 | 15,000 | 16,500 | 16,500 | Concert Singers of Cary |
| 8,500 | 8,000 | 8,000 | 8,000 | 8,000 | Diamante, Inc. |
| 3,000 | 3,000 | 2,500 | 3,000 | 2,500 | Fine Arts League (Cultural Arts Assoc.) |
| 1,500 | 1,500 | 1,500 | 1,000 | 2,000 | Friends of Page-Walker |
| --- | 750 | 1,500 | 2,000 | 2,000 | General Assembly Chorus |
| --- | --- | --- | --- | 1,300 | Graceful Expressions Dance Company |
| 9,500 | 9,500 | 9,500 | 10,500 | 10,500 | Hum Sub, Inc. |
| 750 | --- | 750 | 1,000 | 1,250 | International Ballet Company |
| --- | --- | 750 | 1,000 | 500 | Association |
| 58,000 | 58,000 | 58,000 | 50,000 | 50,000 | NC Symphony Society, Inc. |
| --- | --- | --- | 650 | 500 | PAQA-South |
| 2,000 | 2,000 | 2,000 | 2,200 | 2,000 | Philharmonic Association, Inc. |
| 2,700 | 3,000 | 3,000 | 3,000 | 3,000 | Sister Cities Association |
| --- | --- | --- | --- | 800 | Triangle Artworks, Inc. |
| 1,800 | 2,000 | 2,500 | 3,000 | 3,000 | Triangle British Brass Band |
| 2,250 | 3,000 | 3,000 | 3,000 | 2,000 | Triangle Wind Ensemble |
| **141,000** | **143,000** | **147,000** | **152,000** | **156,000** | **TOTALS** |

# CARY ARTS CENTER

Additional information about the Cary Arts Center may be obtained by calling Lyman Collins, Cultural Arts Manager at (919) 462-3861, through email at lyman.collins@townofcary.org or by visiting the Town's website at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|---|
| **Attractive, Well-Planned and Livable Community** | | |
| | Collaboratively encourages and provides a variety of community events, quality educational opportunities, leisure-time activities, and a vibrant downtown that are safe and contribute to the economic and social well-being of the community | 1 |
| | Fosters a sense of community through citizen involvement, participation, and education | 1, 3 |
| | Provides safe accessible, attractive parks, trails, open space and public facilities that offer a variety of recreational opportunities and public spaces that enhance the aesthetic appeal of the Town | 1 |
| **Quality Recreational, Leisure and Cultural Opportunities** | | |
| | Offers a variety of accessible and affordable indoor and outdoor recreational/leisure programs and activities to meet a wide variety of interests and promote a healthy lifestyle | 1, 3, 4, 5, 6, 7, 8, 11 |
| | Focuses on the unique health, recreational and social needs of youth, adults, families and seniors in the community | 1, 3, 4, 5, 6, 7, 8 10, 11 |
| | Encourages and supports a variety of diverse opportunities and venues that focus on the arts, town history, cultural enrichment, life-long learning and entertainment | 1, 3, 4, 5, 6, 7, 8 10, 11 |
| | Promotes community events and celebrations that encourage participation and foster a sense of community | 1, 4, 5, 11 |
| **Reliable , Sustainable Infrastructure** | | |
| | Ensures town facilities, parks, greenways and public spaces are safe, clean, attractive, structurally sound and well cared for | 1, 2 |
| **Safe Community** | | |
| | Fosters a feeling of personal safety through a visible, responsive public safety presence and by proactively focusing on prevention and safety education | 6 |
| | Creates a sense of belonging through communications, community engagement, involvement, education, activities and events | 6 |

## Goals and Initiatives

1. Provide a comprehensive cultural arts center that encompasses the visual and performing arts for both Town sponsored educational programs, performance and exhibition opportunities and a place for Cary cultural organizations to maintain programs and activities that serve the citizens of all ages.
2. Provide sound management for the facility that enhances downtown, including developing strong partnerships with business and other downtown organizations, serving as a model cultural arts facility.
3. Provide expanded opportunities for citizens to experience hands on learning in a variety of classes including visual arts, theatre, fibers, dance, jewelry, glass, wood working, and other arts and crafts.
4. Provide opportunities for citizens of all ages to participate in and experience cultural performances through Town programs such as Applause! Cary Youth Theatre as well as through performing arts organizations.

5. Provide opportunities for citizens to experience outstanding professional artists through presenting programs such as the Marvelous Music Series and through partnering with a variety of cultural organizations.
6. Provide inclusive performing and visual arts opportunities for participants with special needs as well as working with community outreach groups such as the Cary PHOENIX program.
7. Provide Open Studio programs in a variety of arts disciplines to allow citizens the opportunity to enhance their artistic skills.
8. Provide gallery exhibition opportunities for local, regional, national and international artists to benefit and enrich the lives of area residents.
9. Provide rental opportunities for Town citizens and others for civic meetings, performances as well as private functions as space allows.
10. Work with the Wake County Public school system to include students in programs and activities as appropriate.
11. Provide a place for both Facility Resident and general community cultural organizations to bring programs and activities to their members and audiences.

## FY 2016 Accomplishments

- The Cary Arts Center Gallery's Jan Ru exhibition and artist residency entitled "In Clothes We Remember" won the 2015 North Carolina Recreation and Park Association Arts & Humanities Award.
- The 2nd annual En Plein Air Paint the Town, Art Auction and Gala grew to over 300 guests with art sales topping the first year by 273% for a total of $8200. $1640 went to the PRCR's Relief for Recreation Scholarship Fund.
- As a part of the MLK Jr. Dreamfest Celebration the Cary Arts Center hosted a community Diversity Summit featuring panelists drawn from the areas civic, business and religious organizations.
- The Marvelous Music series continued its strong emphasis on collaborative programming with the production of "Clothes Line Muse," a multi-discipline theater project featuring Grammy nominated vocalist Nnenna Freelon. The staging of this production was supported by additional programming including a gallery exhibition, artist residency and themed youth classes.
- The Marvelous Music Family Series collaborated with The Cary Players to present their version of the popular "Wizard of Oz" featuring a mixed cast of local youth and adults.
- Hosted sold out workshops with nationally known landscape artist Jason Tako and potter Liz Zlot Summerfield.
- Hosted several town festivals and special events including the Cary Kwanzaa Celebration, A Ceilidh, and Jewish Cultural Festival.
- Increased 2015 Summer camps enrollment by 14% over Summer 2014. Increased camp revenue by 15% for the same time period.
- Increased class program revenue 6.5% from FY14 to FY15.
- Applause! Cary Youth Theater expanded youth education programs in technical theater and design, Drop-in Drama classes, and summer Improv camps at The Cary.
- Applause! Cary Youth Theater presented a stage adaptation of the award winning children's book "Tales of a Fourth Grade Nothing" featuring a cast of local youth and technical support team. Production resulted in all performances with capacity audiences and the highest attendance for an Applause production in five years.
- Worked with the Specialized Recreation and Inclusion Specialist to increase the department's Specialized Recreation arts offerings by 50% over FY15.

- Expanded the Facility Residency Program for cultural organizations establishing a strong base for community organizations' use of the facility and bringing significant new traffic to contribute to the vitality of downtown.
- Use of the facility by the public remained strong in FY15 with an average of over 14,000 visitors per month.

## KEY PERFORMANCE OBJECTIVES

- Achieve a participant satisfaction rating of Above Average or higher from 99% of class program participants.
- Achieve a participant satisfaction rating of Above Average or higher from 97% of Town performance event participants.
- Track and categorize facility usage to ensure the following types of activities meet or exceed usage goals (hours per fiscal year):

| | | |
|---|---|---|
| Town Instructional Programs- | 10,400 hrs. | 49% |
| Town Performance Programs- | 1,200 hrs. | 6% |
| Town Festivals/Special Events- | 350 hrs. | 1.5% |
| Open Studio Programs- | 4,560 hrs. | 21.5% |
| Public Rentals- | 1,700 hrs. | 8% |
| Resident Cultural Organization Rentals- | 1,540 hrs. | 7% |
| Non-Resident Cultural Organization Rentals- | 200 hrs. | 1% |
| Community/Town Department functions- | 1,200 hrs. | 6% |

### Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| % participants rating classes at Above Average or Excellent | 98.83% | 99% | 99% |
| % participants rating Town Performance events at Above Average or Excellent | 98% | 98.5% | 98.5% |
| Facility Use Balance (hrs/%): | | | |
| Town Instructional Programs | 11,422 hrs/50% | 12,275 hrs/50% | 12,300 hrs/49.5% |
| Town Performance Programs | 1,188 hrs/5% | 1,290 hrs/5% | 1,300 hrs/5% |
| Town Festivals/Special Events | 207 hrs/1% | 221 hrs/1% | 225 hrs/1% |
| Open Studio Programs | 4,592 hrs/20% | 4,732 hrs/19% | 4,872 hrs/19.5% |
| Public Rentals | 2,401 hrs/11% | 2,400 hrs/10% | 2,450 hrs/10% |
| Resident Cultural Organization Rentals | 1,891 hrs/8% | 1,800 hrs/7% | 1,800 hrs/7% |
| Non Resident Cultural Organization Rentals | 235 hrs/1% | 400 hrs/1.5% | 400 hrs/2% |
| Community/Town Department Functions | 886 hrs/4% | 1,552 hrs/6.5% | 1,500 hrs/6% |

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Class Program Hours | 11,422 | 12,275 | 12,300 |
| Class participants | 7,475 | 7,500 | 7,500 |
| Open Studio Participants | 5,491 | 5,678 | 5,850 |
| Number of Open Studio Passes sold | 207 | 186 | 244 |
| Resident Organization/Rental Performance attendance | 26,738 | 29,739 | 29,800 |
| Rental hours | 3,596 | 3,750 | 3,750 |
| Cooperative community partnership | 42 | 46 | 46 |
| Community use hours | 206 | 178 | 200 |
| Number of exhibits | 15 | 15 | 15 |
| Number of concerts, performance, events | 142 | 159 | 160 |
| Number of attendees at Town sponsored/cosponsored cultural events | 25,498 | 21,182 | 21,200 |

## Activity History

Fund Number: 19-6350

| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $1,012,154 | $1,061,522 | $1,171,985 | $1,006,385 | $1,130,591 |
| Operations and Maintenance | $327,942 | $349,305 | $400,207 | $521,140 | $541,213 |
| Internal Service | $176,428 | $200,657 | $167,496 | $354,562 | $249,838 |
| Capital Outlay | $0 | $0 | $0 | $0 | $0 |
| **Total** | **$1,516,524** | **$1,611,484** | **$1,739,688** | **$1,882,087** | **$1,921,642** |
| Authorized FTEs | 9 | 9 | 10 | 8 | 8 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- There are no significant budget and/or service level changes for FY 2017.

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# DOWNTOWN CARY THEATER

Additional information about the Downtown Cary Theater may be obtained by calling Lyman Collins, Cultural Arts and Resources Manager at (919) 462-3861, through e-mail at lyman.collins@townofcary.org or by visiting the Town's website at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned and Livable Community** | |
| Collaboratively encourages and provides a variety of community events, quality educational opportunities, leisure-time activities, and a vibrant downtown that are safe and contribute to the economic and social well-being of the community | 1,2, 4 |
| Fosters a sense of community through citizen involvement, participation, and education | 5 |
| Provides safe accessible, attractive parks, trails, open space and public facilities that offer a variety of recreational opportunities and public spaces that enhance the aesthetic appeal of the Town | 1 |
| **Economic Vitality and Development** | |
| Promotes and invests in strategically planned, appropriately balanced, future-focused and sustainable development and re-development that provides for a thriving community and revitalized downtown | 2, 4, 5 |
| **Quality Recreational, Leisure and Cultural Opportunities** | |
| Offers a variety of accessible and affordable indoor and outdoor recreational/leisure programs and activities to meet a wide variety of interests and promote a healthy lifestyle | 1, 3, 4, 5 |
| Focuses on the unique health, recreational and social needs of youth, adults, families and seniors in the community | 1, 3, 4, 5 |
| Encourages and supports a variety of diverse opportunities and venues that focus on the arts, town history, cultural enrichment, life-long learning and entertainment | 1, 2, 3, 4, 5, 6 |
| Promotes community events and celebrations that encourage participation and foster a sense of community | 1, 2, 3, 4, 5, 6, 7 |
| **Reliable, Sustainable Infrastructure** | |
| Ensures town facilities, parks, greenways and public spaces are safe, clean, attractive, structurally sound and well cared for | 2 |
| **Safe Community** | |
| Creates a sense of belonging through communications, community engagement, involvement, education, activities and events | 1, 3, 4, 5, 7 |

## Goals and Initiatives

1. To develop a program plan that will enable The Cary to be considered regionally as the venue to watch and experience independent film and first class performances.
2. To create a sense of place so that The Cary has a strong influence and positive impact on visitation, investment and development in Downtown Cary.
3. To broaden the audience of patrons attending The Cary.
4. To create an overall budget and financial plan to insure facility sustainability.

5. Develop programs that provide complimentary cultural activities to the offerings at the Cary Arts Center and the Page-Walker Arts & History Center as well enhance Downtown Special Events and Lazy Daze Arts & Crafts Festival.
6. Provide rental opportunities for Town citizens and others for civic meetings, performances as well as private functions as space allows.
7. Honor the history of the building and its role in developing downtown Cary after World War II by developing displays and educational materials that encompasses its role in the community.

## FY 2016 Accomplishments

- Presented a wide range of entertainment including film, comedy, music, theater and dance.
- Continued a co-promotion partnership with Six String Presents to provide a series of concerts with popular performers at no risk to The Cary.
- Established relationships with the TriFilm Society, a well-respected film organization in the Triangle with a membership that includes a large group of people working in the film industry.
- Established new Programming Committee that includes Cary citizens with an interest in film as well as representatives from various film associations in the area, including the founder of the TriFilm Society.
- Provided space for use by Town of Cary affiliated groups bringing new potential patrons into the theater.
- Doubled the number of Facebook Fans for The Cary to 2,251.
- Launched new branding campaign with the professional assistance of a marketing company to raise the profile of the facility and program.
- Launched a Membership Program which drew over 100 members in its first months of operation.
- Started a Merchandise sales program.
- Launched a Twitter account for the theater.
- Successfully transitioned the Café space to the new coffee shop tenant which also provides concession service for the theater programs.
- Worked with staff and contractors to evolve the Town's African American Celebration into the first African American Film Festival. This festival included a featured film maker as host, panel discussions and a wide selection of films created or featuring African-Americans.
- Due to demand, increased to three the screenings of the White Christmas Sing-a-long which all sold out and brought in a wide range of ages and demographics.

## Key Performance Objectives

- Achieve participant satisfaction rating of Above Average higher from at least 90% of event participants.
- Track Facility usages to ensure the following types or activities meet or exceed usage goals (% or use) each fiscal year
    - Town presenting programs (concerts, films, comedy, special events) – 82%
    - Town festivals – 1%
    - Public rentals – 10%
    - Cultural organization rentals – 2%
    - Community/Town/Departmental functions – 5%

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| % participants rating events at Above Average or Higher | 92% | 93% | 93% |
| Facility Use Balance (%) | | | |
| -Town presenting programs | 83% | 82% | 82% |
| -Town festivals | 1% | 1% | 1% |
| -Public rentals | 4% | 8% | 8% |
| -Cultural organization rentals | 1% | 2% | 2% |
| -Community/Town/Departmental functions | 11% | 7% | 7% |

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Number of Town presented movies, concerts, special events | 213 | 220 | 230 |
| Number of attendees at Town sponsored/cosponsored cultural events | 12,828 | 11,950 | 15,000 |
| Number of attendees at rental and community/administrative use activities | 5,719 | 8,125 | 8,750 |
| Cooperative community partnerships | 5 | 4 | 4 |
| Community use hours | 22 | 68 | 75 |
| Rental hours | 394 | 350 | 375 |

## Activity History

Fund Number: 19-6351

| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $0 | $131,686 | $198,553 | $231,428 | $190,113 |
| Operations and Maintenance | $95 | $96,042 | $196,701 | $391,117 | $411,007 |
| Internal Service | $0 | $0 | $34,541 | $128,827 | $123,727 |
| Capital Outlay | $0 | $0 | $0 | $0 | $0 |
| **Total** | **$95** | **$227,728** | **$429,795** | **$751,372** | **$724,847** |
| Authorized FTEs | 1 | 1 | 2 | 2 | 2 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- There are no significant budget and/or service level changes for FY 2017.

# DOWNTOWN SPECIAL EVENTS

Additional information about the Downtown Special Events may be obtained by calling Lyman Collins, Cultural Arts and Resources Manager at (919) 462-3861, through e-mail at lyman.collins@townofcary.org or by visiting the Town's website at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned and Livable Community** | |
| Collaboratively encourages and provides a variety of community events, quality educational opportunities, leisure-time activities, and a vibrant downtown that are safe and contribute to the economic and social well-being of the community | 1, 2, 3, 6, 7 8 |
| Fosters a sense of community through citizen involvement, participation, and education | 7 |
| Provides safe accessible, attractive parks, trails, open space and public facilities that offer a variety of recreational opportunities and public spaces that enhance the aesthetic appeal of the Town | 2 |
| **Economic Vitality and Development** | |
| Promotes and invests in strategically planned, appropriately balanced, future-focused and sustainable development and re-development that provides for a thriving community and revitalized downtown | 5, 6 7 |
| **Quality Recreational, Leisure and Cultural Opportunities** | |
| Invests in its park system including open spaces, greenways, trail systems and recreation areas, ensuring they are safe, convenient, well-maintained, accessible and connected | 2 |
| Offers a variety of accessible and affordable indoor and outdoor recreational/leisure programs and activities to meet a wide variety of interests and promote a healthy lifestyle | 1, 2, 5, 6 |
| Focuses on the unique health, recreational and social needs of youth, adults, families and seniors in the community | 1, 2, 5, 6 |
| Encourages and supports a variety of diverse opportunities and venues that focus on the arts, town history, cultural enrichment, life-long learning and entertainment | 1, 2, 3, 4, 5, 6, 7, 8 |
| Promotes community events and celebrations that encourage participation and foster a sense of community | 1, 2, 3, 4, 5, 6, 7, 8 |
| **Safe Community** | |
| Fosters a feeling of personal safety through a visible, responsive public safety presence and by proactively focusing on prevention and safety education | 4 |
| Creates a sense of belonging through communications, community engagement, involvement, education, activities and events | 1, 2, 6, 7, 8 |

## Goals and Initiatives

1. Provide a unique program that includes a variety of downtown special events and activities such as concerts and special events designed to enhance activity downtown and create a unique atmosphere to encourage citizens to visit downtown.

2. Develop creative ways to use downtown outdoor spaces for programs and events particularly as new spaces are developed.
3. Coordinate with other staff throughout the division, department and Town to insure other downtown events are presented in a comprehensive fashion.
4. Coordinate activities with the Police & Fire Departments, along with Public Works, C-Tran and other departments that may be impacted by downtown events.
5. Provide sound management for the program that enhances downtown, including developing strong partnerships with business and other downtown organizations.
6. Develop programs that provide complimentary cultural activities to the offerings at the Cary Arts Center, the Page-Walker Arts & History Center and The Cary, as well enhance the Lazy Daze Arts & Crafts Festival and other downtown festivals
7. Develop marketing opportunities that tie in downtown merchants and restaurants with planned special events.
8. Include ways to celebrate the history of downtown to help citizens understand the overall importance of the area to Cary's development over time.

## FY 2016 Accomplishments

- The official Town Christmas Tree Lighting Ceremony saw a growth in attendees with over 650.
- Due to the Academy Street construction, the Gifting Tree Project was successfully moved to a new layout on Town Hall Campus.
- Letters to Santa and the Gingerbread House Competition both saw growth in the number of participants.
- Expanded Live at Lunch to include a fall series in September and October 2015. The weekly concerts we held on the Fidelity Bank Plaza and offered specials from four downtown restaurants.
- Successfully relocated the Spring 2016 Live at Lunch to the lawn of the Ivey-Ellington House due to the Streetscape Project construction at the intersection of Academy and Chatham.
- Collaborated with the Heart of Cary Association by hosting the 3rd annual Cary's Great Pumpkin Carve in conjunction with the Harvest Festival. The event provided a pumpkin patch, carving tables, 3D carving lessons and showed Halloween themed children's programs.
- Hosted the 2015 Downtown Urban Open: Disc Golf Tournament (DUO). The PDGA sanction, professional tournament sold out in just over 1 hour, making it one of the fastest tournament sellouts in the state. We have sold out this event each of the first four years of the tournament. The DUO raised $1500 for the Recreation for Relief Fund this year for a 4 year total donation of $5,000 dollars.
- Expanded the Chatham Street Chowdown footprint to Harrison Ave. and Walker St. and increased the number of food trucks to 24. Estimated over 6,500 people in attendance.

## Key Performance Objectives

- Achieve participant satisfaction rating of Above Average or higher from at least 90% of event participants.
- Communicate at least quarterly with downtown businesses.
- Provide an average of two downtown concerts, festivals or special events each month.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| % participants rating events at Above Average or Higher | 90% | 93% | 90% |
| # of communications with downtown businesses | 10 | 10 | 10 |
| # of partnerships with downtown businesses/organizations | 10 | 12 | 14 |
| Average # of downtown concerts, festivals, special events per month | 3 | 3 | 2.5 |

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Number of concerts, festivals, special events | 31 | 33 | 32 |
| Number of attendees at downtown concerts & special events | 28,000 | 30,235 | 35,000 |
| Number of partnerships with downtown businesses/organizations | 10 | 12 | 14 |
| Number of collaborative programs with other downtown cultural arts facilities | 3 | 3 | 5 |
| Number of cooperative marketing efforts | 4 | 4 | 6 |
| Number of sponsorships | 7 | 7 | 8 |

## Activity History

Fund Number: 19-6352
Downtown Special Events

| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $0 | $62,893 | $66,651 | $0 | $0 |
| Operations and Maintenance | $63,039 | $78,077 | $56,107 | $151,532 | $145,816 |
| Internal Service | $36,008 | $63,483 | $6,828 | $75,693 | $109,089 |
| Capital Outlay | $0 | $0 | $0 | $0 | $0 |
| **Total** | **$99,047** | **$204,453** | **$129,586** | **$227,225** | **$254,905** |
| Authorized FTEs | 0 | 1 | 0 | 0 | 0 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- With the completion of the streetscape and downtown park projects, some additional programming will be returned to downtown in FY 2017.

# CULTURAL ARTS HISTORIC DIVISION

Additional information about the Cultural Arts and Resources Division may be obtained by calling Lyman Collins, Cultural Arts and Resources Manager at 919-462-3861, through email at lyman.collins@townofcary.org or by visiting the Town's website at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|---|
| **Attractive, Well-Planned and Livable Community** | | |
| | Collaboratively encourages and provides a variety of community events, quality educational opportunities, leisure-time activities, and a vibrant downtown that are safe and contribute to the economic and social well-being of the community | 1, 2, 3, 4, 5, 7 |
| | Fosters a sense of community through citizen involvement, participation, and education | 1, 3, 10, 11 |
| | Provides safe accessible, attractive parks, trails, open space and public facilities that offer a variety of recreational opportunities and public spaces that enhance the aesthetic appeal of the Town | 1, 12 |
| **Quality Recreational, Leisure and Cultural Opportunities** | | |
| | Offers a variety of accessible and affordable indoor and outdoor recreational/leisure programs and activities to meet a wide variety of interests and promote a healthy lifestyle | 1, 2, 3, 4, 5, 6, 7, 8, 11 |
| | Focuses on the unique health, recreational and social needs of youth, adults, families and seniors in the community | 1, 3, 4, 5, 6, 7, 8 10, 11 |
| | Encourages and supports a variety of diverse opportunities and venues that focus on the arts, town history, cultural enrichment, life-long learning and entertainment | 1, 3, 4, 5, 6, 7, 8 10, 11 |
| | Promotes community events and celebrations that encourage participation and foster a sense of community | 1, 4, 5, 11 |
| **Reliable , Sustainable Infrastructure** | | |
| | Ensures town facilities, parks, greenways and public spaces are safe, clean, attractive, structurally sound and well cared for | 1, 2 |
| **Safe Community** | | |
| | Creates a sense of belonging through communications, community engagement, involvement, education, activities and events | 1, 3, 4, 5, 6, 7, 8 10, 11 |

## Goals and Initiatives

1. Provide a comprehensive cultural arts and history center that encompasses the visual, performing and cultural arts as well for both Town sponsored educational programs, performance and exhibition opportunities and a place for Cary cultural organizations to maintain programs and activities that serve the citizens of all ages.
2. Provide sound management for the facility that enhances downtown, including developing strong partnerships with business and other downtown organizations, serving as a model cultural arts facility.
3. Provide opportunities for citizens to experience hands-on learning through a variety of performing, cultural, and historical classes and programs.
4. Provide opportunities for citizens of all ages to participate in and experience cultural performances through Town programs such as Friends of Page-Walker concerts as well as through performing arts organizations.

5. Provide opportunities for citizens to experience outstanding professional artists through presenting programs such as the Starlight Music Concert Series and through partnering with a variety of cultural organizations.
6. Provide inclusive cultural, performing and visual arts opportunities for participants with special needs
7. Provide Open Studio programs, as appropriate, to allow citizens the opportunity to enhance their artistic skills.
8. Provide gallery exhibition opportunities for local, regional, national and international artists
9. Provide rental opportunities for Town citizens and others for civic meetings, performances as well as private functions as space allows.
10. Work with the Wake County Public school system to include students in programs and activities as appropriate.
11. Provide a place for Town funded community groups and general community cultural organizations to bring programs and activities to their members and audiences.
12. Provide for stewardship of other Town historic facilities and resources as appropriate.

## FY 2016 Accomplishments

- The relocation of the Lazy Daze Arts & Crafts Festival resulted in an estimated 10,000 additional visitors to the Page-Walker. Working with the Friends of Page-Walker and the Sister Cities Association, the galleries and garden provided a variety of activities and programs.
- Added 2 new summer camps as well as additional sessions of existing camps due to increased demand. Fifth year partnership with PineCone for Bluegrass Camps included a new Bluegrass Jam Camp. The Bluegrass camps drew participants from a wide area throughout and even outside the Triangle.
- Extended summer camps into west Cary by providing 2 additional sessions at Mills Park Elementary School as part of the overall Departmental initiative to improve service to underserved areas.
- Partnered with Friends of Page-Walker for several well attended public events including four historic preservation programs, three concerts, Herbfest, and the organization's 30th Anniversary with a special ice cream social.
- Provided a variety of performances in the Page-Walker gardens with 5 events on the Starlight Concert Series that were popular and well attended. Food vendors provided a new component to the concerts.
- Continued to expand relationships with the Fine Arts League of Cary and Professional Art Quilters Association-South to enhance art exhibition programming and bring high quality exhibitions to the Page-Walker.
- Worked with external cultural groups, including Friends of Page-Walker, Hum Sub, members of the Jewish community, MLK Jr. Task Force, Sister Cities Association of Cary, Cary Players, American-Turkish Association of NC, and Diamante for a variety of festivals and events.
- Created and implemented a new program "SALON: An Evening of Arts & Culture" which incorporated the visual and performing arts into a single program that produced a sold-out event.
- Offered a variety of literary programming with an African-American Literary Tea, co-hosting the Nazim Hikmet Poetry festival and monthly Molly on Mysteries book review as well as the continuation of meet the author programs.
- Working with Cary Players, redeveloped the Page-Walker's annual Halloween program, transitioning from walking tour to a "in the round" stage production due to construction along Academy Street.
- Hosted the Cary Scavenger Hunt, coordinating with Cary Citizen and public works to draw a variety of new visitors to downtown Cary.
- Conducted 8 history tours to both student and adult groups throughout the year for the Page-Walker and the Heritage Museum. Due to Academy Street construction walking tours of the Downtown area were suspended for FY16.

## Key Performance Objectives

- Achieve a participant satisfaction rating of Above Average or higher from 98% of class program participants.
- Track and categorize facility usage to ensure the following types of activities meet or exceed usage goals (hours per fiscal year):

| | | |
|---|---|---|
| Town Instructional Programs | 1,470 hrs. | 35% |
| Town Festivals/Special Events | 168 hrs. | 4% |
| Open Studio Programs | 84 hrs. | 2% |
| Public Rentals | 756 hrs. | 18% |
| Town Performance Programs | 42 hrs. | 1% |
| Community/Town Department functions | 1,680 hrs. | 40% |

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| % participants rating classes at Above Average or Excellent | 99% | 99% | 99% |
| Facility Use Balance (hrs. /%): | | | |
| Town Instructional Programs | 1261 hrs. / 31% | 1200 hrs. / 30% | 1275 hrs. /30% |
| Town Festivals/Special Events | 115 hrs. / 3% | 145 hrs. / 4% | 175 hrs. / 4% |
| Open Studio Programs | 108 hrs. / 2% | 100 hrs. / 2% | 100 hrs. / 2% |
| Public Rentals | 608 hrs. / 15% | 600 hrs. / 15% | 650 hrs. / 15% |
| Town performance Programs | 27 hrs. / 1% | 35 hrs. / 2% | 30 hrs. / 1% |
| Community/Town Department functions | 2009 hrs. / 48% | 1950 hrs. / 47% | 2000 hrs. / 48 % |

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Class Program Hours | 1,261 | 1,200 | 1,275 |
| Class participants | 759 | 765 | 770 |
| Rental hours | 608 | 600 | 650 |
| Community use hours | 2,009 | 1,950 | 2,000 |
| Cooperative community partnership (# of groups worked with) | 30 | 30 | 30 |
| Number of concerts, performance, events | 60 | 62 | 60 |
| Number of attendees at Town sponsored/cosponsored cultural events | 28,148 | 35,000* | 37,500* |

**due to Lazy Daze relocation*

## Activity History

Fund Number: 19-6354
Historic Resources

| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $0 | $0 | $0 | $282,763 | $253,361 |
| Operations & Maintenance | $0 | $0 | $0 | $86,146 | $89,281 |
| Capital Outlay | $0 | $0 | $0 | $0 | $0 |
| **Total** | **$0** | **$0** | **$0** | **$368,909** | **$342,642** |
| Authorized FTEs | 0 | 0 | 0 | 3 | 3 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- There are no significant budget and/or service level changes for FY 2017.

# KOKA BOOTH AMPHITHEATRE

Additional information about Koka Booth Amphitheatre may be obtained by calling Lyman Collins, Cultural Arts Manager at 919-462-3861, through email at lyman.collins@townofcary.org or by visiting the Town's website at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned and Livable Community** | |
| Collaboratively encourages and provides a variety of community events, quality educational opportunities, leisure-time activities, and a vibrant downtown that are safe and contribute to the economic and social well-being of the community | 1, 2, 3, 5, 8 |
| Fosters a sense of community through citizen involvement, participation, and education | 2, 3, 4, 5, 7 |
| Provides safe accessible, attractive parks, trails, open space and public facilities that offer a variety of recreational opportunities and public spaces that enhance the aesthetic appeal of the Town | 6 |
| **Quality Recreational, Leisure and Cultural Opportunities** | |
| Offers a variety of accessible and affordable indoor and outdoor recreational/leisure programs and activities to meet a wide variety of interests and promote a healthy lifestyle | 1, 2, 3, 4, 5, 7 |
| Focuses on the unique health, recreational and social needs of youth, adults, families and seniors in the community | 1, 2, 3, 4, 5, 7 |
| Encourages and supports a variety of diverse opportunities and venues that focus on the arts, town history, cultural enrichment, life-long learning and entertainment | 1, 2, 3, 4, 5, 7 |
| Promotes community events and celebrations that encourage participation and foster a sense of community | 1, 2, 3, 4, 5, 7 |
| **Reliable, Sustainable Infrastructure** | |
| Ensures town facilities, parks, greenways and public spaces are safe, clean, attractive, structurally sound and well cared for | 6, 8 |
| **Safe Community** | |
| Creates a sense of belonging through communications, community engagement, involvement, education, activities and events | 1, 2, 3, 4, 5, 6, 7 |

## Goals and Initiatives

1. Provide performances by nationally acclaimed artists.
2. Continue to offer, develop, and expand opportunities with the North Carolina Symphony Orchestra.
3. Develop a Summer Theatre program specifically designed for the amphitheatre.
4. Develop partnerships for performances with quality local, regional, and statewide performing arts organizations.
5. Develop festivals that provide community participation and help establish a community identity.
6. Develop a rental program for the use of the amphitheatre space that does not compete with performance times.
7. Provide cooperative opportunities with the amphitheatre neighbors.
8. Provide revenues that more than offset the operating cost.

## FY 2016 Accomplishments

- Operating balance continued to perform better than budget, with the lowest subsidy since 2009.
- Celebrated the Amphitheatre's 15th Season with a commemorative program and celebration logo.
- Special reception honored many of those who contributed to the creation of the Amphitheatre at a special celebration at the June 13, 2015 Summerfest concert – the date closest to the Amphitheatre original first concert in 2001.
- Seventh season of working with national preferred promoter, Outback Concerts, which resulted in offering a wide array of successful national touring acts.
- Presented the first comedian at the Amphitheatre, Jim Gaffigan, to a sellout crowd.
- Continued to raise funds for the PRCR scholarship fund through the lawn chair rental program.
- Increased use of facility mid-week by continuing two different music series – jazz in the spring and bluegrass in the fall – presented in a low-cost efficient manner on the Crescent. Both series continued to be financially successful and featured local and regional musicians
- Tuesdays for Tots, a new series created for toddlers and their mothers, proved to be extremely popular, drawing record crowds of over 1,000 patrons on a Tuesday morning. Its success did create challenges for parking and the series is being moved to Sundays for 2016.
- Recognized for the sixth consecutive year by readers of *Cary Magazine* as the Best Outdoor Music Venue.
- Entered into a partnership with Tianyu for the Chinese Lantern Festival for the beginning of FY16.
- Collaborated with the North Carolina Symphony to expand the Summerfest series to 10 concerts.

## Key Performance Objectives+

- To increase sponsorship revenue.
- To increase season ticket numbers.

## Key Performance Measures+

| Performance Measure | Actual 2013 | Actual 2014 | Actual 2015 | Projected 2016 |
|---|---|---|---|---|
| % increase in sponsorship revenue | -38%* | 22% | 10% | -20% |
| % increase in season tickets | -34% | 81% | 12% | 0%** |

*due to one-time etix sponsorship
** season tickets at maximum

## Key Workload Indicators+

| Workload Indicator | Actual 2013 Season | Actual 2014 Season | Actual 2015 Season | Projected 2016 Season |
|---|---|---|---|---|
| Attendance | 121,706 | 148,720 | 141,593 | 195,000 |
| Total number of events | 73 | 79 | 86 | 113 |
| Number of rentals | 17 | 19 | 22 | 20 |
| Number of community events | 38 | 27 | 38 | 76 |
| Number of national acts | 17 | 24 | 34 | 35 |
| Number of season tickets | 110 | 180 | 204 | 200 |

+Due to the Amphitheatre's fiscal year running from November 1 to October 31, the management plan is not presented to Council until October each year. Therefore, accomplishments, performance objectives, performance measures and workload indicators providing actual and projected data are shown one year behind other projects with fiscal years running from July 1 to June 30.

## Activity History

Acct Number:019-6356

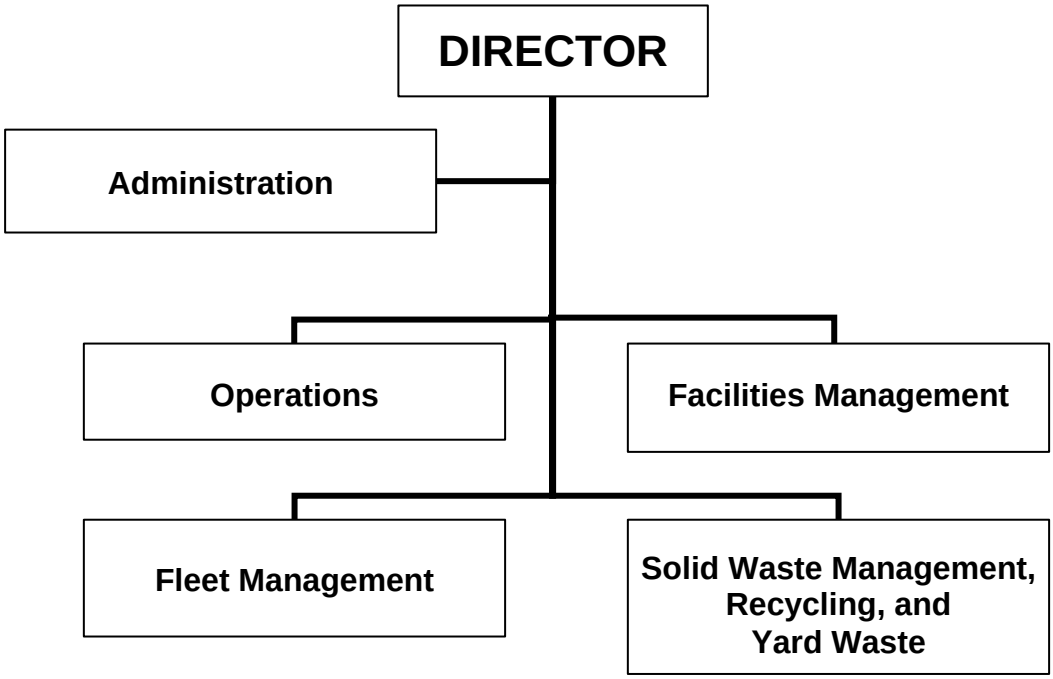
| Activity | Actual 2013 Season | Actual 2014 Season | Actual 2015 Season | Projected 2016 Season |
|---|---|---|---|---|
| Net Operating Expense | $499,651 | $384,536 | $386,498 | $563,277 |
| Capital | $98,937 | $46,543 | $6,700 | $47,500 |
| **Total** | **$598,588** | **$431,079** | **$393,198** | **$610,777** |
| Authorized FTEs | 0 | 0 | 0 | 0 |

SMG, the management company operating Koka Booth Amphitheatre's fiscal year begins November 1 and ends October

## Significant budget and/or Service Level Changes Beyond Current Levels

- No significant budget or service level changes in FY 2016.

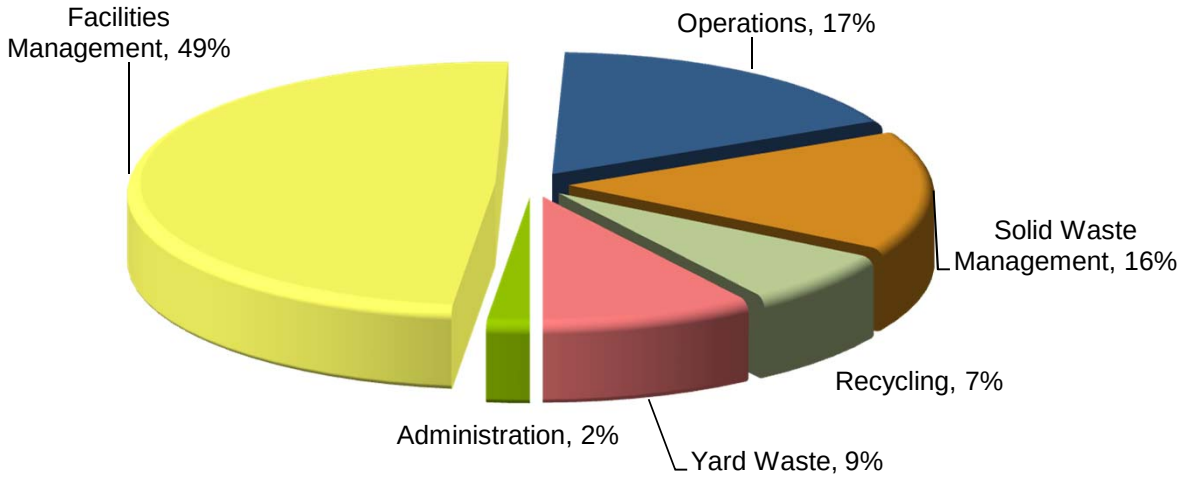
# PUBLIC WORKS DEPARTMENT



# PUBLIC WORKS DEPARTMENT SUMMARY

## MISSION STATEMENT

The Public Works Department holds that our customers and the employees who directly serve them are most important to our continued success. Through citizen input and departmental staff/management collaboration, we strive to meet or exceed the standards set by citizen/Town Council directives, regulatory compliance, and professional judgment. We provide services in areas such as customer service, water and wastewater maintenance, general, park, and cemetery facilities and grounds maintenance, special event and program support, rights-of-way and median maintenance, utility repair/construction work, waste/recycling collection and program development, and coordination of citizen volunteer efforts tied to beautification and resource conservation. We will limit disruption of services in these areas, while continually developing innovative and cost-effective methods to best serve the citizens of the Town of Cary.



# PUBLIC WORKS AND UTILITIES DEPARTMENTS ADMINISTRATION DIVISION

Additional information about the Public Works and Utilities Departments Administration Division may be obtained by calling Scott Hecht, Public Works Director, at (919) 469-4090, through e-mail at scott.hecht@townofcary.org, or by visiting the Town's website at www.townofcary.org.

### Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned and Livable Community** | |
| Provides for the protection, preservation and renewal of its natural resource through effective waste management, recycling and mitigation of factors impacting the environment | 3 |
| Provides safe accessible, attractive parks, trails, open space and public facilities that offer a variety of recreational opportunities and public spaces that enhance the aesthetic appeal of the Town | 5 |
| **Economic Vitality and Development** | |
| Provides, maintains and enhances its public infrastructure systems to support community expansion, support the effective delivery of services, preserve its resources and meet the needs of its residents, businesses and visitors | 1-3,5 |
| **Effective Transportation and Mobility** | |
| Plans, designs and constructs efficient, safe, well-maintained and reliable streets that improve traffic flow, ease congestion and ensure optimal mobility | 5 |
| Provides for accessible and attractive sidewalks bikeways, trails, medians and greenways that connect the community and provide safe mobility options for pedestrians and cyclists | 5 |
| **Quality Recreational, Leisure and Cultural Opportunities** | |
| Invests in its park system including open spaces, greenways, trail systems and recreation areas, ensuring they are safe, convenient, well-maintained, accessible and connected | 5 |
| **Reliable, Sustainable Infrastructure** | |
| Continually invests in building and improving a well-designed, well-maintained, transportation system of safe and sustainable streets, sidewalks and bridges | 5 |
| Collaboratively plans and develops adequate infrastructures systems that meet the capacity needs of the community's growth | 1-3,5 |
| Designs, builds, and proactively maintains a reliable utility infrastructure that delivers a safe, clean water supply, controls stormwater drainage and effectively manages sewage treatment | 1-3,5 |
| Ensures town facilities, parks, greenways and public spaces are safe, clean, attractive, structurally sound and well cared for | 1,2,5 |
| Provides for critical redundancies and responsive, timely, recovery of its infrastructure systems in the event of natural and man-made emergencies | 4,5 |

| | |
|---|---|
| **Safe Community** | |
| Provides a safe public infrastructure network that is well-maintained, accessible and enhances traffic flow and mobility | 1-3,5 |
| Protects and provides for the physical and environmental health of the built and natural environment of the community | 1-3,5 |
| **Good Governance** | |
| Provides assurance of regulatory and policy compliance to minimize and mitigate risk | 1 -3,6,7 |
| Supports decision-making with timely and accurate short-term and long-range analysis | 1-3,6,7 |
| Enables and enhances openness and transparency by ensuring accountability, honesty, efficiency, best practices and innovation in all operations | 1-3,6,7 |
| Protects, manages and optimizes its financial, human, physical and technology resources | 1 ,2,6,7 |
| Attracts, motivates and develops a high-quality, engaged and productive workforce | 1,6,2 |
| Delivers responsive and courteous service to its internal and external customers, while ensuring timely and effective two-way communication | 1-4,6,7 |

## Goals and Initiatives

1. Ensure Council goals and objectives are met by providing quality, customer oriented and cost-effective services through budgetary and operational planning/development for both the Public Works and Utilities Departments.
2. Manage an array of departmental programs that support council goals and objectives to ensure quality, customer oriented and cost effective services for both Public Works and Utilities Departments.
3. Provide leadership for programs that protect public health and the environment by providing a safe and reliable supply of water and collecting and disposing of wastes in a safe, responsible and cost-effective manner.
4. Provide information to citizens related to service provision, emergency situations and individual citizen service needs.
5. Provide leadership for programs that maintain Town-owned infrastructure and equipment to protect the Town's capital investments and ensure that all facilities serve the public as intended.
6. Provide information through direct customer service interaction concerning all Public Works and Utilities operations to foster citizens understanding, access to and utilization of Town-wide programs and resources.
7. Maintain work order system for operational divisions addressing customer inquiries and service needs.

## FY 2016 Accomplishments

- Staff continued to complete departmental research and policy direction, and provide Public Works and Utilities operating and capital improvements budget project cost tracking.
- Managed and completed a variety of PW & UT capital improvements projects.
- Continued to support Fleet in resulting program evaluation/implementation items.
- Provided payroll/personnel data management and overall administrative support for the department.

## Key Performance Objectives

- Achieve a minimum of a 95% customer service rating of "satisfied" for customer call back surveys.
- Ensure that customers are on hold for no more than 30 seconds before receiving service.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| % customer call back rating of "satisfaction" | 96% | 98% | 97% |
| Average customer wait time | 13 seconds | 14 seconds | 14 seconds |

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Service and Preventive Maintenance work order requests | 73,093 | 70,000 | 72,000 |
| Number of Personnel Transaction Forms (PTF) processed | 815 | 845 | 850 |
| Number of customer service telephone inquiries (inbound and outbound) | 103,921 | 105,000 | 107,000 |

## Activity History

Fund Number: 010-7010

| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $1,743,829 | $1,390,578 | $1,080,433 | $1,189,438 | $1,245,150 |
| Operations and Maintenance | $471,755 | $307,765 | $104,029 | $153,338 | $139,448 |
| Capital Outlay | $0 | $0 | $0 | $0 | $0 |
| | **$2,215,584** | **$1,698,343** | **$1,184,462** | **$1,342,776** | **$1,384,598** |
| Reimb. From Utility Fund | ($1,477,965) | ($1,133,388) | ($652,520) | ($749,876) | ($802,915) |
| **Total** | **$737,619** | **$564,955** | **$531,942** | **$592,900** | **$581,683** |
| Authorized FTEs | 18.5 | 11.5 | 11.5 | 12.0 | 12.0 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- An Administrative Assistant position has been added to FY17 budget to provide front desk / reception services at the Operations Center and improve customer service support.
- One vacant analyst position moved to the Town Manager's Office. This position will be incorporated into the strategic analysis and project management group.

# FACILITIES MANAGEMENT DIVISION

Additional information about the Facilities Management Division may be obtained by calling Larry Dempsey, Division Manager, at (919) 469-4361, through e-mail at larry.dempsey@townofcary.org, or by visiting the Town's website at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned and Livable Community** | |
| Provides a safe environment that promotes, supports and sustains clean and visually appealing neighborhoods that are welcoming, secure and provide quality housing options that meet the community's needs and reinforce its identity and character | 1-3,11 |
| Connects the community through a network of safe, accessible, reliable and well-planned mobility options for vehicles, pedestrians and cyclists | 2,7 |
| Provides for the protection, preservation and renewal of its natural resource through effective waste management, recycling and mitigation of factors impacting the environment | 1,3,12 |
| Collaboratively encourages and provides a variety of community events, quality educational opportunities, leisure-time activities, and a vibrant downtown that are safe and contribute to the economic and social well-being of the community | 5 |
| Provides safe accessible, attractive parks, trails, open space and public facilities that offer a variety of recreational opportunities and public spaces that enhance the aesthetic appeal of the Town | 2-4,6-11 |
| **Effective Transportation and Mobility** | |
| Provides for accessible and attractive sidewalks bikeways, trails, medians and greenways that connect the community and provide safe mobility options for pedestrians and cyclists | 1-3,7 |
| **Quality Recreational, Leisure and Cultural Opportunities** | |
| Invests in its park system including open spaces, greenways, trail systems and recreation areas, ensuring they are safe, convenient, well-maintained, accessible and connected | 4,6,7 |
| Offers a variety of accessible and affordable indoor and outdoor recreational/leisure programs and activities to meet a wide variety of interests and promote a healthy lifestyle | 5 |
| Encourages and supports a variety of diverse opportunities and venues that focus on the arts, town history, cultural enrichment, life-long learning and entertainment | 5 |
| **Reliable, Sustainable Infrastructure** | |
| Ensures town facilities, parks, greenways and public spaces are safe, clean, attractive, structurally sound and well cared for | 1-12 |

### Goals and Initiatives

Roadside and Median Maintenance

1. Coordinate scheduled street cleaning of all Town residential streets (4 times annually) and main thoroughfares (monthly).
2. Oversee and implement code enforcement measures to address safety issues regarding intersection sight distances or public sidewalk obstructions along with complaints of hazardous trees or tall grass.

3. Oversee and implement the right-of-way maintenance program to ensure mowing, trimming, litter collection, plantings, etc are conducted per annual scheduling parameters – currently services are performed weekly with the exception of plantings.

Parks and Recreation Support

1. Perform and coordinate all maintenance activities for parks and related facilities including ballfields, playgrounds, developed acres, park landscapes and park structures.
2. Provide all logistical support for activities, programs and special events sponsored by the Town.
3. Perform routine and citizen requested upkeep and care at the Town's Hillcrest Cemetery.
4. Coordinate all maintenance and repairs for greenways and park trails.

Town Facility Maintenance

1. Provide all maintenance to landscapes and site amenities at public buildings.
2. Perform and coordinate all maintenance of all Town buildings.
3. Review all plans for public facilities.
4. Coordinate removal of graffiti from all Town facilities.
5. Support maintenance of 80 Town storm water best management practices (BMP) devices.

## FY 2016 Accomplishments

- Facility preparation and event support for major events at WakeMed Soccer Park to include NCAA College Cup, Atlantic Coast Conference (ACC) soccer and Carolina Railhawks.
- Facility preparation and event support for USA Baseball and NCAA Division II championship at the USA Baseball National Training Complex.
- Facility preparation and event support for ACC Tennis, Professional Tour Event, and general event support at the Cary Tennis Park.
- Assisted with the installation of artwork in the Downtown area as part of the ongoing revitalization efforts.
- Completed annual major maintenance projects to include parking lot resurfacing, tennis court resurfacing, playground resurfacing, facility painting, and greenway resurfacing per capital budget plan.
- Continued implementing sustainability projects at Town facilities.
- Continued repairs and aesthetic improvements at the Koka Booth Amphitheatre.
- Conducted sweeping for all Town-maintained streets and main thoroughfares - 4 times a year for residential streets, 12 times a year for thoroughfares. Resulted in 7,589 curb miles swept.
- Completed multiple median planting projects.
- Completed landscape improvements, renovation and up fit of Downtown properties and major thoroughfare medians.

## Key Performance Objectives

- Ensure that 100% of thoroughfare street sweepings are completed (4 sweeps annually residential streets – 12 sweeps annually for thoroughfare streets).
- Ensure that 100% of roadside mowing and litter collection cycles are completed on schedule (2 different service levels, Cary Parkway or Maynard Road service level, both organized on a 5 working day cycle).
- Perform code enforcement investigations within 48 hours and close all complaints within 14 days of complaint received.
- Obtain a 90% compliance rate of facility quality standards inspections for public facilities.

## Key Performance Measures

| Performance Measure | Estimated FY 2015 | Projected FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Percentage of thoroughfare street sweepings completed (4 sweeps annually residential streets – 12 sweeps annually for thoroughfare streets) | 100% | 100% | 100% |
| Percentage of roadside mowing and litter collection cycles completed on schedule (2 service levels – Cary Parkway svc level – 5 working day cycle; and Maynard Road svc level – 5 working day cycle) | 100% | 100% | 100% |
| % Initial code enforcement inspections performed on time (2 business days from complaint received) | 91% | 91% | 91% |
| Compliance rating of facility preventive maintenance inspections for all maintained facilities | 57% | 45% | 40% |

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Miles of thoroughfares maintained | 125 | 125 | 125 |
| Number of athletic fields maintained | 65 | 65 | 65 |
| Number of special events supported | 1,216 | 1,250 | 1,300 |
| Special Event support (manhours) | 21,146 | 21,400 | 21,500 |
| Town owned/managed acreage | 2,630 | 2,630 | 2,630 |
| Greenway/park trail maintained (miles) | 43/72 miles | 43/75 miles | 43/77 miles |
| Conditioned space maintained (sq. ft.) | 572,561 | 585,956 | 585,956 |
| Service contracts negotiated (dollars) | $3,340,801 | $3,855,372 | $3,855,372 |
| Roadside maintenance (square feet) | 8,734,100 | 8,734,100 | 8,734,100 |

## Activity History

| Fund Number: 10-7015<br>Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $6,485,514 | $6,483,527 | $6,955,929 | $7,304,208 | $7,890,905 |
| Operations and Maintenance | $8,183,724 | $9,027,371 | $8,534,881 | $10,261,193 | $9,495,742 |
| Reimb. From Utility Fund | $0 | $0 | ($166,817) | ($127,527) | ($169,795) |
| Reimb. From Amphitheatre* | ($344,891) | ($338,602) | ($322,230) | ($385,816) | ($230,000) |
| Reimb. From Downtown Ops | ($201,792) | ($247,110) | ($202,037) | ($548,739) | ($457,292) |
| Reimb. From Tennis Park | ($144,585) | ($214,279) | ($216,140) | ($274,810) | ($283,625) |
| Reimb. From Skate Park | ($30,783) | ($19,685) | ($14,395) | ($19,481) | ($26,631) |
| Reimb. From Soccer Park | ($647,029) | ($829,575) | ($930,445) | ($1,000,820) | ($1,006,810) |
| Reimb. From USA Baseball | ($464,604) | ($634,416) | ($728,671) | ($736,335) | ($775,810) |
| Capital Outlay | $76,257 | $328,891 | $450,722 | $582,292 | $344,315 |
| **Total** | **$12,911,811** | **$13,556,122** | **$13,360,797** | **$15,054,165** | **$14,780,999** |
| Authorized FTEs | 104 | 104 | 107 | 109 | 109 |

## Activity History

| Fund Number: 51-7015*<br>Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Trees for Cary | $0 | $0 | $0 | $0 | $0 |
| Trees & Plant Donations | $1,297 | $200 | $6,373 | $0 | $0 |
| **Grand Total** | **$12,913,108** | **$13,770,601** | **$13,367,170** | **$15,054,165** | **$14,781,499** |

***Use of this fund was discontinued in FY2016. Corresponding revenues and expenses are now recorded in Fund 10 – General Fund.

## Significant Budget and/or Service Level Changes Beyond Current Levels

- There are no significant budget and/or service level changes in FY2017.

# OPERATIONS DIVISION

Additional information about the Operations Division may be obtained by calling Jim Hallowes, Operations Division Manager, at (919) 319-4546, through e-mail at jim.hallowes@townofcary.org , or by visiting the Town's website at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned and Livable Community** | |
| Provides a safe environment that promotes, supports and sustains clean and visually appealing neighborhoods that are welcoming, secure and provide quality housing options that meet the community's needs and reinforce its identity and character | 19 |
| Promotes and encourages strategically planned, well-designed, well-constructed and sufficiently regulated mixed use development of vibrant residential, commercial and downtown areas | 19, 20, 22, 29 |
| Connects the community through a network of safe, accessible, reliable and well-planned mobility options for vehicles, pedestrians and cyclists | 22, 23, 28 |
| **Economic Vitality and Development** | |
| Provides, maintains and enhances its public infrastructure systems to support community expansion, support the effective delivery of services, preserve its resources and meet the needs of its residents, businesses and visitors | 12, 13, 19, 20, 27 |
| **Effective Transportation and Mobility** | |
| Plans, designs and constructs efficient, safe, well-maintained and reliable streets that improve traffic flow, ease congestion and ensure optimal mobility | 22, 23, 28, 31, 36 |
| Provides for accessible and attractive sidewalks bikeways, trails, medians and greenways that connect the community and provide safe mobility options for pedestrians and cyclists | 23 |
| **Quality Recreational, Leisure and Cultural Opportunities** | |
| Invests in its park system including open spaces, greenways, trail systems and recreation areas, ensuring they are safe, convenient, well-maintained, accessible and connected | 23 |
| **Reliable, Sustainable Infrastructure** | |
| Designs, builds, and proactively maintains a reliable utility infrastructure that delivers a safe, clean water supply, controls stormwater drainage and effectively manages sewage treatment | 1-22, 25, 26,30-35 |
| Ensures town facilities, parks, greenways and public spaces are safe, clean, attractive, structurally sound and well cared for | 23 |
| **Safe Community** | |
| Provides a safe public infrastructure network that is well-maintained, accessible and enhances traffic flow and mobility | 24, 27, 28, 36 |

## Operations Goals and Initiatives

Wastewater Collection Systems and Maintenance

1. Perform sewer line preventive maintenance programs, including Closed Circuit Television (CCTV) inspections and high pressure jetting in order to reduce the occurrences of sanitary sewer overflows.
2. Perform televised underground inspections of sewers and create databases with digital images in order to identify problems for repair and to minimize sanitary sewer overflows.

3. Conduct smoke testing of sewers to identify, locate and repair sewer system defects and reduce inflow and infiltration.
4. Provide support for sewer line rehabilitation and installation construction projects.
5. Install and monitor flow monitoring equipment to quantify inflow and infiltration. Analyze data to determine sewer drainage basins requiring rehabilitative work.
6. Maintain easement cutting and line obstruction clearing to ensure access to and reduce sanitary sewer overflows.
7. Respond to trouble calls from both internal and external customers regarding sewer line problems in a timely manner.
8. Perform utility location services for Town-owned wastewater collection system and components with a high degree of accuracy.
9. Perform storm water system maintenance and repair on Town right-of-ways, ensuring compliance with all regulatory requirements.
10. Repair and maintain wastewater collection system and components.

Water Distribution Systems

1. Install, replace, and maintain commercial and residential water metering devices throughout the Town.
2. Support the Water Conservation Program through field observation and enforcement in order to meet the long-range water supply needs of our community.
3. Operate flow and pressure monitoring equipment to evaluate system performance.
4. Conduct preventive and corrective maintenance of fire hydrants on an annual basis.
5. Provide support for potable and re-claim water line rehabilitation and installation construction projects.
6. Perform maintenance repairs on reclaimed water system lines on an annual basis.
7. Perform leak detection and leak correlation services for the water distribution system in order to ensure a high degree of reliability and minimize water loss within the water distribution system.
8. Oversee residential, commercial and Town cross connection control programs.
9. Water samples are collected throughout the Town to ensure we meet or exceed all federal and state requirements to maintain high quality drinking water throughout Cary and Morrisville.
10. Inspect, operate, repair, maintain and provide map updates for the water distribution system components.
11. Inspect, operate, repair and maintain reclaimed water system lines and appurtenances.
12. Manage the bulk water program field activities for customers.
13. Perform utility locating services for Town-owned water distribution system and components with a high degree of accuracy.

Street Maintenance

1. Perform pothole repairs, utility and street maintenance cuts and concrete repairs in a timely and cost effective manner.
2. Perform greenway and parking lot pavement maintenance to ensure safety of citizens using the Town's facilities.
3. Respond to adverse weather conditions, including snow and ice control services on approximately 480 street-center-line miles of Cary streets and 148 miles of North Carolina Department of Transportation (NCDOT) maintained roads.
4. Maintain and repair curb, gutters and sidewalks to ensure the proper drainage and safety of our citizens.
5. Provide facility, utility and traffic operations support for their activities.
6. Perform corrective maintenance on Town bridges, culverts and storm drainage structures within the right of way.

Traffic Operations

1. Maintain 193 computerized traffic signals and 103 miles of fiber optic network supporting signalized intersections in Cary, Morrisville and Apex. Fiber network also provides communications to Town facilities.
2. Perform fiber optic system relocations in support of road widening and development projects.
3. Perform fiber optic fusion splicing to minimize impact to critical fiber communications.
4. Maintain traffic signs and markings to ensure safety and visibility of traffic patterns.

5. Maintain, troubleshoot and repair 28 Closed Circuit Television (CCTV) systems.
6. Install, troubleshoot and maintain traffic signal emergency pre-emption systems.
7. Provide contract oversight and inspection of traffic signals, fiber optic installation and CCTV.
8. Provide support to the Traffic Operations Work Center, which serves as the Natural Incident Management System (NIMS) Incident Command Center during emergencies employing CCTV to observe and manage event progression.
9. Maintain 47 video detection cameras for signal systems. These video detection cameras are currently installed at 19 intersections.
10. Perform location services for Town-owned fiber optic system and components with a high degree of accuracy.

## FY 2016 Accomplishments

- Performed sewer line preventive maintenance, captured 187,342 feet of Closed Circuit Television (CCTV) footage, completed 891,040 feet of high pressure jetting and mowed 705,545 feet of easements.
- Conducted GPS surveys on 4,800 wastewater collection system manholes. GPS data is being used to pinpoint manhole locations (within 4”) and to improve collection system mapping.
- Managed the 2016 contracted residential irrigation backflow testing program with Commercial Services, Inc. to ensure the safety of the potable water system.
- Managed the Fire Hydrant Acceptance program for newly installed hydrants; inspected and accepted 396 new fire hydrants that were added to our water distribution system.
- Repainted 2,700 fire hydrants Town-wide. Improved general utilities appearance, enhanced confidence in fire systems and inhibited corrosion.
- Installed 1,961 water meters for new residential and commercial construction in Cary and Morrisville.
    - ¾” - 1,778
    - 1” - 78
    - 1.5” - 21
    - 2” - 65
    - 3” - 16
    - 4” - 3
- Installed four valves with our EZ Valve Insertion Tool. This new capability allows valve to be installed on 6” through 10” water line without having a water system outage. These specialty valves are being inserted in locations to minimize outage area and where older valves have failed.
- Upgraded 25 Potable Water Sample Stations; current cast iron construction of the unit is deteriorating which developed a change to Standard Procedure Detail #06000.20 by replacing the unit with stainless steel to ensure we get a quality water sample.
- Managed numerous utility projects such as water line replacements, contract and in house point sewer repairs, point repairs in support of Water Resources Department’s sewer rehab project, identification and excavation of several leaking water line valves.
- Supervised placement and leveling of 300 tons of ABC stone improving site access for routing vehicles and equipment for maintenance and repairs on three pump stations and repaired four creek crossings for sanitary sewer easements
- Managed concrete repairs on rigid pavements throughout the Town.
    - 64 sidewalk, curb and gutter repairs related to utility breaks
    - 26 repairs at Town facilities
    - 54 repairs to damaged sidewalks
    - 8 trip hazard repairs
- Managed storm water drainage emergency repairs at 1611 Kilarney Dr, 100 Glade Park Dr, Glen Echo Ln; 15” pipes were partially filled with concrete, bored through by contractor and separated at joints causing sinkholes. Replaced with Reinforced Concrete Pipe (RCP) and installed new catch basins where needed.

- Directed emergency repair on an 8” water main at Otmoor Lane; replaced hardware on four water valves from Shepton Drive to Benwell Court and paved 475 feet of roadway.
- Managed repairs on Chapel Hill Rd when a contractor bored into a 16 inch water line causing a 2.5 million gallon water loss.
- Managed Harrison Ave Large Valve Replacement project; removed three inoperable 16” Butterfly valves and replaced them with new gate valves.
- Repaired 200’ of asphalt on Spring Needle Court that was damaged by a water main break caused by the blow-off.
- Replaced two inoperable 12” valves on SAS Campus Drive; developed a plan and worked with SAS Facility Services Director and Facilities Service Manager to schedule repairs prior to their repaving project.
- Managed small diameter pipe water main upgrade projects; replaced 2” PVC and 4” AC pipe, installed new services lines leading to new meter boxes and meters:
    - Cypress Circle – Installed 300’ of Ductile Iron Pipe (DIP), 1 valve and 4 meter services
    - Maybole Court – Installed 150’ of DIP, 1 valve and 3 meter services
    - Troon Court – Installed 170’ of DIP, 1 valve and 6 meter services
- Managed field operations during Signal System Software Upgrade project; worked with contractor installing Centracs ensuring Plan of Records (POR) from DOT matched 190 signalized intersections. Installed Flashing Yellow Arrows, Near Head signal install for hills and curves, new pavement markings and signal revisions.
- Installed and spliced fiber optic cable to NCWRF’s newly installed radio tower, installed fiber optic cable to tower on NC 55, SCWRF, Operations Center A and B in support of Technology Services.
- Oversaw and inspected construction on traffic signal installations at three new locations throughout the town.
- Organized and scheduled “Career Day” presentations for several schools within the Town.

## Key Performance Objectives

- Repair 95% of potholes within one business day.
- Successfully transmit 100% of the annual wastewater flow to the wastewater reclamation facilities.
- Ensure that 100% of damaged or nonfunctioning hydrants are repaired within 5 business days.
- Respond to 100% of traffic signal emergencies within one hour.
- Install 85% of water meters within one business day of customer request.
- Achieve a compliance rate of 97% for residential customers and 80% for commercial customers, on an annual basis, for the cross connection control program.
- Ensure the failure rate of backflow prevention devices is less than 15% on an annual basis.
- Televise 8% of the sewer collection system annually.
- Ensure that there are fewer than 5 water quality complaints per 1,000 customers annually.
- Ensure regulatory compliance by jetting at least 10% of the wastewater collection system annually.
- Maintain a 99.9% success rate of utility line locators on an annual basis.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| % of potholes repaired within one business day | 81% | 80% | 80% |
| Gallons of untreated wastewater spilled | 3,366 | 96,507 | 0 |
| % of out of service fire hydrants repaired/replaced within five business days | 60% | 85% | 85% |
| % of traffic signal emergency calls responded to within one hour | 99.6% | 100% | 100% |
| % of compliance for residential cross connection control devices | 91% | 93% | 95% |
| % of compliance for commercial cross connection control devices | 72% | 71% | 72% |
| % failure rate of backflow devices (residential opted-in) | 11% | 10% | 10% |
| % of wastewater collection system inspected w/ CCTV | 4% | 3% | 4% |
| Water quality complaints per 1,000 service connections | 7.9 | 2.8 | 3.0 |
| % of asphalt cuts for utility repairs completed within five business days | 81% | 84% | 85% |
| % of the wastewater collection system that is jetted | 18% | 17% | 17% |
| % of the wastewater collection system that is jetted, not including repeat cleanings | 14% | 12% | 12% |

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Wastewater system – total miles of collection lines | 930 | 935 | 940 |
| Street maintenance – Total street-center-line miles maintained by Town of Cary (TOC) | 477 | 480 | 482 |
| Street maintenance – Total NCDOT center-line miles for snow removal by TOC | 145 | 148 | 150 |
| Sidewalk maintenance –miles of sidewalks maintained | 396 | 400 | 405 |
| Number of traffic signal trouble calls received (all sources) | 1,476 | 1,525 | 1,550 |
| Traffic Signal System – total signal intersections maintained by TOC | 193 | 193 | 195 |
| Signal System – CCTV | 28 | 28 | 28 |
| Water system – total miles of distribution lines | 1,028 | 1,030 | 1,035 |
| Water system – total number of commercial/residential potable metering devices | 66,155 | 69,630 | 71,000 |
| Number of water line repairs completed | 126 | 175 | 175 |
| Number of sewer line repairs completed | 50 | 75 | 75 |
| Miles of sewer easement cleared/mowed | 134 | 120 | 125 |

## Activity History

| Fund Number: 010-7020 | | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Actual | Estimated | Budget |
| Activity | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 |
| Personnel Services | $7,501,531 | $7,536,834 | $8,060,373 | $8,602,341 | 8,980,305 |
| Operations and Maintenance | $4,492,073 | $5,049,530 | $5,031,372 | $6,175,126 | 6,565,787 |
| Capital Outlay | $393,114 | $106,362 | $859,512 | $446,262 | 120,106 |
| | $12,386,718 | $12,692,726 | $13,951,258 | $15,223,729 | 15,666,198 |
| Reimb.from Utility Fund | ($7,627,218) | ($8,076,037) | ($9,661,456) | ($10,029,246) | ($10,488,821) |
| **Total** | **$4,759,500** | **$4,616,689** | **$4,289,802** | **$5,194,483** | **$5,177,377** |
| Authorized FTEs | 121 | 121 | 122 | 123 | 123 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- There are no significant budget and/or service level changes in FY2017.

# SOLID WASTE MANAGEMENT, RECYCLING, AND YARD WASTE DIVISIONS

Additional information about the Solid Waste, Recycling and Yard Waste programs may be obtained by calling Bob Holden, Solid Waste Management Division Manager at (919) 469-4388, through e-mail at bob.holden@townofcary.org, or by visiting the Town's website at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned and Livable Community** | |
| Provides a safe environment that promotes, supports and sustains clean and visually appealing neighborhoods that are welcoming, secure and provide quality housing options that meet the community's needs and reinforce its identity and character | 1-5, 9, 10 |
| Provides for the protection, preservation and renewal of its natural resource through effective waste management, recycling and mitigation of factors impacting the environment | 1-12 |
| **Reliable, Sustainable Infrastructure** | |
| Collaboratively plans and develops adequate infrastructures systems that meet the capacity needs of the community's growth | 10, 11, 12 |
| Plans for responsible growth and community sustainability through energy efficiencies, resource conservation and respect for environmental impacts | 5, 6, 7 |
| **Safe Community** | |
| Protects and provides for the physical and environmental health of the built and natural environment of the community | 3 |
| Promotes and sustains a clean, well-designed, properly regulated and visually attractive community | 1, 2, 3, 4 |

## Goals and Initiatives

Solid Waste Management

1. Provide household garbage and yard waste curbside collection services on a weekly basis and curbside recycling collection services on a bi-weekly basis to over 48,000 residential and 350 non-residential customers.
2. Provide special services and collections on an as-requested basis including, bulky trash, electronics, used cooking oil, used appliances, motor oil and filters and dead animal collection/removal.
3. Enforce the Town's Solid Waste Management and Health and Sanitation ordinances.
4. Provide the citizens a Citizen Convenience Center to dispose of bulk trash, white goods, yard waste and recyclables that they choose not to have collected via the Town's curbside program.

Waste Diversion

1. Continued enhancement of the solid waste education program to increase citizen understanding of waste reduction and diversion opportunities.
2. Exceed a recyclable diversion rate of 25%, excluding yard waste.
3. Exceed North Carolina's 40% waste reduction goal, including yard waste.
4. Conduct a recycling "set-out" rate assessment.
5. Focus education efforts on low recycling participation areas of Town.

Long-Range Planning

1. Seek long-term disposal options that ensure environmentally sound disposal practices at competitive rates.
2. Evaluate the functionality and continued use and need for the Dixon Avenue Service Yard.
3. Continue evaluating automation options as a means to increase efficiencies and reduce costs.

## FY 2016 Accomplishments

- Efficiently carried out the assigned mission of providing garbage, yard waste and recycling services.
- Actively provided safety training and monthly meetings in order to address accident and injury rates.
- Successfully collected, hauled and mulched approximately 16,500 tons of yard waste and 6,052 tons of leaves.
- Successfully collected and disposed of an estimated 34,000 tons of garbage and processed an estimated 12,000 tons of recyclables.
- Performed a recycling survey of every curbside recycling carts in an effort to reduce contamination.
- Designed and implemented an educational recycling campaign “Keep it Loose in the Cart”.
- Expanded the cooking oil program to include vendors at festivals.
- Completed 99.6% of solid waste and recycling routes on their designated collection day.
- Demonstrated at the 2016 School of Government with a hands-on participation of automated collection which provided greater insight to citizens about the tasks performed by the Solid Waste Division.

Key Performance Objectives

- Achieve a 25% landfill diversion rate for recyclable material, excluding yard waste.
- Achieve a 40% landfill diversion rate for all waste collected by the Town.
- Achieve a 75% set-out rate for the curbside recycling program.
- Maintain a rate of valid “missed service collection complaints” below 10 per 1,000 collection points for solid waste, yard waste and recycling collection on an annual basis.
- Eliminate injuries through safe working practices and a well-structured safety program.
- Deliver the recycling and solid waste information packet and new recycling and solid waste carts to all new customers by location’s next collection day.
- Complete special collection requests by scheduled collection date.
- Operate cost efficient and effective solid waste, yard waste and recycling management programs.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| % of waste diversion from landfill (recyclable material only) | 27% | 25% | 27% |
| % of waste diversion from landfill (including yard waste) | 50% | 50% | 50% |
| Recycling set-out rate percentage | 79% | 79% | 79% |
| Number of valid missed service complaints per 1,000 collection points | <1 | <1 | <1 |
| Commitment met % – All carts delivered by next collection day | 95% | 97% | 96% |
| Commitment met % for special collections | 98% | 96% | 96% |
| Solid Waste operating cost per ton* | $136.85 | $134.04 | $137.17 |
| Recycling operating cost per ton* | $128.48 | $140.47 | $171.71 |
| Yard Waste operating cost per ton | $109.43 | $103.99 | $125.39 |

*Costs do not reflect revenues received from programs

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Number of customers | 47,128 | 49,000 | 50,300 |
| Number of homes collected per route per day (Solid Waste) | 906 | 942 | 967 |
| Number of homes collected per route per day (Recycling) | 842 | 875 | 898 |
| Number of homes collected per route per day (Yard Waste) | 2,946 | 3,062 | 3,144 |
| Materials to Wake County landfill (tons Solid Waste) | 33,383 | 34,724 | 35,000 |
| Materials diverted from landfills (tons Recycling) | 12,189 | 11,463 | 12,500 |
| Materials diverted from landfills (tons Yard Waste) | 21,680 | 22,171 | 23,000 |
| Number of service requests received | 14,404 | 16,000 | 16,250 |
| Number of code enforcement investigations | 156 | 200 | 200 |
| Total number of special collections | 7,283 | 8,000 | 8,250 |
| Total number of bins delivered (replacement) | 60 | 40 | 50 |
| Total number of recycle carts delivered (new) | 1,114 | 1,145 | 1,300 |
| Total number of recycle carts delivered (existing) | 1,203 | 1,215 | 1,200 |
| Total number of solid waste carts delivered (new) | 1,138 | 1,145 | 1,300 |
| Total number of solid waste carts delivered (existing) | 781 | 750 | 750 |
| Total number of cooking oil collections | 751 | 755 | 750 |
| Gallons of cooking oil collected | 1,739 | 1,800 | 1,750 |

## Activity History

Fund Number: 10-7025 – Solid Waste

| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $2,842,767 | $1,843,845 | $1,945,663 | $1,977,476 | $1,944,392 |
| Operations & Maintenance | $3,166,616 | $2,614,862 | $2,622,549 | $2,894,637 | $2,814,045 |
| Capital Outlay | $0 | $41,511 | $0 | $63,210 | $21,319 |
| **Total** | **$6,009,383** | **$4,500,218** | **$4,568,212** | **$4,935,323** | **$4,779,756** |
| Authorized FTEs | 52 | 31 | 31 | 31 | 31 |

## Activity History

| Fund Number: 10-7026 - Recycling | | | | | |
|---|---|---|---|---|---|
| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
| Personnel Services | $746,115 | $788,744 | $819,851 | $886,279 | $1,058,174 |
| Operations & Maintenance | $661,123 | $701,708 | $746,207 | $855,581 | $1,035,862 |
| Capital Outlay | $0 | $0 | $0 | $0 | $23,994 |
| **Total** | **$1,407,238** | **$1,490,452** | **$1,566,058** | **$1,741,860** | **$2,118,030** |
| Authorized FTEs | 13 | 13 | 13 | 13 | 16 |

## Activity History

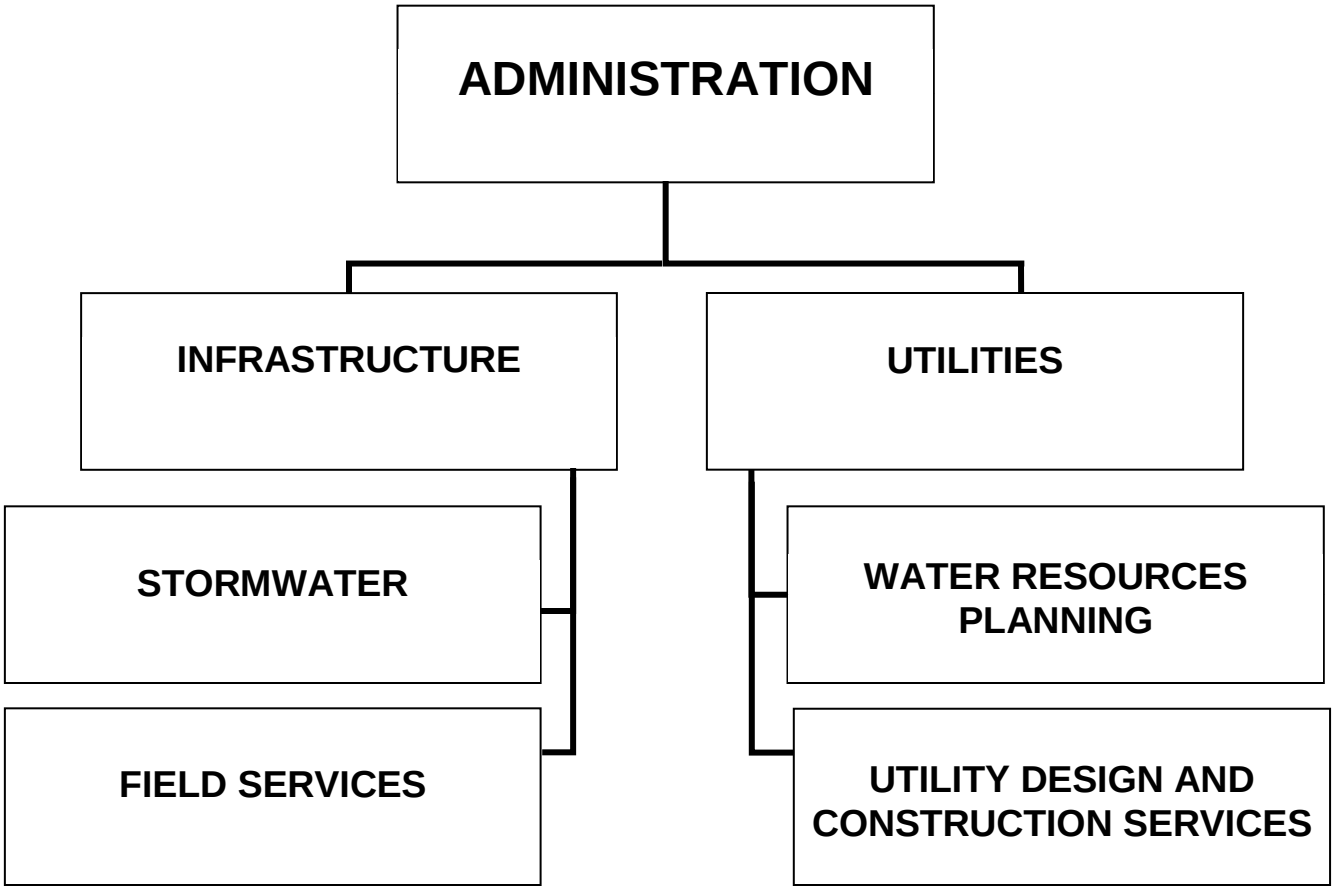
| Fund Number: 10-7027 – Yard Waste | | | | | |
|---|---|---|---|---|---|
| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
| Personnel Services | $0 | $1,390,210 | $1,376,394 | $1,637,579 | $1,788,968 |
| Operations & Maintenance | $0 | $728,134 | $907,221 | $951,694 | $1,046,389 |
| Capital Outlay | $0 | $38,186 | $88,912 | $217,076 | $56,448 |
| **Total** | **$0** | **$2,156,530** | **$2,372,527** | **$2,806,349** | **$2,891,805** |
| Authorized FTEs | 0 | 22 | 22 | 22 | 26 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- New recycling and a yard waste crews ensure that the Town of Cary will be able to maintain our current level of solid waste, recycling, and yard waste service.

# INFRASTRUCTURE

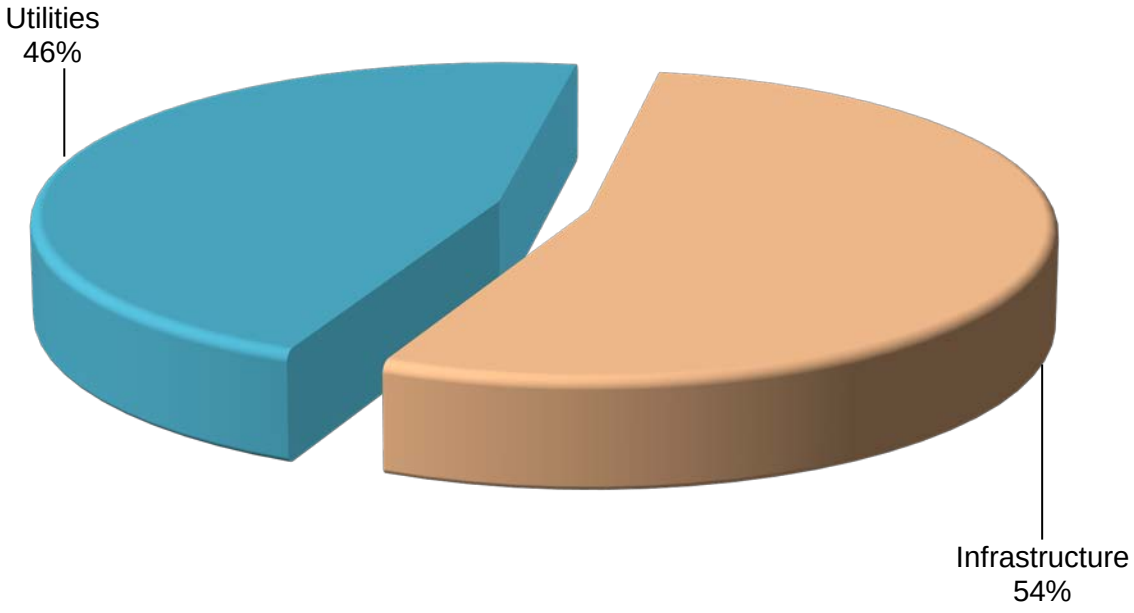
# WATER RESOURCES DEPARTMENT



# WATER RESOURCES DEPARTMENT SUMMARY

## MISSION STATEMENT

The primary mission of the Water Resources Department is to provide a well-designed, high-quality community through the development and implementation of water resource management, planning, policies, standards, ordinances, and infrastructure.  To accomplish this mission, we will be responsive, innovative, professional, and will strive for excellence in delivery of service to the public.



# WATER RESOURCES DEPARTMENT – GENERAL FUND

Additional information about the Water Resources Department may be obtained by calling Steve Brown, P.E., Director of Water Resources, at (919) 469-4030, through email at steve.brown@townofcary.org or by visiting the Town's website at www.townofcary.org.

### Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned and Livable Community** | |
| Promotes and encourages strategically planned, well-designed, well-constructed and sufficiently regulated mixed use development of vibrant residential, commercial and downtown areas | 1, 2 |
| Provides for the protection, preservation and renewal of its natural resource through effective waste management, recycling and mitigation of factors impacting the environment | 1,8 |
| Fosters a sense of community through citizen involvement, participation, and education | 3,8 |
| Provides safe accessible, attractive parks, trails, open space and public facilities that offer a variety of recreational opportunities and public spaces that enhance the aesthetic appeal of the Town | 2 |
| **Economic Vitality and Development** | |
| Provides, maintains and enhances its public infrastructure systems to support community expansion, support the effective delivery of services, preserve its resources and meet the needs of its residents, businesses and visitors | 1, 2, 3, 4, 5 |
| **Reliable, Sustainable Infrastructure** | |
| Collaboratively plans and develops adequate infrastructures systems that meet the capacity needs of the community's growth | 1, 2, 3, 4, 5, 6, 7, 8 |
| Designs, builds, and proactively maintains a reliable utility infrastructure that delivers a safe, clean water supply, controls stormwater drainage and effectively manages sewage treatment | 1, 2, 3, 4, 5, 6, 7, 8 |
| Provides for critical redundancies and responsive, timely, recovery of its infrastructure systems in the event of natural and man-made emergencies | 1, 2, 3 |
| **Safe Community** | |
| Provides a safe public infrastructure network that is well-maintained, accessible and enhances traffic flow and mobility | 2, 3, 4, 6, 7, 8 |
| Protects and provides for the physical and environmental health of the built and natural environment of the community | 1, 2, 3, 7, 8 |
| Promotes and sustains a clean, well-designed, properly regulated and visually attractive community | 2, 3 |

## Goals and Initiatives

Business Planning

1. Complete short and long range planning necessary to enhance our focus on key businesses as well as strategic issues that could affect future growth and operations.

Capital Improvements Projects

2. Provide or coordinate surveying, design, project management and construction administration services for the Town's storm drainage systems and stormwater management improvements.

Engineering Studies

3. Address community issues related to public infrastructure problems beyond routine maintenance with outcomes ranging from overall policy changes to unique solutions. Examples of investigations include flooding problems.
4. Evaluate efficiency, operation and future needs for the public infrastructure.
5. Implement a condition assessment program for stormwater infrastructure.

Development Activities

6. Conduct planning and review for stormwater systems through implementation of standard specifications or master plans.
7. Perform construction inspection for water, sanitary sewer, transportation, and stormwater systems through implementation of standard specifications or master plans.
8. Conduct overall assessment of stormwater issues including floodplain management and stormwater control measures (SCM).
9. Enforce or administer of requirements of the following acts, regulations, ordinances, policies, or programs:
    - Floodplain Management (National Flood Insurance Act)
    - National Pollutant Discharge Elimination System (Clean Water Act)
    - Powell Bill reimbursement (G.S. 136-41.1)
    - Sedimentation Pollution Control Law of 1973
    - Neuse River, Swift Creek and Jordan Rules
    - Land Development Ordinance

## FY 2016 Accomplishments

- Coordinated the planning, surveying, design, project management and construction services for general government water resources capital improvement projects.
- Provided stormwater engineering assistance for downtown redevelopment efforts.
- Completed drainage improvements on Willow Street, Ridgecrest Street, Creighton Court, Queensferry Drive, Foxview Court, Prince William Lane, Picturesque Lane, Reton Court, Dixon Avenue Convenience Center, Green Level Church Road and Gregory Drive at Northwood.
- Began construction of drainage improvements along Stonewater Glen Lane, Summer Lakes Drive, Kilarney Drive, Trimble Avenue and Trailing Fig Lane.
- Continued engineering evaluation and design for drainage improvements on Bayoak Drive, Kirkfield Drive, Westhigh Street, Arlinton Ridge, East Chatham Street, West Chatham Street, King George Loop and Bowden Street.
- Continued to work with Public Works on drainage issues on Walnut Street, Storm Court, as well as Walnut Creek and Speight Branch sanitary sewer easements.
- Completed the assessment of drainage conditions on Two Creeks Road, Wicklow Drive, Castalia Drive and Vinecrest Court.
- Continued site evaluation and design for the North Dixon Avenue Convenience Center Site Improvements.
- Completed construction of the USA Baseball and WakeMed Soccer Park equipment wash stations.
- Continued development of a stormwater infrastructure condition assessment program.
- Completed Emergency Action Plans for Symphony and Tryon Lake dams.

## Key Performance Objectives

- Begin design on all projects the same fiscal year funding is allocated.
- Ensure project bids received are within 5% of the engineer's post-design estimate.
- Ensure that final construction cost of capital improvements projects is within 5% of the bid cost for items in the original scope of work.
- Ensure total project cost is within 15% of the original budget.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Percent of bids received for which engineer's post-design estimate is within 5% of bid prices received | 67% | 60% | 90% |
| Percent of projects with change orders less than 5% | 84% | 95% | 100% |
| Percent of bids received for which pre-design budget estimate is within 15% of total project cost | 100% | 100% | 100% |
| Percent of CIB* projects started design within FY funded | 100% | 100% | 100% |

* CIB refers to the Capital Improvements Budget

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Number of CIB projects funded | 10 | 7 | 7 |
| Value of general CIB projects funded | $328,000 | $480,000 | $1,640,000 |
| Number of CIB project construction bids | 7 | 11 | 8 |
| Number of CIB projects completed | 4 | 9 | 8 |
| Value of Water Resources projects completed | $255,000 | $1,0950,000 | $1,700,000 |
| Number of development plans reviewed | 315 | 412 | 300 |
| Number of development plans constructed | 53 | 75 | 60 |
| Site/Subdivision/S100 Inspection Reports | 2,130 | 1,900 | 1,800 |
| Number of stormwater customer assistance calls | 710 | 600 | 600 |
| Number of SCM Inspection Sites | 455 | 484 | 514 |
| Total Number of stormwater control measures (SCM) | 975 | 1,006 | 1,040 |
| Number of stream buffer determinations (cumulative # of features) | 33 | 15 | 10 |

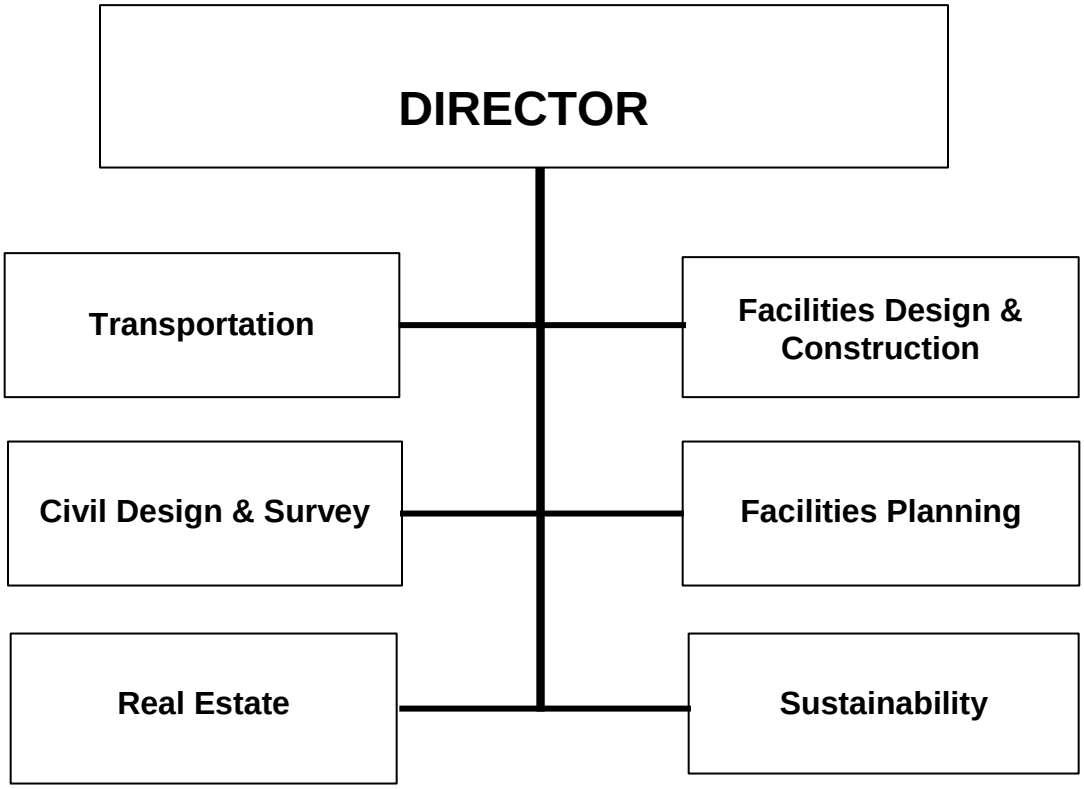
## Activity History

| Fund Number: 010-3500<br>Activity | Actual<br>FY 2013 | Actual<br>FY 2014 | Actual<br>FY 2015 | Estimated<br>FY 2016 | Budget<br>FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $0 | $1,090,321 | $2,291,357 | $2,490,594 | $2,580,659 |
| Operations and Maintenance | $0 | $66,975 | $131,562 | $297,879 | $228,579 |
| Capital Outlay | $0 | $24,731 | $26,598 | $46,764 | $57,006 |
| **Total** | **$0** | **$1,182,027** | **$2,449,517** | **$2,835,237** | **$2,866,244** |
| Authorized FTEs | 0 | 24 | 24 | 25 | 25 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- There are no significant budget or service level changes for FY 2017

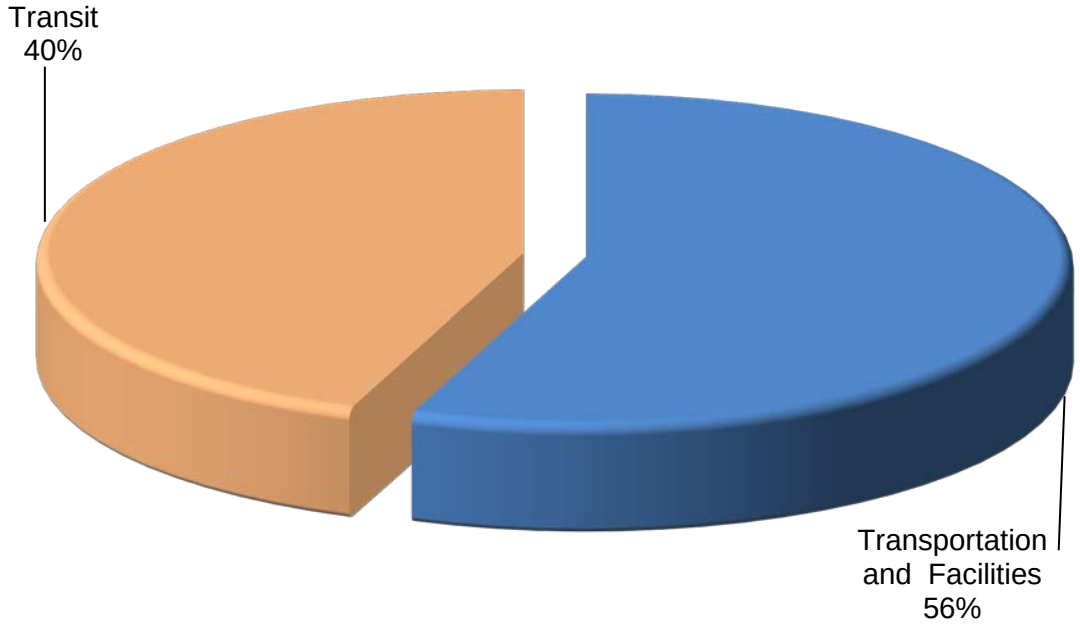
# TRANSPORTATION AND FACILITIES DEPARTMENT



# TRANSPORTATION AND FACILITIES DEPARTMENT SUMMARY

## MISSION STATEMENT

The primary mission of the Transportation and Facilities Department is to provide a well-designed, high-quality community through development and implementation of policies, standards, ordinances, and transportation and facility infrastructure. To accomplish this mission, we will be responsive, innovative, professional, and will strive for excellence in the delivery of service to the public.



# TRANSPORTATION AND FACILITIES DEPARTMENT

Additional information about the Transportation and Facilities Department may be obtained by calling Laura Cove, P.E., Director of Transportation and Facilities, at (919) 469-4030, through email at laura.cove@townofcary.org or by visiting the Town's website at www.townofcary.org.

**Town Priority Based Budgeting Goals and Practices**

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned and Livable Community** | |
| Provides a safe environment that promotes, supports and sustains clean and visually appealing neighborhoods that are welcoming, secure and provide quality housing options that meet the community's needs and reinforce its identity and character | 1,2,3,4,7,8,9 |
| Promotes and encourages strategically planned, well-designed, well-constructed and sufficiently regulated mixed use development of vibrant residential, commercial and downtown areas | 2,4,5,6,8 |
| Connects the community through a network of safe, accessible, reliable and well-planned mobility options for vehicles, pedestrians and cyclists | 1,2,5,6,13 |
| Provides for the protection, preservation and renewal of its natural resource through effective waste management, recycling and mitigation of factors impacting the environment | 7,13,14 |
| Collaboratively encourages and provides a variety of community events, quality educational opportunities, leisure-time activities, and a vibrant downtown that are safe and contribute to the economic and social well-being of the community | 2,3,4 |
| Fosters a sense of community through citizen involvement, participation, and education | 2,11,14 |
| Provides safe accessible, attractive parks, trails, open space and public facilities that offer a variety of recreational opportunities and public spaces that enhance the aesthetic appeal of the Town | 1,4,5,6,9 |
| **Economic Vitality and Development** | |
| Encourages and supports the attraction, retention and growth of diverse and sustainable businesses that contribute to the community's economy and stimulate job growth | 9 |
| Facilitates business development through community partnerships, incentives and efficient, "business-friendly" processes | 6,8 |
| Promotes and invests in strategically planned, appropriately balanced, future-focused and sustainable development and re-development that provides for a thriving community and revitalized downtown | 4,6,7,8,9 |
| Promotes itself as a safe, attractive, home town environment, offering quality housing choices and a variety of activities and amenities that offer a premier quality of life to a broad spectrum of people | 8 |
| Provides, maintains and enhances its public infrastructure systems to support community expansion, support the effective delivery of services, preserve its resources and meet the needs of its residents, businesses and visitors | 1,2,3,4,5,6,7,8,9,12 |

| | |
|---|---|
| **Effective Transportation and Mobility** | |
| Plans, designs and constructs efficient, safe, well-maintained and reliable streets that improve traffic flow, ease congestion and ensure optimal mobility | 1,2,3,4,5,6,7,8,9 |
| Provides for accessible and attractive sidewalks bikeways, trails, medians and greenways that connect the community and provide safe mobility options for pedestrians and cyclists | 1,3,4,5,6,13 |
| Partners to promote and ensure local and regional access to reliable, affordable and convenient public transportation options | 1,3,5,6 |
| Collaboratively plans for the mobility needs of the community | 1,2,3,4,5,6 |
| **Quality Recreational, Leisure and Cultural Opportunities** | |
| Invests in its park system including open spaces, greenways, trail systems and recreation areas, ensuring they are safe, convenient, well-maintained, accessible and connected | 1,3,4 |
| Offers a variety of accessible and affordable indoor and outdoor recreational/leisure programs and activities to meet a wide variety of interests and promote a healthy lifestyle | 1,3,4 |
| Focuses on the unique health, recreational and social needs of youth, adults, families and seniors in the community | 1,3,4 |
| Encourages and supports a variety of diverse opportunities and venues that focus on the arts, town history, cultural enrichment, life-long learning and entertainment | 1,3,4 |
| **Reliable, Sustainable Infrastructure** | |
| Continually invests in building and improving a well-designed, well-maintained, transportation system of safe and sustainable streets, sidewalks and bridges | 1,2,3,4,5,6,7,8,9 |
| Collaboratively plans and develops adequate infrastructures systems that meet the capacity needs of the community's growth | 1,2,3,4,9 |
| Ensures town facilities, parks, greenways and public spaces are safe, clean, attractive, structurally sound and well cared for | 1,2,3,4 |
| Plans for responsible growth and community sustainability through energy efficiencies, resource conservation and respect for environmental impacts | 1,2,3,10,12 |
| Provides for critical redundancies and responsive, timely, recovery of its infrastructure systems in the event of natural and man-made emergencies | 1,2,3,9 |
| **Safe Community** | |
| Provides a safe public infrastructure network that is well-maintained, accessible and enhances traffic flow and mobility | 1,2,3,5,6,7 |
| Protects and provides for the physical and environmental health of the built and natural environment of the community | 1,9 |
| Creates a sense of belonging through communications, community engagement, involvement, education, activities and events | 1 |
| Promotes and sustains a clean, well-designed, properly regulated and visually attractive community | 1,6 |

## Goals and Initiatives

1. Provide or coordinate planning, surveying, design, project management and construction administration services for a majority of the Town's capital improvements projects, including streets, sidewalks, traffic signals, traffic calming, parking lots, buildings, greenways and parks.
2. Address community issues related to public infrastructure problems beyond routine maintenance with outcomes ranging from overall policy changes to unique solutions. Examples of investigations include neighborhood/cut-through traffic issues, traffic signal studies, sight distance, and roadway safety
3. Evaluate efficiency, operation and future needs for the public infrastructure.

4. Plan for the orderly development of community facilities such as parks and greenways, emergency services and town facilities.
5. Manage multi-modal transportation system components (pedestrian, thoroughfares, transit, and bicycle).
6. Planning, review and inspection for multimodal transportation systems through implementation of standard specifications or master plans.
7. Overall assessment of issues including street lighting, development agreements and the maintenance of infrastructure records.
8. Enforcement or administration of requirements of the following acts, regulations, ordinances, policies, or programs:
    - Powell Bill Reimbursement (GS 136-41.1)
    - Land Development Ordinance
    - Town Right-of-Way Encroachment Agreements
9. Short and long range planning necessary to enhance our focus on key businesses as well as strategic issues that could affect future operations.
10. Work with all departments to continue implementing the Strategic Energy Action Plan. Begin yearly updates
11. Inclusion of additional sustainability metrics into regular communication to Council and citizens.
12. Manage the maturation of sustainability program to assure Town-wide operational adoption, grant funding of pilots and recognition.
13. Participate in the sustainability components of the Imagine Cary community plan.
14. Work with the Environmental Advisory Board to solicit and receive feedback on environmental and sustainability activities of the Town.

(Please note that the Transit program is included in a separate section of this document, but is a part of the Transportation and Facilities Department.)

## FY 2016 Accomplishments

Coordinate the planning, surveying, design, project management and construction services for a majority of the Town's capital improvement projects including the following:

- Purchased numerous properties for Town projects.
- Completed 65% design plans for the Carpenter Fire Station Railroad Bridge and Intersection Improvements (2012 Bond Project). Secured a three-party agreement with CSX, NCDOT, and Town of Cary.
- Completed 100% design plans and right-of-way appraisals for Green Level West Road Widening Project (2012 Bond Project).
- Completed 100% design plans and beginning right-of-way appraisals for Reduce Congestion through Intersection Improvements project (2012 Bond Project).
- Completed Traffic Signal System Upgrade Project (2012 Bond Project)
- Started construction of Downtown Streetscape Improvements along S. Academy and Dry Avenue (2012 Bond Project).
- Completed final resurfacing projects Street Improvements (2012 Bond Project)
- Started construction of Walnut Street Pedestrian and Traffic Improvements – US 1 Overpass (2012 Bond Project).
- Completed environmental assessment and environmental approval for Morrisville Parkway extension and interchange project.
- Completed 100% design plans for Morrisville Parkway extension and interchange project, and beginning right-of-way acquisition.
- Completed the construction of multiple sidewalk projects (remaining sidewalks on FY12 funding list, and approximately 50% of the sidewalks on FY13 funding list).
- Completed 75% design plans for Reedy Creek Road widening project.
- Completion of 75% design plans for High Meadow Drive improvements.
- Completed the FY2015 street improvements project.
- Completed 100% design plans for NW Cary Parkway Roadway Improvements Project

- Started Design of Morrisville Parkway at Carpenter Upchurch Road intersection improvements project.
- Started design for FY15 Sidewalk Project
- Started design for FY16 Sidewalk Project
- Completed 100% design plans for Cary Parkway at High House Road intersection project. Beginning right-of-way acquisition process.
- Started construction of FY16 Street Improvements project.
- Beginning design for repairs to old Fire Station #2 foundation.
- Beginning design plans for FY16 Intersection Improvements Project.
- Completed installation of new traffic signals within the Town.
- Completed installation of new traffic cameras within the Town and working on installing approximately 15-20 new camera locations.
- Completed the design of Cedar Street public parking lot project and beginning construction.
- Completed NCDOT acceptance of Tryon Road and Maynard Road.
- Completed small segments of thoroughfare street lighting.
- Provided assistance to NCDOT for the completion of the Tryon Road at Regency Park intersection improvement project.
- Successfully acquired LAPP funding the White Oak MacArthur Greenway.
- Continued Inter-departmental coordination on the Cary Community Plan “Imagine Cary” Update; managed the Comprehensive Transportation Plan portion of Imagine Cary
- Finalizing draft plan with NCDOT and Town of Morrisville on “NC 54 and More” Study.
- Completion of the Raleigh Cary Rail Crossing Study “RCRX”
- Nearing bid for the FY2012 Community Bond bicycle pavement markings
- Completed 65% design plans for the FY2012 Community Bond pedestrian improvements
- Pending installation of the Town’s first bike lockers at the Cary Depot
- Completed the first update to the Bike Hike Cary Mobile Application, over 6000 downloads to date;
- Eco-Counter technology installed and actively in use on Cary greenway trails for pedestrian counts; currently working on installation of zelt loops on road/greenways for bicycle counts.
- Continue to coordinate with NCDOT and area municipalities on upcoming I-40 Rebuild project and future I-440 (Wade to Walnut) Rebuild project.
- Improved several signalized intersections throughout town.
- Bi-annual town maintained bridge inspections completed.
- Initiated the PRCR Master Plan Update for Chatham County.
- Begin design of FY14 Sidewalk Improvement Project. (2012 Bond Project)
- Completed installation of the second phase of Wayfinding signage
- Completed renovation of the Cary Park Lake Greenway
- Completed construction of Fire Station No. 2 (Bond)
- Completed construction of the New Hope Church Road Trailhead (Federal Grant).
- Wrapping up construction on Jack Smith Park(Bond) and Carpenter Park (Bond)
- Continue to work on projects related to construction of the Cary Arts Center
- Completed construction for emergency roof repairs at Fire Station 4.
- Initiated design, bidding & construction of roof replacement at North Cary Water Reclamation Plant administration building.
- Completed the Skate Cary Master Plan.
- Completed construction on the Cary Tennis Park (CTP) Court Renovations (6 courts). Bid project for the CTP Facility Expansion including 7 covered courts and clubhouse improvements (Interlocal Funds Project).
- Begin construction on the Old Reedy Creek Trailhead.
- Initiated construction of an artificial turf field at Thomas Brooks Park in conjunction with CASL and the turf fields at Middle Creek Park and at Mills Park. (Bond Project)
- Completed installation of new signs on two greenways (Nancy Branch and Churchill Estates) and at Bond Park.
- Initiated design for the Black Creek Renovation north of Dynasty.

- Initiated construction on the Crescent Green bridge replacement and bidding Pirates Cove Boardwalk Replacement.
- Began construction on downtown park project (Bond).
- Finalizing design of the Mills Park Phase 2 project. (Bond Project).
- Finalizing design of the Panther Creek Greenway in conjunction with Mills Park Phase 2.
- Finalizing design for the White Oak Creek Greenway for the connection to American Tobacco Trail from Green Level Church Road.
- Completed installation of 3 shade umbrellas at Ritter Park.
- Continue working on the design for the White Oak Creek Greenway segment between MacArthur Drive and Davis Drive that will require a tunnel under the CSX rail line.
- Continue to work on design of the Crabtree Creek Greenway from Black Creek Greenway west along the southern edge of Lake Crabtree over to Aviation Parkway. (Federal Grant)
- Coordinating with Wake County on the design of a new regional library, parking deck, and regional stormwater device in Downtown Cary.
- Initiated design of a new vehicle washbay and other improvements at the Garmon Operation Center.
- Town wide GIS inventory management for infrastructure.
- Real estate, land surveying and Cadd support for infrastructure projects.
- Staff Liaison to the Environmental Advisory Board.
- Coordinate Earth Day, Lazy Daze, and Arbor Day booths with EAB volunteers.
- Followed up with Council on the EAB subcommittee report on hydraulic fracturing recommendations. Worked with multi-departmental team to submit comments on the hydraulic fracturing rulemaking at the state level.
- Maintain and develop a network of sustainability professionals, including contacts in the EPA, State Energy Office, local and national associations, other municipalities, and consultants
- Administrated many grants including EPA Climate Showcase Communities, which concluded in June of 2015.
- On-going assistance to departments with drafting grant applications/implementing grants under sustainability “umbrella”
- Drafted the Clean Fuel Advanced Technology Grant application for 2016 with coordination through the Sustainable Fleet Team
- Initiated Wells Fargo Environmental Solutions for Communities Grant effort, which is a pilot called the Cary Green Neighborhood Project that aims at extensively engaging and collaborating with 4-8 neighborhoods in the Town with the goal of nurturing these neighborhoods into champions of healthy, vibrant and sustainable communities.
- Updated the Strategic Energy Action Plan (SEAP) and submitted final to Council in December of 2015. Identified a savings of $590,000 for the update year of 2014.
- Through GG1103, a Building Automation System (BAS) now allows staff to run town hall’s heating, ventilating, and air conditioning (HVAC) system in “unoccupied” mode when meetings are not occurring, which saves energy and money. Additionally staff at The Cary Theater, the Cary Arts Center, Bond Park Community Center, Bond Park Senior Center, Wake Med Soccer Park, Herb Young Community Center, the Garmon Operations Center, and Jordan Hall have been trained to do use the BAS to manage and monitor the operation of their HVAC system.
- Coordinated with PW/B&G to complete a set of energy efficiency retrofits to most fire stations as one of the final tasks in the multi-year grant called the EPA Climate Showcase Communities, which focused on energy efficiency in fire and police departments.
- The multi-departmental Sustainable Fleet Team works to assist in the implementation of the right-sizing components of SP149 by having conversations with departments early in the FY17 budget process
- Cary Garden for Wildlife Program - The partnership with NWF officially began in April of 2015. Thus far we have certified 235 homes, 5 common areas and 7 schools. We have 70% of the points needed to achieve community-wide certification.
- Lead a multi-departmental team, organizing the Cary It Green Facebook page, 1,184 likes
- JouleBug—solicited feedback from EAB to use when considering renewal; worked to add Garden for Wildlife content for spring 2016

- Maintained the Sustainability Webpage, which has a customer-focused goal to summarize all of the Town's sustainability efforts onto one page
- Speaking engagements for community groups.

### Key Performance Objectives

- Ensure project bids received are within 5% of the engineer's post-design estimate.
- Ensure that final construction cost of capital improvements projects is within 5% of the bid cost for items in the original scope of work.
- Ensure total project cost is within 15% of the original budget.
- Maintain the average street pavement condition rating.
- Begin design on all projects the same fiscal year funding is allocated.
- Construct 6,000 feet of sidewalk annually (assuming annual funding).
- Increase the total mileage of greenways by 2 miles/year.

### Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| % of bids received for which engineer's post-design estimate is within 5% of bid prices received | 40% | 50% | 60% |
| % of projects with change orders less than 5% | 75% | 75% | 75% |
| % of bids received for which pre-design budget estimate is within 15% of total project cost | 95% | 95% | 95% |
| % of streets resurfaced* | 5% | 5% | 5% |
| % of CIB** projects started design within FY funded | 100% | 85% | 100% |
| Greenway miles/year | 2.0 | 2.0 | 3 |
| Sidewalk miles/year | 1 | 1 | 1 |
| Biennial citizen survey--obtain a rating of >80% with "satisfied" with environmental protection in Cary | N/A | 85% | N/A |
| Biennial citizen survey--obtain a rating of >80% that the quality of life in Cary is the same or better over the past two years | N/A | 85% | N/A |

* Includes 2012 Cary Community Bond funding

** CIB refers to the Capital Improvements Budget

## Key Workload Indictors

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Number of bids | 15 | 16 | 16 |
| Number of CIB projects completed | 8 | 9 | 10 |
| Number of miles resurfaced/number of miles maintained | 25.5/453 | 23/466 | 23/478 |
| Value of projects completed | $20,000,000 | $14,500,000 | $20,000,000 |
| Number of development plans reviewed | 310 | 320 | 320 |
| Number of properties easements acquired | 200 | 150 | 225 |
| Number of CIB projects funded | 9 | 12 | 10 |
| Value of CIB projects funded | $20,000,000 | $15,000,000 | $15,000,000 |
| # of greenway miles | 72 | 75 | 77 |
| # miles of striped/sharrow bicycle lanes | 53 | 55 | 56 |

## Activity History

Fund Number: 10-3600

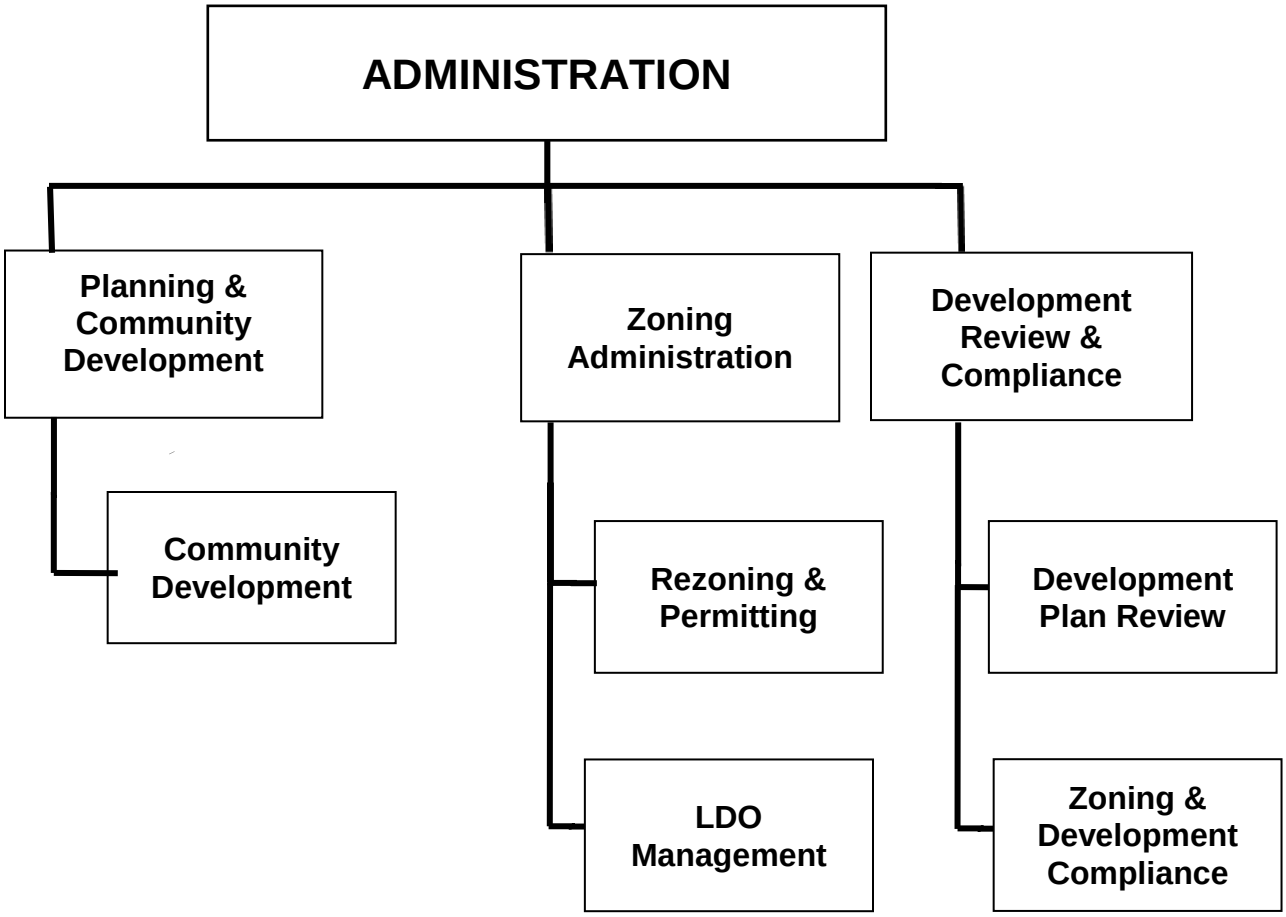
| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $0 | $1,788,603 | $3,756,540 | $4,384,778 | $4,620,716 |
| Operations and Maintenance | $0 | $365,746 | $709,185 | $1,821,190 | $1,041,239 |
| Capital Outlay | $0 | $0 | $40,983 | $16,696 | $0 |
| **Total** | **$0** | **$2,154,349** | **$4,506,708** | **$6,222,664** | **$5,661,955** |
| Authorized FTEs | 0 | 39 | 40 | 43 | 44 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- A new Facilities Construction Management Specialist position is included in the FY 2017 budget to support engineers and Public Works facility technicians managing projects by undertaking tasks including constructability review, budgeting/estimating, bidding assistance, construction administration and coordination, specification enforcement, and development of facility standards.
- Cary, Apex, and Morrisville plan to explore the feasibility of constructing a local and jointly operated facility to meet public safety training needs. A study to assess the training needs, identify what new facilities are needed and where they could be located is included in the FY 2017 budget. The cost of the study will be shared with Apex and Morrisville.

# DEVELOPMENT SERVICES

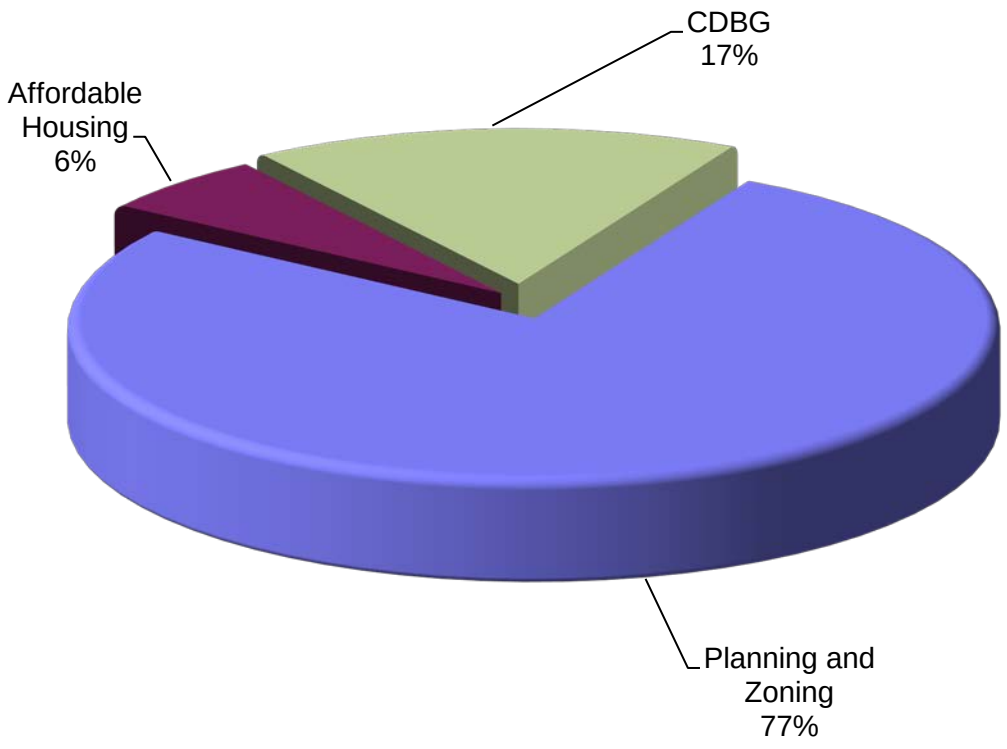
# PLANNING DEPARTMENT



# PLANNING DEPARTMENT SUMMARY

## MISSION STATEMENT

The primary mission of the Planning Department is to manage long-term growth and create a well-designed, high quality community through effective planning, zoning, plan review, and ordinance enforcement activities to preserve and enhance the quality of life for all residents of the Town of Cary.



# PLANNING DEPARTMENT

Additional information about the Planning Department may be obtained by calling Jeff Ulma, Planning Director, at (919) 319-4580, through email at jeff.ulma@townofcary.org or by visiting the Town's website at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned and Livable Community** | |
| Provides a safe environment that promotes, supports and sustains clean and visually appealing neighborhoods that are welcoming, secure and provide quality housing options that meet the community's needs and reinforce its identity and character | 8, 9,12,13,14,17,18, 19, 20, 21, 24, 25, 27, 29, 30, 31, 32 |
| Promotes and encourages strategically planned, well-designed, well-constructed and sufficiently regulated mixed use development of vibrant residential, commercial and downtown areas | 6, 7, 8,11,12,16,17, 18, 21, 22, 23, 24, 25, 27, 29, 30, 31, 32 |
| Connects the community through a network of safe, accessible, reliable and well-planned mobility options for vehicles, pedestrians and cyclists | 8, 9, 17, 18, 25, 27, 32 |
| Provides for the protection, preservation and renewal of its natural resource through effective waste management, recycling and mitigation of factors impacting the environment | 8,12,19, 20, 25, 27, 32 |
| Collaboratively encourages and provides a variety of community events, quality educational opportunities, leisure-time activities, and a vibrant downtown that are safe and contribute to the economic and social well-being of the community | 7, 21 |
| Fosters a sense of community through citizen involvement, participation, and education | 6, 8,19, 23, 25, 26, 30, 32 |
| Provides safe accessible, attractive parks, trails, open space and public facilities that offer a variety of recreational opportunities and public spaces that enhance the aesthetic appeal of the Town | 17, 18, 19, 21, 25, 27, 29, 31, 32 |
| **Economic Vitality and Development** | |
| Encourages and supports the attraction, retention and growth of diverse and sustainable businesses that contribute to the community's economy and stimulate job growth | 6, 7, 8,10,11, 16, 25, 26, 27, 31 |
| Facilitates business development through community partnerships, incentives and efficient, "business-friendly" processes | 6, 7, 17, 30, 32 |
| Promotes and invests in strategically planned, appropriately balanced, future-focused and sustainable development and re-development that provides for a thriving community and revitalized downtown | 6, 7, 8, 9,10,11,13,15, 16, 17, 18, 21, 23, 24, 25, 27, 29, 30, 31 |
| Promotes itself as a safe, attractive, home town environment, offering quality housing choices and a variety of activities and amenities that offer a premier quality of life to a broad spectrum of people | 6, 7, 13, 19, 21 |
| Provides, maintains and enhances its public infrastructure systems to support community expansion, support the effective delivery of services, preserve its resources and meet the needs of its residents, businesses and visitors | 8, 9, 14, 16, 17, 18, 25, 26, 27, 29, 31, 32 |

| | |
|---|---|
| **Effective Transportation and Mobility** | |
| Plans, designs and constructs efficient, safe, well-maintained and reliable streets that improve traffic flow, ease congestion and ensure optimal mobility | 17, 18, 25, 27, 29, 31, 32 |
| Provides for accessible and attractive sidewalks bikeways, trails, medians and greenways that connect the community and provide safe mobility options for pedestrians and cyclists | 17, 18, 19, 25, 27, 29, 31, 32 |
| Collaboratively plans for the mobility needs of the community | 8, 25, 27, 29, 32 |
| **Quality Recreational, Leisure and Cultural Opportunities** | |
| Invests in its park system including open spaces, greenways, trail systems and recreation areas, ensuring they are safe, convenient, well-maintained, accessible and connected | 18, 25, 27, 29, 32 |
| Encourages and supports a variety of diverse opportunities and venues that focus on the arts, town history, cultural enrichment, life-long learning and entertainment | 15, 21, 25, 32 |
| Promotes community events and celebrations that encourage participation and foster a sense of community | 15, 21 |
| **Reliable, Sustainable Infrastructure** | |
| Continually invests in building and improving a well-designed, well-maintained, transportation system of safe and sustainable streets, sidewalks and bridges | 8,18, 25, 27, 29, 31, 32 |
| Collaboratively plans and develops adequate infrastructures systems that meet the capacity needs of the community's growth | 8,16, 17, 18, 25, 26, 27 29, 31, 32 |
| Designs, builds, and proactively maintains a reliable utility infrastructure that delivers a safe, clean water supply, controls stormwater drainage and effectively manages sewage treatment | 17, 18, 25, 26, 27, 29, 32 |
| Ensures town facilities, parks, greenways and public spaces are safe, clean, attractive, structurally sound and well cared for | 18, 19, 21, 25, 32 |
| Plans for responsible growth and community sustainability through energy efficiencies, resource conservation and respect for environmental impacts | 6, 7, 8,12,13,14,15, 16, 17, 18, 19, 25, 27, 29, 31, 32 |
| **Safe Community** | |
| Offers protection to lives and property by justly enforcing the law, promptly responding to calls for service and being sufficiently prepared to react and respond to all emergency situations | 14, 19, 20, 21, 26, 29, 32 |
| Provides a safe public infrastructure network that is well-maintained, accessible and enhances traffic flow and mobility | 18, 27, 29, 32 |
| Protects and provides for the physical and environmental health of the built and natural environment of the community | 14, 15, 16, 17, 18, 19, 20, 24, 25, 27, 29, 32 |
| Creates a sense of belonging through communications, community engagement, involvement, education, activities and events | 14, 19, 21, 30, 32 |
| Promotes and sustains a clean, well-designed, properly regulated and visually attractive community | 6, 8, 9,12,14,15, 16, 17, 18, 19, 20, 21, 23, 24, 25, 26, 27, 29, 30, 31, 32 |

## Goals and Initiatives

<u>Administration</u>

1. Coordinate all activities regarding land use planning, zoning administration, code enforcement, and development plan review.
2. Process staff reports, legal advertising and notification letters related to ordinance amendments, annexations, rezonings, special uses and development plan applications.
3. Oversee budget and personnel matters.

4. Handle monthly preparation, printing, Web publishing, presentations and distribution of agendas and supporting materials for the Town Council, Planning and Zoning Board, Zoning Board of Adjustment, and Historic Preservation Commission.
5. Implement a department strategic plan.

Long-Range Planning

6. Administer, review and prepare/present staff reports to Town Council and Planning and Zoning (P&Z) Board regarding Comprehensive Plan Amendments (CPA's).
7. Develop and write comprehensive plan conformance and analysis sections for all rezoning case reports.
8. Respond to citizen and development-related inquiries regarding the Town's long-range land use and planning vision and policies relating to properties throughout town, including understanding zoning approaches that might best conform to the plan.
9. Assist the Downtown Manager in the coordination of activities related to downtown redevelopment.
10. Administer the Downtown Façade Improvement Program.
11. Coordinate the development and updates of all elements of the Comprehensive Plan with other divisions and departments; develop major components of the Comprehensive Plan, including land use, housing, neighborhoods, historic preservation, growth management, economic development, and other.
12. Develop department capital improvement program requests.
13. Develop official population estimates and forecasts based on current development.
14. Develop employment and development estimates and forecasts; track historical data.
15. Provide GIS-based development and forecasting data support for the Triangle Regional Model (TRM), participate in regional land use modeling committee of TJCOG
16. Represent the Town in regional planning coordination initiatives with TJCOG, include Center of Region Enterprise (CORE) and the Smart Growth Committee.
17. Address environmental planning issues.
18. Administer the Community Development Block Grant (CDBG) and affordable housing programs.
19. Administer an effective Minimum Housing Enforcement Program.
20. Administer the Neighborhood Improvement Program.
21. Administer the Historic Preservation Master Plan, and support the mission and activities of the Historic Preservation Commission, including the management and support of meetings, agendas, and review of Certificates of Appropriateness (COA)
22. Conduct research and attend professional training opportunities to keep informed of emerging trends and techniques in comprehensive planning, affordable and minimum housing, economic development, historic preservation, and site design.

Zoning Administration, Development Review and Zoning Compliance

23. Administer, review and prepare/present staff reports to Town Council and Planning and Zoning (P&Z) Board regarding rezoning and planned development district applications.
24. Administer, review and prepare/present staff reports to Town Council regarding quasi-judicial development requests, including special use permit applications and modifications to Land Development Ordinance requirements.
25. Manage overall Land Development Ordinance (LDO) amendment process, including review, preparation, and presentation of proposed amendments/staff reports to Town Council and P&Z Board.
26. Inspect new development during and after construction to ensure compliance with approved site and subdivision plans and applicable regulations.
27. Enforce approved development plans and all zoning regulations within the LDO through regular and/or unscheduled inspections, including responses to citizen complaints or inquiries.
28. Prepare notices and/or citations related to violations of the LDO and approved development plans, and conduct necessary follow-up to ensure resolution.
29. Review applications for sign permits, master sign plans, temporary uses and accessory uses.
30. Review requests for zoning verification letters, and research and prepare necessary documentation.
31. Administer Zoning Board of Adjustment cases including applications for variances, appeals and interpretations of decisions.

32. Review and process proposed plans for new development and modifications to existing development such as subdivisions, commercial, office and industrial developments and other physical development of properties within the Town limits and its Extraterritorial Jurisdiction (ETJ) to ensure compliance with relevant ordinances, policies and standards.
33. Process all citizen-initiated annexations of properties associated with rezonings, development plans, or individual residential lots.
34. Prepare policies and procedures related to land use regulations.
35. Maintain database of all development plans, rezonings and related data, and prepare monthly reports of development activity.
36. Administer the Land Development Ordinance, Site Design Guidelines, Community Appearance Manual and all other zoning and site design requirements while reviewing rezoning and development plan applications, responding to customer inquiries, and conducting enforcement activities.
37. Respond to citizen and development-related inquiries regarding specific rezoning, development plan and other zoning-related permit applications, including understanding and mitigating issues/concerns within parameters established by regulations.
38. Conduct research and attend professional training opportunities to keep informed of emerging trends and techniques in the development industry.
39. Maintain consistent and accurate communication with other departments, developers and citizens involved in the development review and compliance processes.

## FY 2016 Accomplishments

- Completed Phase III of Imagine Cary to update the Cary Community Plan. Phase Three consisted of drafting the 10 chapters of the plan document and obtaining council approval to hold community meetings on the Plan.
- Initiated, completed and adopted Round 30 LDO amendments pertaining to transportation system requirements.
- Completed Round 31 LDO amendments pertaining to: buffer and tree protection enforcement; auto restoration use; development standards for low density residential development; connectivity; and various technical and minor amendments.
- Completed Round 33 LDO amendments pertaining to: legislative changes (aesthetic controls, protest petitions, privilege licenses, bona fide farms, and performance guarantees); quasi-judicial hearings for site plans; perimeter buffers in the Town Center; and various minor and technical amendments.
- Initiated and processed, through the Planning and Zoning Board recommendation, Round 34 LDO amendments pertaining to: development plan and plat approval processes; telecommunication facilities; champion trees; Thoroughfare Overlay District; Office/Research and Development District; and various technical and minor amendments.
- Prepared initial draft of revised sign ordinance.

## Key Performance Objectives

- Increase the community participation rate (defined as the percentage of affected citizens who participate) at plan public meetings.
- Ensure that 100% of development plan reviews are delivered according to published schedule.
- Ensure that 100% of the initial development plans receive site visits.
- Ensure that the GIS database is maintained at a minimum 95% accuracy level.
- Increase the efficiency of employees to access data and information needed to meet department objectives.
- Establish specifications for the submittal of digital maps related to site plans.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| % of plans reviewed on schedule | 90% | 90% | 70% |
| % of accuracy of GIS databases | 98% | 98% | 98% |
| % of development plans receiving a site visit | 85% | 35% | 25% |

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Zoning Complaints investigated | 321 | 260 | 290 |
| Zoning violation cases | 30 | 20 | 24 |
| Zoning citations | 2 | 2 | 2 |
| Zoning compliance permits | 7 | 8 | 8 |
| Minimum Housing Complaints investigated | 66 | 69 | 70 |
| Board of Adjustment cases | 29 | 30 | 30 |
| Variance pre-application conferences for ZBOA and Director Modifications | 40 | 53 | 50 |
| Accessory Use permits issued | 68 | 55 | 61 |
| Temporary Use permits issued | 158 | 104 | 131 |
| Permanent Sign permits issued | 494 | 374 | 434 |
| Temporary Sign permits issued | 97 | 87 | 92 |
| Zoning Verification Letters issued | 133 | 87 | 110 |
| Acres annexed | 406 | 559 | 500 |
| Annexation Petitions processed | 28 | 22 | 24 |
| Rezoning pre-application conferences | 59 | 65 | 60 |
| Development Plan reviews | 384 | 319 | 450 |
| Development Plan pre-application conferences | 130 | 150 | 165 |
| Minor Alteration reviews | 283 | 290 | 300 |
| Final subdivision plats reviewed | 156 | 164 | 160 |
| Number of residents who participated in a comprehensive planning effort or project | 3,473 | 400 | 4,000 |
| GIS tables maintained | 57 | 60 | 60 |
| Number of data audits | 12 | 12 | 12 |
| GIS analysis projects completed | 77 | 75 | 75 |

## Activity History

| Fund Number: 10-5505<br>Activity | Actual<br>FY 2013 | Actual<br>FY 2014 | Actual<br>FY 2015 | Estimated<br>FY 2016 | Budget<br>FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $2,209,350 | $2,163,543 | $2,112,692 | $2,436,459 | $2,484,373 |
| Operations & Maintenance | $602,252 | $414,021 | $390,349 | $404,843 | $181,706 |
| Capital Outlay | $0 | $16,921 | $0 | $0 | $0 |
| **Total** | **$2,811,602** | **$2,594,485** | **$2,503,041** | **$2,841,302** | **$2,666,079** |
| Authorized FTEs | 26 | 22 | 24 | 24 | 25 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- A new Planner position is included in the FY 2017 budget to address increasing review times for major site plans, rezonings, and minor alterations that have generated developer complaints and difficult providing service to internal customers.

# AFFORDABLE HOUSING PROGRAM

Additional information about the Affordable Housing Program may be obtained by visiting the Town's website at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned and Livable Community** | |
| Provides a safe environment that promotes, supports and sustains clean and visually appealing neighborhoods that are welcoming, secure and provide quality housing options that meet the community's needs and reinforce its identity and character | 4,5 |
| Promotes and encourages strategically planned, well-designed, well-constructed and sufficiently regulated mixed use development of vibrant residential, commercial and downtown areas | 1,2,3,5,6 |
| Collaboratively encourages and provides a variety of community events, quality educational opportunities, leisure-time activities, and a vibrant downtown that are safe and contribute to the economic and social well-being of the community | 6 |
| **Economic Vitality and Development** | |
| Encourages and supports the attraction, retention and growth of diverse and sustainable businesses that contribute to the community's economy and stimulate job growth | 2,6 |
| Facilitates business development through community partnerships, incentives and efficient, "business-friendly" processes | 6 |
| Promotes and invests in strategically planned, appropriately balanced, future-focused and sustainable development and re-development that provides for a thriving community and revitalized downtown | 6 |
| Promotes itself as a safe, attractive, home town environment, offering quality housing choices and a variety of activities and amenities that offer a premier quality of life to a broad spectrum of people | 1,2,3,4,5 |
| **Effective Transportation and Mobility** | |
| Collaboratively plans for the mobility needs of the community | 3,4 |
| **Reliable, Sustainable Infrastructure** | |
| Collaboratively plans and develops adequate infrastructures systems that meet the capacity needs of the community's growth | 3,5,6 |
| Plans for responsible growth and community sustainability through energy efficiencies, resource conservation and respect for environmental impacts | 1,2,3,4 |
| **Safe Community** | |
| Protects and provides for the physical and environmental health of the built and natural environment of the community | 1,2,3,4,5 |
| Promotes and sustains a clean, well-designed, properly regulated and visually attractive community | 4 |

## Goals and Initiatives

1. Administer the affordable housing program.
2. Administer the Community Development Block Grant (CDBG) program.

3. Prepare recommendations and oversee new or revised practices, policies, ordinances or programs related to housing and community development.
4. Support multi-department efforts to improve declining neighborhoods.
5. Prepare reports and plans to address Cary's housing needs.
6. Seek innovative funding sources such as the HUD Section 8 program to support key downtown developments.

## FY 2016 Accomplishments

- Prepared the FY 2017 Annual Action Plan to receive $901,000 in federal funds and reprogrammed funds carried over from previous years.
- Prepared the Consolidated Annual and Performance Evaluation Report on 20145 CDBG activities.
- Rehabilitated nine homes with major repairs through the Housing Rehabilitation Program.
- Provided CDBG funds for nonprofit community support agencies in Cary (Dorcas Shop Ministries,
- and White Oak Foundation.)
- Provided CDBG funds for nonprofit housing providers (The Carying Place, the Tammy Lynn Foundation, Habitat for Humanity and Resources for Seniors) which resulted in 14 additional affordable housing units.
- Awarded two grants through the Neighborhood Improvement Matching Grant program.
- Continued enforcement of the Minimum Housing Code and demolished 214 Trackers Rd.

## Key Performance Objectives

- Meet the housing performance measures established in the Affordable Housing Plan.
- To the extent allowed by funding, implement the Town of Cary housing rehabilitation program to provide financial assistance to lower-income owners of older properties within the Town limits.
- Implement the housing, public infrastructure, and economic development projects contained in the FY 2016 CDBG Annual Action Plan while complying with all federal regulations.
- Make adjustments to Cary's affordable housing programs, with focus on performance targets, concentration issues and location goals.
- Enforce the Minimum Housing Ordinance.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| % of housing funds expended in same fiscal year budgeted | 90% | 92% | 90% |
| % of CDBG funds expended in same fiscal year budgeted | 90% | 92% | 90% |
| % of affordable housing targets achieved | 50% | 40% | 50% |

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Number of housing units rehabilitated with housing funds | 5 | 9 | 5 |
| Number of new affordable housing strategies implemented | 1 | 0 | 0 |
| Number of previously-implemented affordable strategies carried forward an additional year | 8 | 9 | 9 |
| Number of affordable housing units committed as a result of Town actions | 3 | 14 | 34 |
| Amount of state, county, federal funds secured for affordable housing | $504,385 | $533,648 | $556,679 |

## Activity History

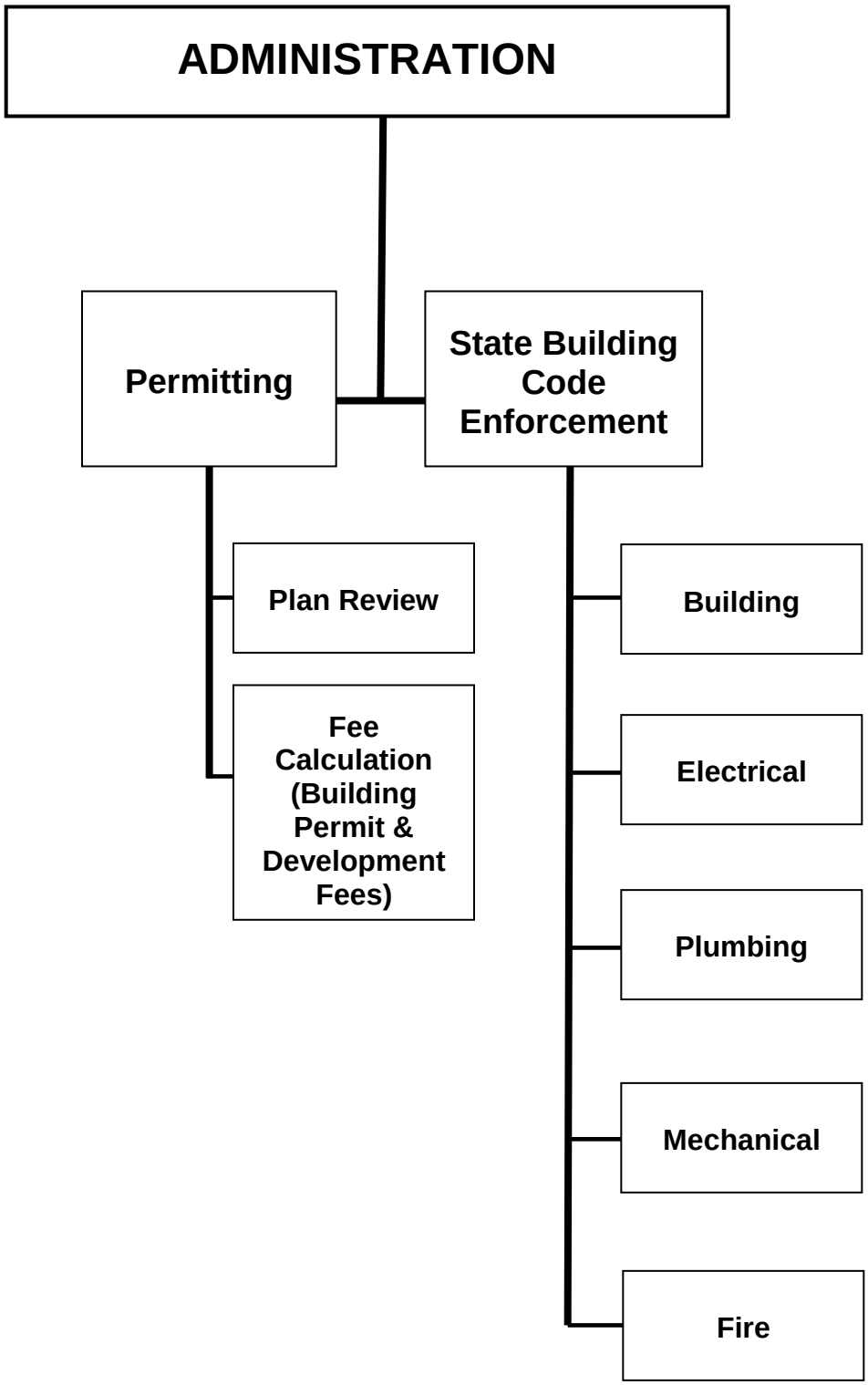
Fund Number: 056-5507

| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $86,255 | $89,625 | $189,554 | $190,548 | $201,813 |
| Operations & Maintenance | $2,867 | $3,097 | $3,312 | $9,820 | $9,167 |
| Capital Outlay | $0 | $0 | $0 | $0 | $0 |
| Other | $185,199 | $0 | $0 | $0 | $0 |
| **Total** | **$274,321** | **$92,722** | **$192,866** | **$200,368** | **$210,980** |
| Authorized FTEs | 1 | 1 | 2 | 2 | 2 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- There are no significant budget and /or service level changes in FY 2017.

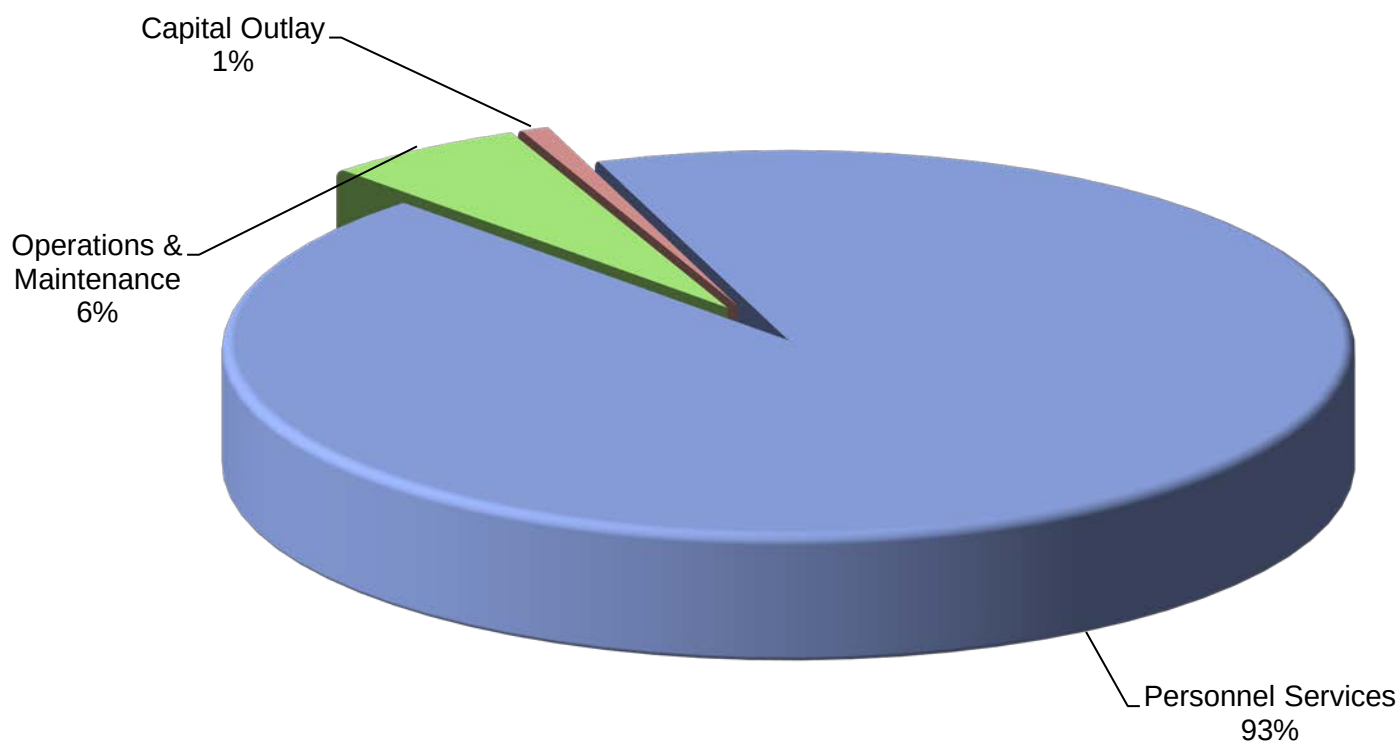
# INSPECTIONS AND PERMITS DEPARTMENT



# INSPECTIONS AND PERMITS DEPARTMENT SUMMARY

## MISSION STATEMENT

The primary mission of the Inspections and Permits Department is to enhance the quality of life for all citizens of Cary by providing for their health, safety and welfare through the effective and efficient administration and enforcement of the North Carolina State Building Code and applicable local ordinances. The department will promote customer satisfaction by serving as a liaison between local government and the Cary construction community while ensuring that a service oriented, professional atmosphere is always present. All employees will strive to develop the best building inspection program in the State of North Carolina.



# INSPECTIONS AND PERMITS DEPARTMENT

Additional information about the Inspections and Permits Department may be obtained by calling Ken Hawley, Interim Director of Inspections and Permits, at (919) 469-4057, through email at ken.hawley@townofcary.org, or by visiting the Town's website at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned and Livable Community** | |
| Provides a safe environment that promotes, supports and sustains clean and visually appealing neighborhoods that are welcoming, secure and provide quality housing options that meet the community's needs and reinforce its identity and character | 9, 10, 11, 12, 13, 14, 15 |
| Promotes and encourages strategically planned, well-designed, well-constructed and sufficiently regulated mixed use development of vibrant residential, commercial and downtown areas | 9, 10, 11, 12, 14 |
| Provides for the protection, preservation and renewal of its natural resource through effective waste management, recycling and mitigation of factors impacting the environment | 7 |
| Collaboratively encourages and provides a variety of community events, quality educational opportunities, leisure-time activities, and a vibrant downtown that are safe and contribute to the economic and social well-being of the community | 15 |
| Fosters a sense of community through citizen involvement, participation, and education | 1, 14 |
| **Economic Vitality and Development** | |
| Encourages and supports the attraction, retention and growth of diverse and sustainable businesses that contribute to the community's economy and stimulate job growth | 7, 11, 14 |
| Facilitates business development through community partnerships, incentives and efficient, "business-friendly" processes | 8, 14 |
| Promotes and invests in strategically planned, appropriately balanced, future-focused and sustainable development and re-development that provides for a thriving community and revitalized downtown | 8, 7, 8, 11 ,12, 13 |
| Promotes itself as a safe, attractive, home town environment, offering quality housing choices and a variety of activities and amenities that offer a premier quality of life to a broad spectrum of people | 8, 11, 12, 13, 14, 15 |
| **Reliable and Sustainable Infrastructure** | |
| Continually invests in building and improving a well-designed, well-maintained, transportation system of safe and sustainable streets, sidewalks and bridges | |
| Ensures town facilities, parks, greenways and public spaces are safe, clean, attractive, structurally sound and well cared for | 11. 12, 13 |
| Plans for responsible growth and community sustainability through energy efficiencies, resource conservation and respect for environmental impacts | 7 |

| Safe Community | |
|---|---|
| Fosters a feeling of personal safety through a visible, responsive public safety presence and by proactively focusing on prevention and safety education | 14, 15 |
| Protects and provides for the physical and environmental health of the built and natural environment of the community | 8, 11, 14 |
| Promotes and sustains a clean, well-designed, properly regulated and visually attractive community | 8, 9, 10, 11, 12, 13, 14, 15 |

## Goals and Initiatives

Administration

1. Monitor results of ongoing customer feedback instruments to identify trends and opportunities.
2. Maintain and update an ongoing employee technology training program.
3. Look for opportunities to provide continuing education opportunities for code officials in-house.
4. Track and analyze building and permitting activities to identify trends and develop information that will be useful in making decisions.
5. Develop web-based tools that will support the department's effort to provide an easy and efficient customer experience.
6. Monitor and facilitate changes to the NC Building Codes as adopted by the state, with particular attention to staff training and public education on all new and/or altered requirements.
7. Support the Town's sustainability initiatives and look for ways to facilitate customer paths to green building and equipment where possible.

Permitting and Plan Review

8. Process construction and development related permits including building permits, electrical permits, plumbing permits, mechanical permits, fire permits in accordance with the state building code and local ordinances, completely, efficiently, and expeditiously.
9. Review construction plans to ensure that structures meet the setback requirements as noted by Town ordinance.
10. Monitor and enhance when practical the residential SPOT plan review program.

State Building Code Enforcement

11. Perform inspections of residential and commercial buildings and structures before, during and after construction in a thorough and efficient manner.
12. Ensure compliance with the North Carolina State Building and Fire Code and the applicable sections of the Town of Cary Code of Ordinances.
13. Conduct routine fire inspections within the state mandated time frame for commercial occupancies.
14. Consult with design professionals, builders, subcontractors and property owners on code related issues and offer assistance with the construction process.
15. Facilitate proactive customer service to the TCAP area through the efforts of the Downtown Building Permit Inspections Team.

## FY 2016 Accomplishments

- All staff completed continuing education training on the North Carolina State Building Code. Several hours of the required training were completed via state approved in-house seminars led by qualified staff.
- Participated in community outreach through various events such as Spring Daze, Lazy Daze, and Building Safety Month.
- Updated survey instrument to include all the development process. Continued to collect customer feedback through an online customer satisfaction survey focusing on building permit and inspection services provided by the department. As of February 2016, the department has received an overall average score of 8.3 out of 9 (B+ on the Town's grading scale) for FY16.
- Launched the "Who's my Inspector" webpage, which allows customers to identify and call their assigned inspector via the web each morning.

- Helped launch the Town's open data portal, publishing real time permitting and inspection data on the web
- Replaced inspectors flip phones with smart phones to realize gains in efficiency and effectiveness.
-

## Key Performance Objectives

- Maintain an average inspection approval rate of 75% or more.
- Conduct all building construction inspections within 24 business hours of request.
- Perform all initial plan reviews within the time prescribed by the department's turnaround guidelines.
- Comply 100% with the state fire code inspection schedule.
- Participate in at least one community outreach event per quarter (or four annually).

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| % of total inspection requests that are approved | 72% | 73% | 75% |
| % of scheduled inspections conducted within 24 hours | 99% | 99% | 99% |
| % of initial plan reviews completed within prescribed time | | | |
| -New commercial buildings | 84% | 89% | 90% |
| -Commercial fit-ups | 83% | 90% | 90% |
| -New detached single-family dwellings | 89% | 88% | 89% |
| -New attached single-family dwellings (townhomes) | 84% | 88% | 89% |
| Number of community events attended | 7 | 4 | 4 |

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Number of Permits Issued | 7,621 | 8,349 | 7,985 |
| -New Residential | 958 | 1,007 | 982 |
| -New Non-residential | 53 | 41 | 47 |
| -Other (Additions/Alterations, Individual Trade Permits) | 6,610 | 7,301 | 6,956 |
| Number of re-inspections | 25,414 | 25,283 | 25,348 |
| Number of inspections performed | 67,483 | 70,260 | 68,871 |
| Residential certificates of occupancy (CO) issued | 1,044 | 1,095 | 1,070 |
| Total construction value (in millions) | $485 | $453 | $469 |
| State fire code inspection schedule compliance | 100% | 100% | 100% |

## Activity History

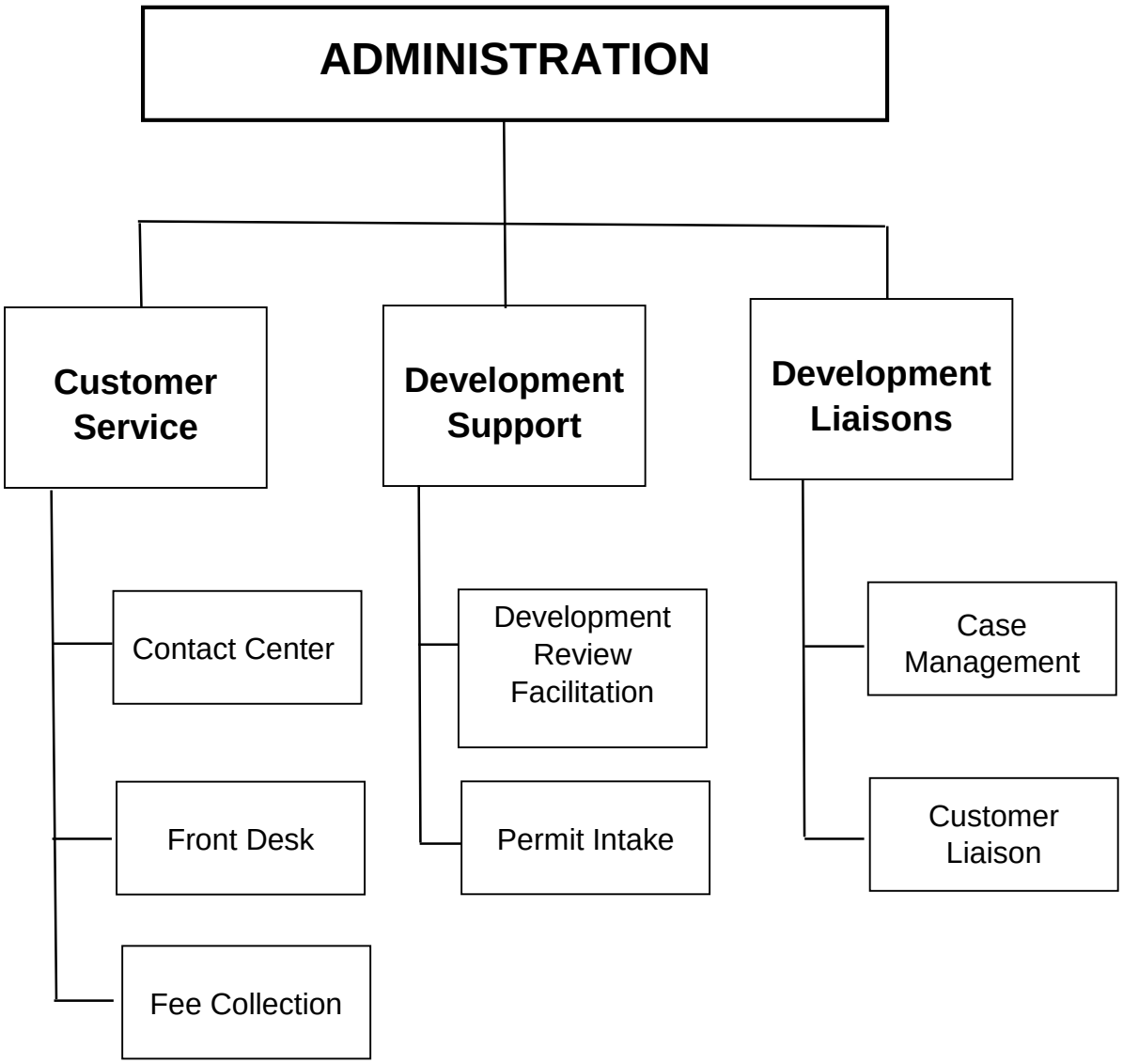
Fund Number: 10-5510

| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $3,618,995 | $3,332,900 | $3,799,490 | $4,111,790 | $4,357,009 |
| Operations and Maintenance | $206,618 | $208,938 | $210,769 | $288,929 | $269,837 |
| Capital Outlay | $0 | $0 | $53,734 | $56,463 | $37,482 |
| **Total** | **$3,825,613** | **$3,541,838** | **$4,063,993** | **$4,457,182** | **$4,664,328** |
| Authorized FTEs | 43.625 | 39 | 42 | 43 | 43 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- No significant budget or service level changes in the FY17 budget.

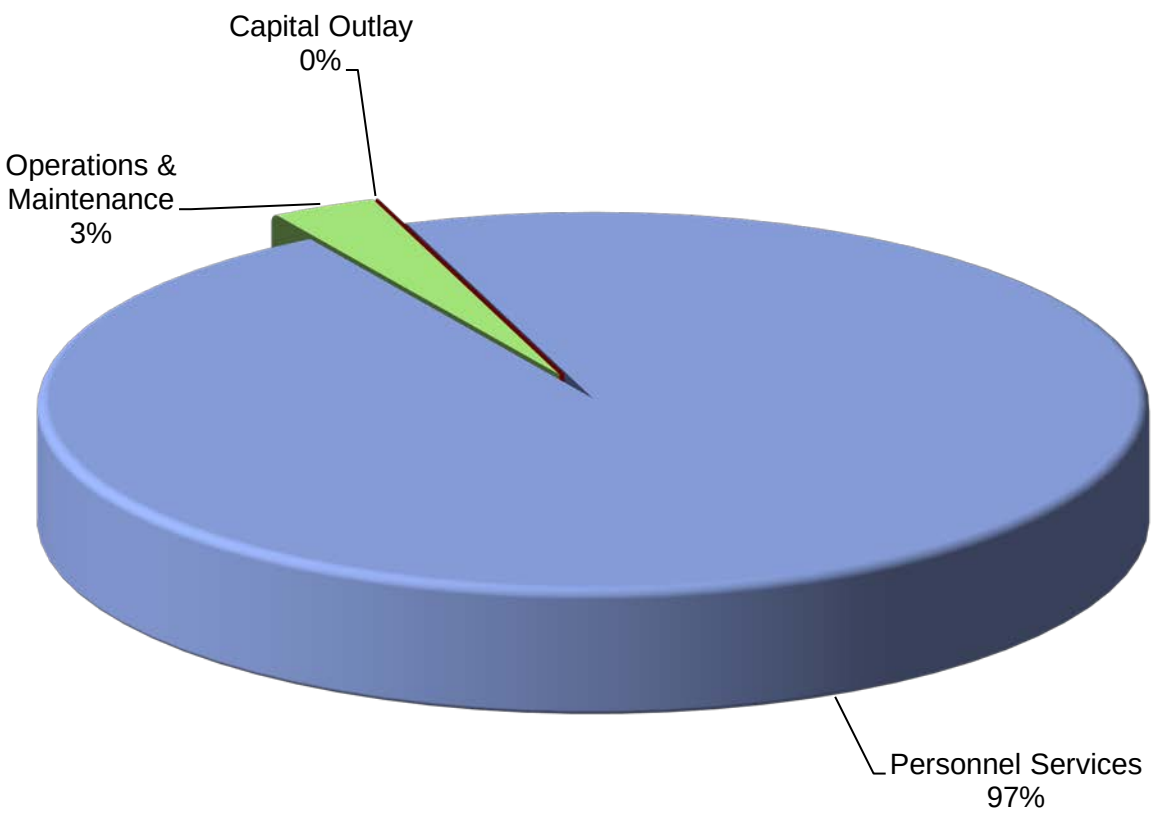
# DEVELOPMENT SERVICES DEPARTMENT



# DEVELOPMENT SERVICES DEPARTMENT

## MISSION STATEMENT

Our mission in the Development Services Department is to serve Cary's citizens and other partners involved in developing or building in Cary with a focus on the customer's total experience with the Town. We will respond to customers' development needs with accurate, quick, and friendly service and will offer customers a consistent presence throughout the lifetime of their projects—from start to finish. We will take a proactive approach to how we communicate and collaborate with those we serve to determine how we can best help them be successful.



# DEVELOPMENT SERVICES DEPARTMENT

Additional information about the Development Services Department may be obtained by calling Scot Berry, Director of Development Services, at (919) 469-4047, through email at scot.berry@townofcary.org, or by visiting the Town's website at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Economic Vitality and Development** | |
| Facilitates business development through community partnerships, incentives and efficient, "business-friendly" processes | 1- 4, 6, 9, 10, 13, 17, 18, 22 |
| **Safe Community** | |
| Protects and provides for the physical and environmental health of the built and natural environment of the community | 5, 9-19, 27 |
| **Good Governance** | |
| Provides assurance of regulatory and policy compliance to minimize and mitigate risk | All (1-29) |
| Enables and enhances openness and transparency by ensuring accountability, honesty, efficiency, best practices and innovation in all operations | 3, 4, 7, 12, 18 |
| Protects, manages and optimizes its financial, human, physical and technology resources | 7, 28 |
| Delivers responsive and courteous service to its internal and external customers, while ensuring timely and effective two-way communication | All (1-29) |

## Goals and Initiatives

Development Liaison

1. Help customers successfully navigate the development process, advising customers of potential pitfalls and obstacles along the way.
2. Serve as a primary point of contact within the Town throughout the life of assigned projects.
3. Facilitate effective communication and collaboration among departments and other agencies.
4. Facilitate conflict resolution and problem-solving on assigned projects.
5. Maintain expert knowledge of North Carolina State Building Code and Town of Cary Ordinance.
6. Develop and promote public engagement and educational opportunities for the development community and citizens.
7. Evaluate program scope and effectiveness.
8. Support all other efforts, missions, and goals of Planning and Inspections & Permits departments.

Development Customer Service Center (front desk)

9. Provide a centralized location for the submittal of applications, payments, point-of-contact, and distribution of permits for all development customers (i.e., "One-Stop-Shop" for development).
10. Process and issue certain "over-the-counter" permits for Planning and Inspections & Permits.
11. Support and facilitate the Inspections & Permits Department's Small Permit One-hour Turnaround (SPOT) program.
12. Collect fees accurately and maintain cash handling protocols and internal controls.
13. Identify, promote, and facilitate efficient permit application processes within the development services functional area.
14. Support all other efforts, missions, and goals of Planning and Inspections & Permits departments and the Town.

Development Customer Contact Center

15. Receive and answer all incoming customer phone calls.
16. Manage electronic and other communications for Planning and Inspections & Permits
17. Assist customers with general questions, providing accurate answers and ensuring the customer is referred to the appropriate staff, as needed.
18. Properly manage inspections scheduling for the development departments.
19. Support all other efforts, missions, and goals of Planning and Inspections & Permits departments and the Town.

Coordination of Services

20. Support and facilitate the implementation of software for development.
21. Support and facilitate the implementation of customer relationship management software for development.
22. Promote an efficient and effective workflow process for development activity, and work with Technology Services to ensure software supports those processes.
23. Facilitate information sharing across departments and agencies.
24. Review all forms, printed materials, and electronic media for consistency, accuracy, and ease of use.
25. Continue to develop Internet tools that will support the department's effort to provide quick and convenient service.
26. Review and revise departmental Communications Plan; assess its effectiveness.
27. Work with Business Systems Analyst to track and analyze development-related activities to identify trends and develop information that will be useful in making decisions.
28. Maintain and continue to develop regular employee technology training program to ensure full utilization of software and hardware resources available to the development departments.
29. Support all other efforts, missions, and goals of Planning and Inspections & Permits departments and the Town.

## FY 2016 Accomplishments

- Successfully reduced telephone wait times in the Development Contact Center
- Leveraged existing technology to more efficiently process and track citizen requests for development-related records
- Worked with Planning, Inspections and Permits, and other departments to examine and streamline processes where possible
- Completed work on a comprehensive resource guide for small businesses as part of a successful partnership with the Cary Chamber of Commerce
- Reached out to approximately 485 small businesses to offer Development Liaison services to help them understand and navigate development and construction processes

## Key Performance Objectives

- Meet or exceed expected application intake turnaround times (per each department's guidelines).
- Answer 100% of all telephone calls presented to the Customer Contact Center in a timely manner.
- Participate in at least one community outreach event per quarter (or four annually).

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| % of Planning submittals set-up within prescribed time | No data | No data | 100% |
| % of building permits set-up within prescribed time | 85% | 96% | 98% |
| % of incoming customer telephone calls abandoned | 12% | 8% | <8% |
| Average customer wait time on telephone (goal is 1 minute or less) | 2m 04s | 1m 32s | 1m |
| Number of community events attended | 4 | 5 | 4 |

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Number of Planning submittals | 1,691 | 1,619 | 1,651 |
| Number of building permit applications submitted (other than Online) | 5,060 | 5,387 | 5,495 |
| Number of building permit inspections scheduled (DSD staff + VRU only) | 45,382 | 45,725 | 46,640 |
| Number of zoning complaints entered | 318 | 241 | 246 |
| Number of cash receipt transactions | | | |
| Planning/Zoning | 1,888 | 1,908 | 1,946 |
| Building Permits | 5,541 | 5,120 | 5,222 |
| Other | -- | -- | -- |
| Total transactions | 7,429 | 7,028 | 7,168 |
| Total amount of cash receipts (other than online) | $21,924,386 | $17,928,267 | $18,286,832 |

## Activity History

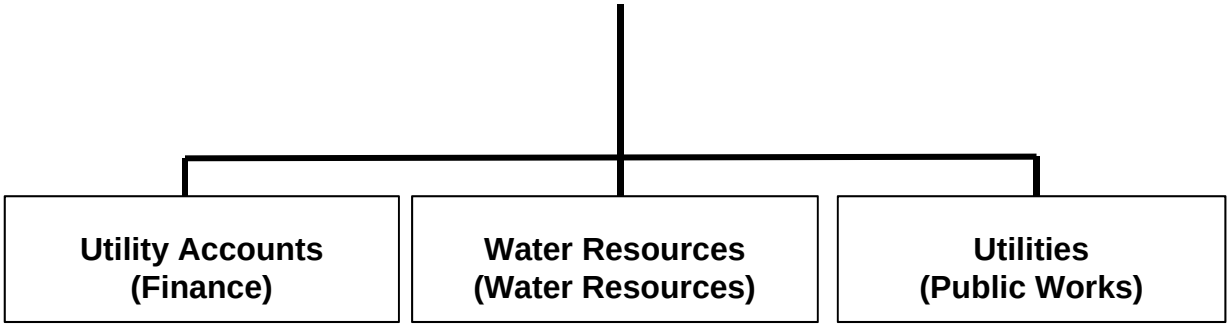
Fund Number: 10-5515

| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $0 | $403,992 | $785,671 | $976,586 | $1,304,838 |
| Operations and Maintenance | $0 | $9,114 | $78,546 | $51,798 | $42,014 |
| Capital Outlay | $0 | $0 | $0 | $0 | $0 |
| **Total** | **$0** | **$413,106** | **$864,217** | **$1,028,384** | **$1,346,852** |
| Authorized FTEs | 0 | 11.625 | 11.625 | 14 | 15 |

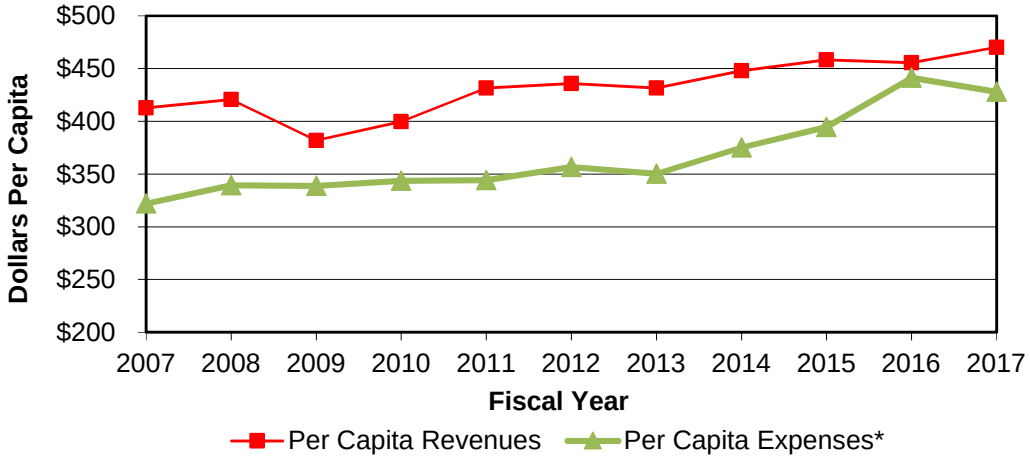
## Significant Budget and/or Service Level Changes Beyond Current Levels

- A new Development Liaison position is included in the FY 2017 budget to help improve overall customer service and the effectiveness of the development liaison program by allowing the liaisons to spend more time with business owners and developers to proactively assist with downtown and other small business projects.

# UTILITY FUND



# UTILITY FUND REVENUES AND EXPENSES PER CAPITA




| Fiscal Year | Per Capita Revenues | Per Capita Expenses* |
|---|---|---|
| 2007 | $413 | $322 |
| 2008 | $421 | $339 |
| 2009 | $382 | $339 |
| 2010 | $400 | $343 |
| 2011 | $431 | $344 |
| 2012 | $436 | $357 |
| 2013 | $432 | $350 |
| 2014 | $448 | $375 |
| 2015 | $458 | $395 |
| 2016 | $456 | $441 |
| 2017 | $470 | $428 |

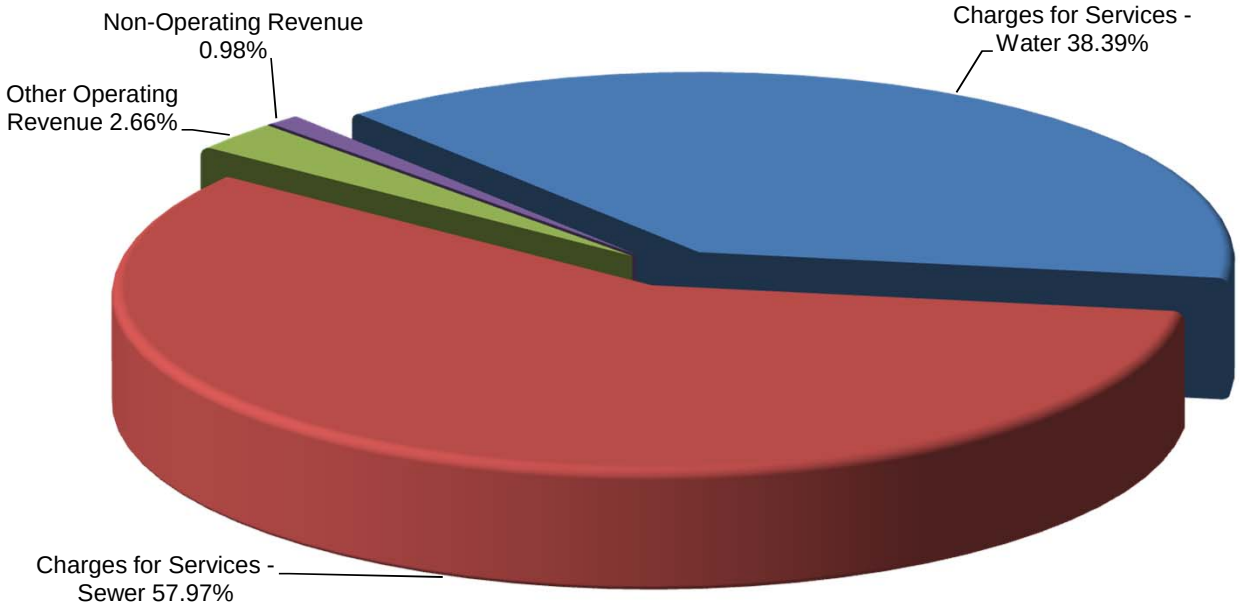
* Total Per Capita Expenses do not include Capital Transfers

The utility fund encompasses activities associated with providing water and sewer services to Town residents and other customers of the system. Over the eleven year period from FY 2007 through FY 2017, per capita revenues and expenditures have fluctuated moderately. In FY2009, the Town instituted a rate smoothing approach to help buffer the anticipated spikes in future years resulting from capital requirements. In FY 2017, a single family residence using 5,000 gallons a month will experience a 3.8% rate increase. Rate increases will average 3.73% from FY 2017 to FY 2024. Total customer count is expected to grow by 2% every year; however, total consumption is expected to remain relatively flat as customers have worked to conserve their water usage.

# TOWN OF CARY
# UTILITY FUND REVENUES
# BY SOURCE

| REVENUE TYPE | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 | % Change 2016/2017 |
|---|---|---|---|---|---|---|
| Charges for Services - Water | $22,840,149 | $22,960,520 | $25,673,777 | $26,911,174 | $28,525,778 | 6.0% |
| Charges for Services - Sewer | $36,482,463 | $39,405,330 | $40,353,360 | $40,891,187 | $43,079,272 | 5.4% |
| Other Operating Revenue | $1,900,904 | $2,103,578 | $2,234,114 | $1,951,328 | $1,974,886 | 1.2% |
| Non-Operating Revenue | $189,182 | $468,182 | $493,256 | $499,500 | $730,750 | 46.3% |
| | $61,412,698 | $64,937,610 | $68,754,507 | $70,253,189 | $74,310,686 | 5.8% |

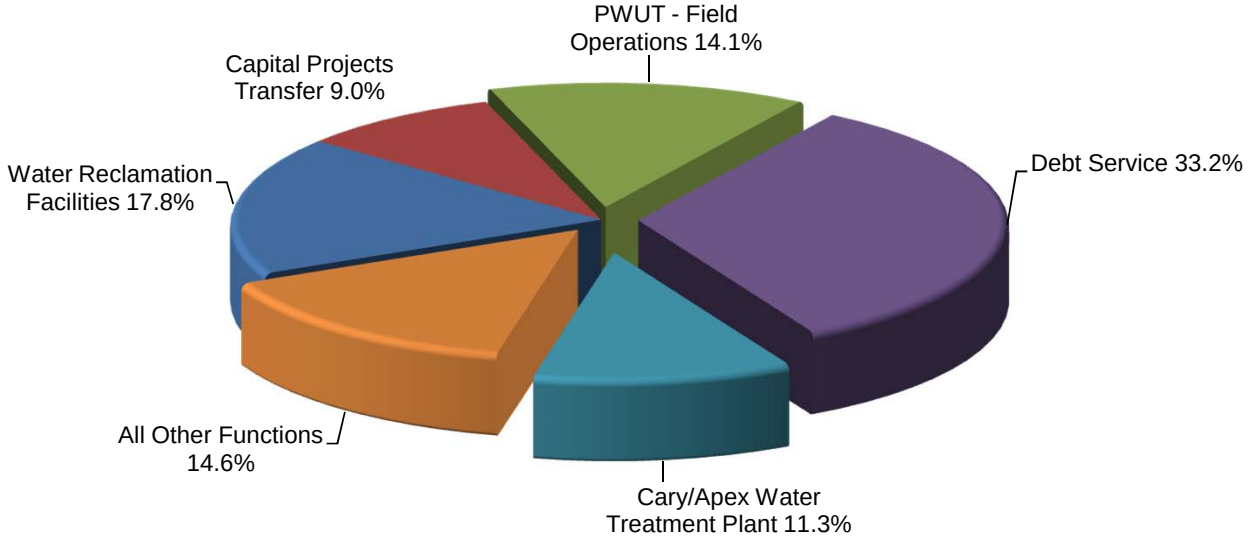
## FY 2017
## Utility Fund Revenue Sources



# TOWN OF CARY
# UTILITY FUND EXPENDITURES
# BY FUNCTION

| EXPENDITURE TYPE | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 | % Change 2016/2017 |
|---|---|---|---|---|---|---|
| Utility Accounts | $1,729,958 | $1,729,804 | $1,817,211 | $2,308,709 | $2,257,097 | -2.2% |
| PWUT - Administration | $1,477,965 | $1,133,387 | $652,520 | $749,876 | $802,915 | 7.1% |
| Cary/Apex Water Treatment Plant | $6,475,069 | $7,130,257 | $7,054,151 | $8,254,886 | $8,404,651 | 1.8% |
| Water Reclamation Facilities | $10,596,501 | $11,681,767 | $11,990,044 | $14,329,672 | $13,233,869 | -7.6% |
| Reimbursement from Apex | ($1,344,816) | ($1,625,315) | ($2,548,153) | ($2,677,089) | ($3,264,151) | 21.9% |
| Water Conservation | $352,380 | --- | --- | --- | --- | 0.0% |
| Water Resources | --- | $1,040,893 | $1,732,107 | $2,424,256 | $2,440,605 | 0.7% |
| PWUT - Facilities Management | --- | --- | $0 | $127,527 | $0 | -100.0% |
| PWUT - Field Operations | $7,674,000 | $8,127,485 | $9,660,920 | $10,029,246 | $10,488,821 | 4.6% |
| Systems Maint. & Pretreatment | $3,245,232 | $3,147,033 | $3,653,801 | $4,660,537 | $4,928,053 | 5.7% |
| Transfer to Sewer Capital Projects | $705,000 | $4,688,000 | --- | $3,790,688 | $4,337,488 | 14.4% |
| Transfer to Water Capital Projects | --- | $2,613,504 | $106,000 | $870,000 | $2,346,309 | 169.7% |
| Debt Service | $14,548,508 | $17,341,937 | $22,060,528 | $24,072,880 | $24,698,796 | 2.6% |
| Transfers to Capital Project Other | $38,290 | $53,988 | $166,271 | - | - | 0.0% |
| Indirect & Other Costs | $5,082,519 | $4,675,181 | $3,109,001 | $3,740,568 | $3,655,055 | -2.3% |
| TOTAL | $50,580,606 | $61,737,921 | $59,454,401 | $72,681,756 | $74,329,508 | 22.2% |

## FY 2017
## Utility Fund Expenditures



# UTILITY FUND SUMMARY

| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY16 | Adopted FY17 |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Water Fees - Retail | 22,036,250 | 18,117,257 | 20,714,305 | 22,605,788 | 23,497,713 |
| Water Wholesale Service | 123,797 | 170,662 | 156,265 | 168,177 | 141,254 |
| Bulk Water/Hydrants | 83,784 | 90,068 | 117,666 | 90,000 | 90,000 |
| Water Capacity-RDU/Morris./Chatham | 112,749 | 151,385 | 174,393 | 217,000 | 163,009 |
| Raw Water Sales | 140,530 | 143,210 | 149,027 | 163,800 | 143,970 |
| Reclaimed Water | 343,039 | 345,309 | 414,067 | 360,000 | 480,198 |
| Irrigation | --- | 3,942,629 | 3,948,054 | 3,306,409 | 4,009,634 |
| Subtotal Charges for Services-Water | 22,840,149 | 22,960,520 | 25,673,777 | 26,911,174 | 28,525,778 |
| Sewer Fees - Retail | 36,482,463 | 39,405,330 | 40,353,360 | 40,891,187 | 43,079,272 |
| Subtotal Charges for Services-Sewer | 36,482,463 | 39,405,330 | 40,353,360 | 40,891,187 | 43,079,272 |
| Water & Sewer Extension Permits | 4,200 | 4,000 | 4,800 | 5,000 | 3,917 |
| Utility Inspection Fees | 285,984 | 286,289 | 221,648 | 185,000 | 253,403 |
| Cross Connection Program Fees | 256,516 | 254,900 | 264,550 | 276,413 | 276,413 |
| Reconnection Fees | 102,366 | 115,914 | 113,328 | 133,320 | 114,621 |
| Late Payment Charge | 284,301 | 327,049 | 319,815 | 225,000 | 266,556 |
| Returned Check Charge | 3,325 | 2,810 | 2,475 | 3,500 | 3,040 |
| Connection Fees | 510,196 | 688,330 | 590,543 | 668,870 | 591,883 |
| New Account Service Charge | 202,446 | 222,602 | 220,230 | 220,916 | 227,543 |
| Re-installment Fees | 1,308 | 11,376 | 13,836 | 12,575 | 12,575 |
| Pretreatment Program Fees | 149,463 | 89,874 | 94,833 | 126,915 | 125,793 |
| Fats, Oils, Grease Fees | 65,165 | 68,610 | 73,370 | 70,325 | 69,719 |
| Biosolids Sales | 35,634 | 31,824 | 29,423 | 23,494 | 29,423 |
| Miscellaneous Revenues | --- | --- | 285,263 | --- | --- |
| Subtotal Other Operating Revenues | 1,900,904 | 2,103,578 | 2,234,114 | 1,951,328 | 1,974,886 |
| Subtotal Operating Revenues | 61,223,516 | 64,469,428 | 68,261,251 | 69,753,689 | 73,579,936 |
| Interest Earnings | 369,805 | 323,007 | 433,335 | 499,500 | 730,750 |
| Gain on Investments | (180,623) | 145,175 | 59,921 | --- | --- |
| Subtotal Non-Operating Revenues | 189,182 | 468,182 | 493,256 | 499,500 | 730,750 |
| **TOTAL REVENUES** | **61,412,698** | **64,937,610** | **68,754,507** | **70,253,189** | **74,310,686** |
| **EXPENDITURES** | | | | | |
| Finance - Utility Accounts | 1,729,958 | 1,729,804 | 1,817,211 | 2,308,709 | 2,257,097 |
| Public Works and Utilities Administration | 1,477,965 | 1,133,387 | 652,520 | 749,876 | 802,915 |
| Admin. Costs Paid to General Fund (GF) | 2,338,256 | 2,478,471 | 2,660,637 | 3,331,350 | 3,323,125 |
| Engineering Costs Paid to General Fund | 2,462,826 | 1,831,541 | --- | --- | --- |
| Reimb to Sm Claims, Work Comp & Health | 418,421 | 423,122 | 483,288 | 333,468 | 314,930 |
| Water Resources | --- | 1,040,893 | 1,732,107 | 2,424,256 | 2,440,605 |
| Water Conservation | 352,380 | --- | --- | --- | --- |
| Pretreatment | 318,466 | 288,835 | 361,519 | 395,595 | 419,815 |
| Facilities Management | --- | --- | --- | 127,527 | --- |
| Field Operations | 7,674,000 | 8,127,485 | 9,660,920 | 10,029,246 | 10,488,821 |
| Utility Systems Management | 2,926,766 | 2,858,198 | 3,292,282 | 4,264,942 | 4,508,238 |
| North Cary WRF | 6,840,198 | 7,321,353 | 5,267,960 | 5,856,267 | 4,595,439 |
| South Cary WRF | 3,525,723 | 3,656,395 | 4,017,376 | 4,554,205 | 4,643,046 |
| Cary/Apex Water Treatment Plant | 6,475,069 | 7,130,257 | 7,054,151 | 8,254,886 | 8,404,651 |

| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY16 | Adopted FY17 |
|---|---|---|---|---|---|
| Western Wake WRF | 230,580 | 704,019 | 2,704,708 | 3,919,200 | 3,995,384 |
| Reimbursement from Apex | (1,344,816) | (1,625,315) | (2,548,153) | (2,677,089) | (3,264,151) |
| Subtotal Departmental Expenditures | 35,425,792 | 37,098,445 | 37,156,526 | 43,872,438 | 42,929,915 |
| **NON-DEPARTMENTAL** | | | | | |
| Long-Term Debt Principal Payment | 7,243,293 | 7,944,664 | 10,609,664 | 11,840,108 | 12,069,399 |
| Interest Expense | 5,952,293 | 8,181,911 | 10,372,210 | 11,342,326 | 11,766,734 |
| Payment to GF (Open Space Debt Svc) | 961,710 | 946,012 | 918,229 | 890,446 | 862,663 |
| Payment to Other Gov'ts/Morrisville Debt | 391,212 | 269,350 | 160,425 | --- | --- |
| Subtotal Non-Departmental Expenditures | 14,548,508 | 17,341,937 | 22,060,528 | 24,072,880 | 24,698,796 |
| **TOTAL EXPENDITURES** | **49,974,300** | **54,440,382** | **59,217,054** | **67,945,318** | **67,628,711** |
| Miscellaneous Revenues | 60,931 | 50,373 | --- | --- | --- |
| Debt Issued as Bond Proceeds | 860,824 | 254,293 | 553,552 | --- | 600,000 |
| Proceeds from Sale of Assets | 19,916 | 16,355 | 41,123 | 10,000 | 10,000 |
| **Subtotal Other Proceeds** | **941,671** | **321,021** | **594,675** | **10,000** | **610,000** |
| Bond Issuance Costs & Expenses | 851,341 | 263,068 | 559,751 | 27,000 | 627,000 |
| Other Payments | (46,654) | --- | --- | 58,750 | --- |
| **Subtotal Other Expenditures** | **804,687** | **263,068** | **559,751** | **85,750** | **627,000** |
| Transfer to Sewer Projects | 705,000 | 4,688,000 | --- | 3,790,688 | 4,337,488 |
| Transfer to Water Projects | --- | 2,613,504 | 106,000 | 870,000 | 2,346,309 |
| Payment to Capital Project for Open Space | 38,290 | 53,988 | 166,271 | --- | --- |
| **Subtotal Capital Transfers** | 743,290 | 7,355,492 | 272,271 | 4,660,688 | 6,683,797 |
| **Total Transfers Out** | **606,306** | **7,297,539** | **237,347** | **4,736,438** | **6,700,797** |
| **TOTAL EXPENDITURES & TRANSFERS** | **50,580,606** | **61,737,921** | **59,454,401** | **72,681,756** | **74,329,508** |
| Finance Year-End Balance Sheet Entries* | **(31,431)** | **31,431** | **(26,442)** | **26,442** | **---** |
| **BALANCES** | | | | | |
| Beginning Fund Balance | 56,037,606 | 66,869,698 | 70,069,387 | 79,369,493 | 76,940,926 |
| Total Revenues | 61,412,698 | 64,937,610 | 68,754,507 | 70,253,189 | 74,310,686 |
| Beg. Fund Balance plus Revenues | 117,450,304 | 131,807,308 | 138,823,894 | 149,622,682 | 151,251,612 |
| | | | | --- | --- |
| **Total Expenditures & Transfers** | **50,580,606** | **61,737,921** | **59,454,401** | **72,681,756** | **74,329,508** |
| **ENDING FUND BALANCE** | **66,869,698** | **70,069,387** | **79,369,493** | **76,940,926** | **76,922,104** |

*The Finance Year-End Balance Sheet entries reflect journal entries made during year end close.
These adjustments represent prior year revenues and expenses expected to be realized in the next fiscal year.
These entries are included in these fund summaries so that ending fund balances match the financial system.

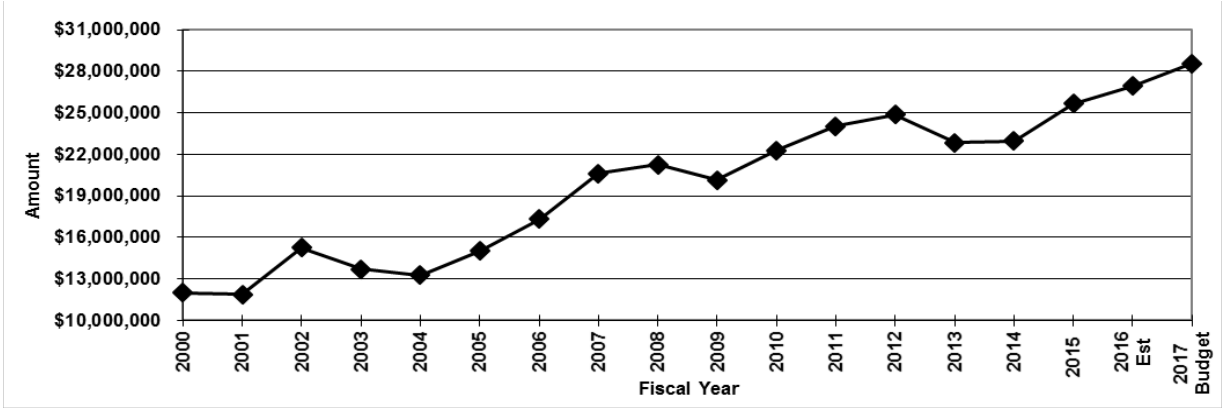
# REVENUE SOURCES AND TRENDS - UTILITY FUND

Total projected utility fund revenues for FY 2017 are $78,203,659, an increase of 3.76% from FY 2016 estimated revenues. Retail water and sewer charges comprise the majority (91.56%) of all utility fund revenues. The Town uses a tiered rate structure for residential customers that results in progressively higher rates as consumption levels increase. Irrigation customers are charged at the single family residential third tier rate to maintain consistency with the rate charged other customers for discretionary usage. The Town uses a rate model to estimate revenues for retail water, sewer, irrigation, and reclaimed water. The estimates for all other revenues discussed below are based on the average of several prior years' actual receipts

The FY 2017 Utility Fund budget assumes a rate increase that will, on average, increase the typical 5,000 gallon per month customer's utility bill by 3.8%. The increase in a customer's utility bill will be tied to increases in water and sewer retail fees. As part of the merger agreement with the Town of Morrisville's water and sewer system, merger related costs were recovered through rate differentials from FY 2007 through FY 2012. In FY 2013, Morrisville customers began paying the same rates as Cary customers.

Revenue sources in the utility fund are discussed below. There are also graphs showing 16 years of actual data, estimated FY 2016 revenues, and budgeted FY 2017 revenues for the two major revenue sources - water and sewer retail fees.

## Water Revenues




While total customer count is expected to grow annually, overall water consumption is projected to remain relatively flat as customers have worked to conserve their water usage. The primary drivers of this revenue source are the rate structure, forecasted water use, projected meter growth and weather conditions.

<u>Water Retail Fees = $23,497,713</u>

- The Town uses a consumption based tier rate structure to charge for retail water use. In FY 2017, revenues are budgeted to increase 3.95% over FY 2016 estimates based on the adopted rate increase.

<u>Water Wholesale Sales = $141,254</u>

- This revenue source is for the sale of water to the Raleigh-Durham Airport Authority. Water wholesale sales are driven by contracts with customers and revenues forecasted based on historical experience. In FY 2017, this revenue is budgeted to increase 16% from the FY 2016 estimate.

<u>Bulk Water/Hydrants = $90,000</u>

- This revenue source is from the sale of water taken directly from the Town's fire hydrants. These sales are usually to developers to hose down sites when construction is complete. This revenue is projected at the FY 2016 estimate.

Water Capacity Charges = $163,009

- This revenue source is based on the charges to the Town's wholesale water customers which include the Raleigh-Durham (RDU) Airport Authority and Chatham County. This charge covers the wholesale water customers' share of capital costs for the Town of Cary's water treatment facility and water intake structure. This revenue is budgeted to decrease 24.9% from the FY 2016 estimate.

Raw Water Sales = $143,970

- This revenue source is from raw water sales to Chatham County. Raw water sales are driven by costs at the Town's water intake structure and the volume of raw water pumped. This revenue is budgeted to decrease 12.1% from the FY 2016 estimate.

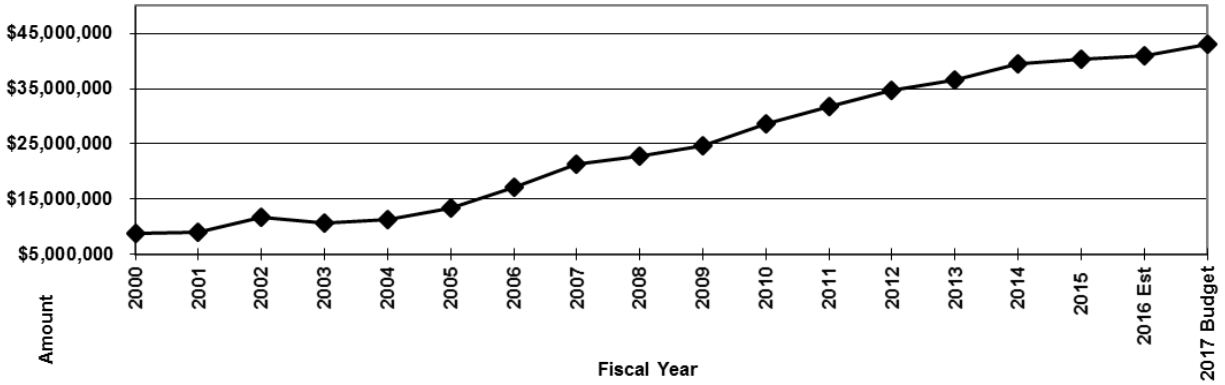
Reclaimed Water = $480,198

- The Town uses a consumption based tier rate structure to charge for reclaimed water use. This revenue is budgeted to increase 33.4% from the FY 2016 estimate based on trends in increased customer use of reclaimed water and increased rates.

Irrigation = $4,009,634

- The Town uses a consumption based tier rate structure to charge for irrigation water use. This revenue is budgeted to increase 21.3% from the FY 2016 estimate reflecting projected customer usage patterns and increased rates.

## Sewer Revenues




Sewer Retail Fees = $43,079,272

- The Town uses a consumption based tier rate structure to charge sewer retail fees. These fees are composed of a fixed charge based on meter size and a variable charge based on water consumption. In FY 2017, revenues are budgeted to increase 5.4% over FY 2016 estimates. The primary drivers of this revenue source are the rate structure, forecasted water use, projected meter growth and weather conditions.

## Other Revenues

Connection Fees = $591,883

- This revenue source is collected when the Town completes a sewer tap, water tap or installs a water meter. This charge is intended to cover the costs of the installation or connection. Fees are based on the size of the connection and paid at the time building permits are issued. This fee is paid only on in-fill construction and not for subdivision development. This revenue is budgeted to decrease 11.5% over the FY 2016 estimate.

New Account Service Charge = $227,543

- This fee is charged to new utility customers to partially defray the administrative costs of new account setup. This revenue is budgeted to increase 3% over the FY 2016 estimate.

Utility Inspection Fees = $253,403

- This revenue source includes sewer inspection fees, water inspection fees, water and sewer tap inspection fees and water extension fees. Water and sewer inspection fees are paid by developers for water and sewer inspections carried out on all construction for conformity with the Town's zoning and code regulations. Residential inspections are conducted prior to the fee being paid, as infrastructure is laid before lots are recorded. The revenue is received when the residential plat is submitted for review by the Town. For commercial development, water and sewer inspection fees are paid when the building permit is issued on a site plan. This revenue is budgeted to increase 37% over the FY 2016 estimate.

Reconnection Fees = $114,621

- This revenue source is for fees collected by the Town for the non-payment of utility bills. This revenue is budgeted to increase by 14% over the FY 2016 estimate.

Pretreatment Program Fees = $125,793

- This revenue source is for charges to sewer service users who exceed the Town's discharge limits. This revenue is budgeted to decrease by less than one percent from the FY 2016 estimate of $126,915.

Fats, Oils, and Greases (FOG) Program Fees = $69,719

- This revenue source is an annual fee that all food services establishments in Cary must pay. This fee recovers the Town's cost for sampling, site evaluation, compliance determination and documentation associated with the program. This revenue is budgeted to decrease by less than one percent from the FY 2016 estimate.

Sewer and Water Extension Permits = $3,917

- This revenue source represents payments from sewer and water permits issued where lines need to be extended. This revenue is budgeted to decrease by 21.7% from the FY 2016 estimates.

Late Payment Charge = $266,556

- This revenue source is for charges collected on overdue utility bills. This revenue is budgeted to increase 18.5% from the FY 2016 estimate.

Returned Check Charge = $3,040

- This revenue source is paid by utility customers who issue bad checks to the Town. This revenue source has slowly declined from $6,225 in FY 2010 to $4,525 in FY2011 and $3,550 in FY2012 as more citizens pay their utility bills with credit and debit cards. This revenue is budgeted to decrease 13.1% from estimated FY 2016 revenues.

Re-installment Fees = $12,575

- This revenue source is a fee levied when a Town employee must make more than one trip to set a water meter. This revenue is projected at the FY 2016 estimate.

Cross Connection Program Fees = $276,413

- This revenue source, approved in FY 2008, is part of the Town's cross connection control program where the Town of Cary contracts for the inspection of backflow devices and charges residential customers a flat $50 fee. This revenue is projected at the FY 2016 estimate.

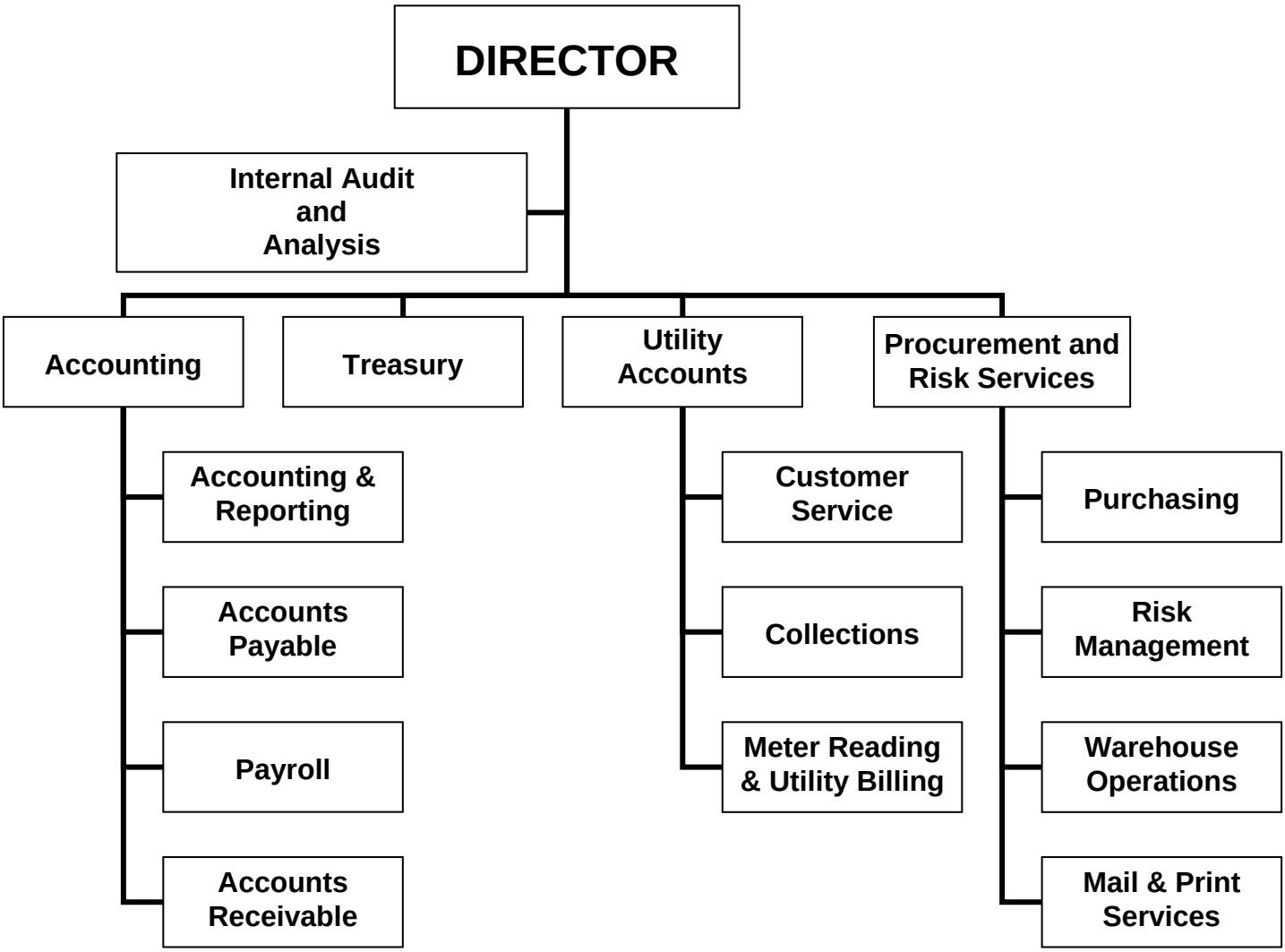
Interest Earned = $703,750

- This revenue source is interest earned on the portion of Town investments attributable to the utility fund. This revenue is budgeted to increase 46.3% over the FY 2016 estimate as the investment market rates rise.

Proceeds from Sale of Assets = $10,000

- This revenue source is generated by the sale of surplus vehicles and equipment that are no longer needed for utility fund operations. The money generated from these sales can vary dramatically based on which assets reach the end of their useful life in a given year. This revenue is budgeted to remain unchanged from the FY 2016 estimate.

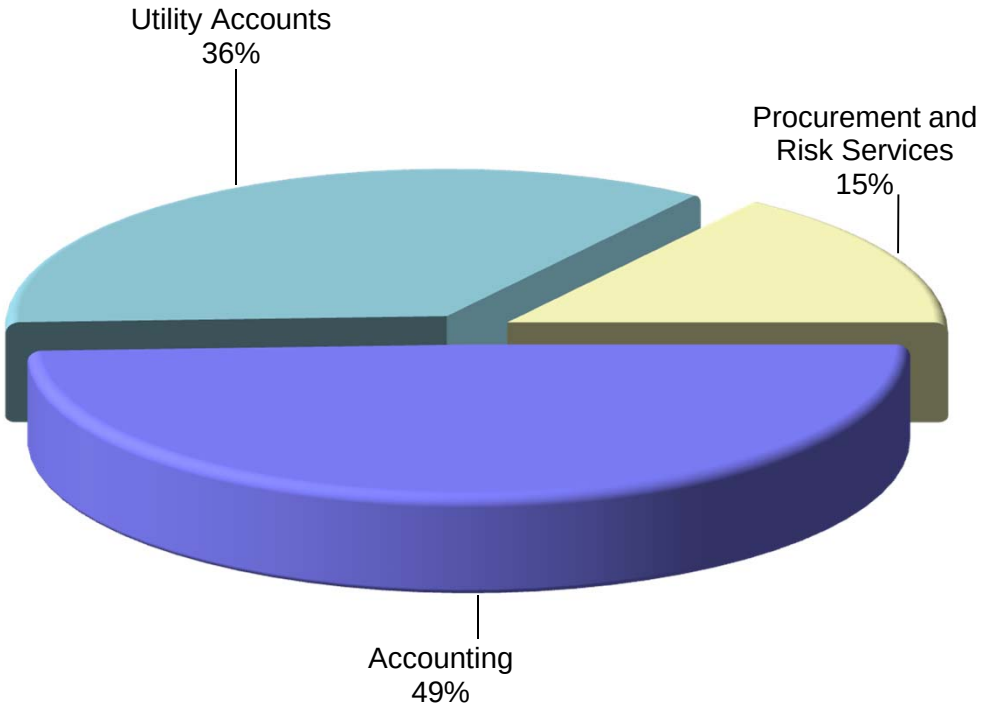
# FINANCE DEPARTMENT



# FINANCE DEPARTMENT SUMMARY

## MISSION STATEMENT

The Finance Department strives to provide quality service to all customers at the highest achievable levels of customer satisfaction through the continuing progress and contribution of its employees. The department will provide the citizen-customer with state-of-the-art financial management, financial reporting, and cost effective acquisition of goods and services for the Town government consistent with local, state and federal laws and governmental accounting and regulatory requirements.



# UTILITY ACCOUNTS DIVISION

Additional information about the Utility Accounts division of the Finance department may be obtained by calling Gregory Jenkins II, Financial Project Analyst, at (919) 380-4207, through email at gregory.jenkins@townofcary.org, or by visiting the Town's website at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Good Governance** | |
| Supports decision-making with timely and accurate short-term and long-range analysis | 4, 5 |
| Protects, manages and optimizes its financial, human, physical and technology resources | 2, 3, 9, 11, 12, 13 |
| Delivers responsive and courteous service to its internal and external customers, while ensuring timely and effective two-way communication | 1, 6, 7, 8, 10 |

## Goals and Initiatives

Customer Service and Utility Billing

1. Process customer requests and respond to inquiries regarding new accounts, utility billing, water usage, leak detection, water conservation, online services, payments and change in services for approximately 61,000 customers.
2. Establish and maintain customer accounts by collecting and maintaining accurate records so that utility customers can be billed for Town services including water, sewer and solid waste.
3. Bill approximately 61,000 customer accounts per month for water, sewer, solid waste and other miscellaneous Town services.
4. Compile accurate and complete customer records and consumption data for routine and ad hoc consumption and other data analysis.
5. Conduct analytical review of consumption, projected debt service, operational costs, and utility revenue to recommend annual utility rates.
6. Continue to be a Wake County Property Tax satellite location. Under the new Tax and Tag, the Town will no longer receive vehicle tax payments.

Meter Reading and Meter Data Management

7. Use Aquastar to read approximately 69,500 water, irrigation and reclaimed water meters for all locations that receive utility services from the Town.
8. Review Aquastar data to check for continuous or high usage which could be indicative of inadvertent water use.

Payments and Collections

9. Receive and post payments for utility bills, property taxes and other miscellaneous revenues via mail, telephone, on-line and in person.
10. Promote donations and direct customers to the OASIS utility assistance program.
11. Encourage and initiate customer bank draft authorizations.
12. Manage delinquencies and related service disconnections/reconnections.
13. Manage electronic receipts from bank draft, ebox and lockbox.

## FY 2016 Accomplishments

- Implemented new FY16 utility rates accurately and on schedule.
- Maintained monthly meter reading schedules on a consistent 30 day reading cycle.
- Enhanced monthly consumption reporting and analysis.
- Conducted data audits to ensure thorough and accurate billing.
- Developed and maintained a database that monitors unusual usage.

## Key Performance Objectives

- Ensure that 100% of all meters are read on a 28-30 day cycle.
- Ensure that 100% of all customers are billed within one day of the scheduled bill date.
- Process payments on day received.
- Ensure that no more than 8% of average receivables are greater than 60 days old.
- Maintain weekly disconnection of delinquent accounts to maximize collections.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| % meter reading completed no later than two days before scheduled bill date | 99% | 99% | 99% |
| % billing schedules met | 100% | 100% | 100% |
| % of average receivables over 60 days old | 6.1% | 6.5% | 6.0% |
| % payments processed on day received | 100% | 100% | 100% |

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Average no. of meters read per month | 66,101 | 67,750 | 69,500 |
| Average no. of customers billed per month | 58,000 | 59,000 | 61,000 |
| No. service orders processed per year | 35,000 | 32,250 | 35,000 |
| Average no. of payments processed per month | 56,700 | 57,500 | 58,000 |
| Average no. of phone calls handled per month | 7,400 | 7,500 | 8,000 |
| Average receivable balance | $5,500,000 | $5,875,000 | $6,000,000 |
| Average receivables over 60 days old | <$335,000 | <$385,000 | <$390,000 |

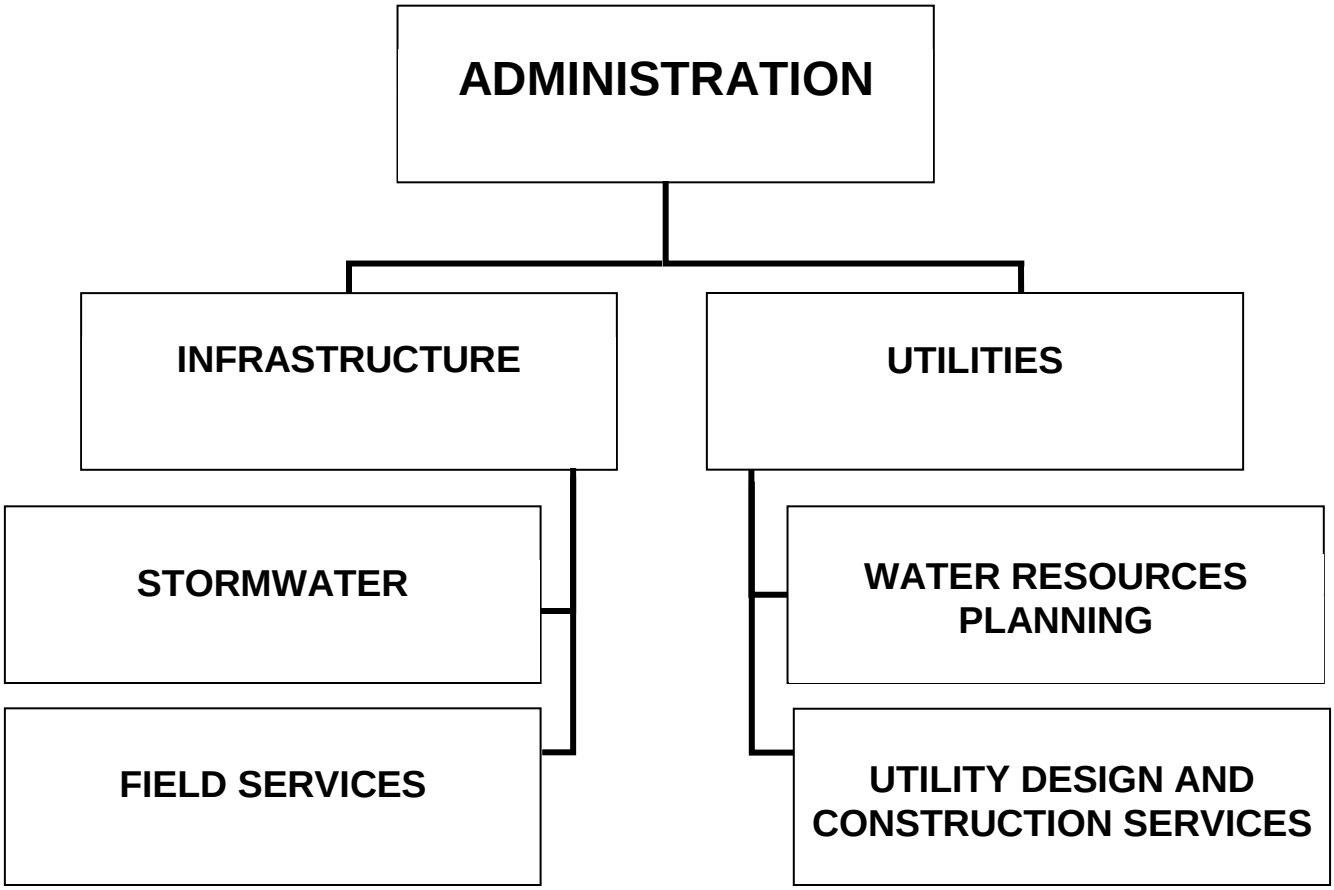
## Activity History

| Fund Number: 030-4440 | | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Actual | Estimated | Budget |
| Activity | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 |
| Personnel Services | $1,151,455 | $1,101,151 | $1,152,692 | $1,268,215 | $1,246,693 |
| Operations and Maintenance | $573,822 | $611,964 | $651,035 | $991,494 | $966,305 |
| Capital Outlay | $0 | $12,655 | $8,756 | $15,000 | $0 |
| Other | $4,675 | $4,033 | $4,728 | $34,000 | $34,000 |
| **Total** | **$1,729,952** | **$1,729,803** | **$1,817,211** | **$2,308,709** | **$2,246,998** |
| Authorized FTEs | 18.5 | 18.5 | 18.5 | 18.5 | 17.5 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- One vacant analyst position moved to the Town Manager's Office. This position will be incorporated into the strategic analysis and project management group.

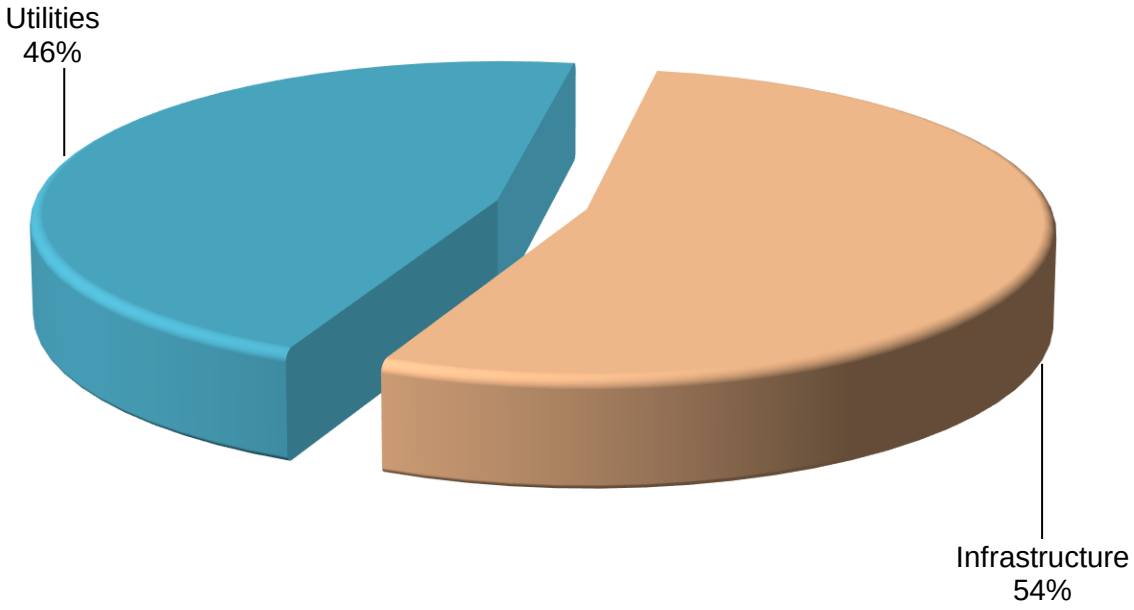
# WATER RESOURCES DEPARTMENT



# WATER RESOURCES DEPARTMENT SUMMARY

## MISSION STATEMENT

The primary mission of the Water Resources Department is to provide a well-designed, high-quality community through the development and implementation of water resource management, planning, policies, standards, ordinances, and infrastructure.  To accomplish this mission, we will be responsive, innovative, professional, and will strive for excellence in delivery of service to the public.



# WATER RESOURCES DEPARTMENT – UTILITY FUND

Additional information about the Water Resources Department may be obtained by calling Steve Brown, P.E., Director of Water Resources, at (919) 469-4030, through email at steve.brown@townofcary.org or by visiting the Town's website at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned and Livable Community** | |
| Provides for the protection, preservation and renewal of its natural resource through effective waste management, recycling and mitigation of factors impacting the environment | 1, 7 |
| Fosters a sense of community through citizen involvement, participation, and education | 4,10 |
| **Economic Vitality and Development** | |
| Provides, maintains and enhances its public infrastructure systems to support community expansion, support the effective delivery of services, preserve its resources and meet the needs of its residents, businesses and visitors | 1, 2, 3, 4, 6, 7, 8, 9, 10, 11, 13, 14 |
| **Reliable, Sustainable Infrastructure** | |
| Collaboratively plans and develops adequate infrastructures systems that meet the capacity needs of the community's growth | 1, 2, 3, 5, 6, 7, 8, 9, 10,11, 13, 14 |
| Designs, builds, and proactively maintains a reliable utility infrastructure that delivers a safe, clean water supply, controls stormwater drainage and effectively manages sewage treatment | 1, 2, 5, 6, 7, 8, 9, 10, 11, 13, 14 |
| Plans for responsible growth and community sustainability through energy efficiencies, resource conservation and respect for environmental impacts | 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14 |
| Provides for critical redundancies and responsive, timely, recovery of its infrastructure systems in the event of natural and man-made emergencies | 1, 2, 5, 7, 8, 10, 11, 13 |
| **Safe Community** | |
| Protects and provides for the physical and environmental health of the built and natural environment of the community | 1, 2, 9 |

## Goals and Initiatives

Water Resource Management

1. Provide leadership for programs that protect public health and the environment by providing a safe and reliable supply of water, and collecting and disposing of wastes in a safe, responsible and cost-effective manner.
2. Manage and plan for long range support of the Town's distribution, collection and treatment needs for potable water, reclaimed water, and wastewater.
3. Maintain and comply with Jordan Lake allocation and interbasin transfer requirements to meet long-term water supply and management needs.
4. Maintain a comprehensive approach to efficient water use by ensuring that all customers receive information and resources to empower them in using water conscientiously.
5. Manage water supply and meet water use reduction goals during times of water shortage.
6. Manage peak demand to help delay future water infrastructure expansions.
7. Implement, evaluate, and modify water management strategies to improve water supply reliability and meet the long term water supply needs of our community.

Business Planning

8. Conduct short and long range planning necessary to enhance our focus on key businesses as well as strategic issues that could affect future growth and operations.

Capital Improvements Projects

9. Provide or coordinate planning, surveying, design, project management and construction administration services for the Town's water utility capital improvements projects, including potable and reclaimed water distribution system projects, sanitary sewer collection system projects, and treatment plants.

Engineering Studies

10. Address community issues related to public infrastructure problems beyond routine maintenance with outcomes ranging from overall policy changes to unique solutions. Examples of investigations include utility service provision.
11. Evaluate efficiency, operation and future needs for the public infrastructure.
12. Develop a condition assessment program for buried utility infrastructure that optimizes resources required to cost-effectively maintain system function and reliability.

Development Activities

13. Provide planning and review for water and sanitary sewer systems through implementation of standard specifications or master plans.
14. Perform overall assessment of issues including water utility development agreements and the maintenance of water utility infrastructure records.
15. Administer Local Program for permitting Water, Sewer, and Reclaimed Water Extensions (NCDENR)

## FY 2016 Accomplishments

- Coordinate the planning, surveying, design, project management and construction services for a majority of the Town's utility capital improvement projects.
- Manage the implementation of our Interbasin Transfer (IBT) Certificate which will meet projected needs through 2045.
- Continued construction of the Phase III Expansion of the Cary Apex Water Treatment Plant.
- Continued next phase of sanitary sewer collection system rehabilitation, including several large diameter lines.
- Completed design of utility systems extensions to serve the Hollybrook subdivision.
- Provided utility engineering assistance for downtown redevelopment efforts.
- Continued engineering evaluation of water system pressure zones and storage tanks to meet future water distribution system needs.
- Completed construction of improvements to the Plumtree Way water storage tank, including modifications of pressure zone boundaries.
- Completed design of two new elevated water storage tanks.
- Completed construction of biosolids handling improvements at the South Cary WRF.
- Completed construction of Green Level Interceptor West Cary Odor Control Project.
- Completed construction of 15,600 feet of replacement water lines that had reached the end of their service life.
- Participated in the Triangle Water Supply Monitoring Project, marking 28 years of continuous monitoring of our water supply and its tributaries.
- Continued participation in the Jordan Lake Partnership with the City of Durham as the lead agency; the partnership completed the Triangle Regional Water Supply Plan and Phase II of the Jordan Lake Potable Water Interconnection Study.
- Continued to manage our application for additional Jordan Lake water supply storage allocation through the state's review process.
- Updated interlocal agreement with Morrisville for the ongoing management, growth and operation of the utility systems.

- The 5-year running average residential gallon per capita per day (gpcd) has stabilized in the mid-50s.
- Supported utility customer engagement through Aquastar, annual Fix a Leak Week and Beat the Peak campaigns, and other public education and outreach efforts.

## Key Performance Objectives

- Begin design on all projects the same fiscal year funding is allocated.
- Ensure project bids received are within 5% of the engineer's post-design estimate.
- Ensure that final construction cost of capital improvements projects is within 5% of the bid cost for items in the original scope of work.
- Ensure total project cost is within 15% of the original budget.
- Ensure that the Town of Cary is compliant with all Jordan Lake water supply allocation and IBT certificate requirements and obtain increases/modifications when necessary to meet future needs.
- Increase efficiency and effectiveness of water resources public education and outreach efforts.
- Represent Cary in regional partnerships and collaborative efforts related to water resources.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Percent of bids received for which engineer's post-design estimate is within 5% of bid prices received | 80% | 90% | 90% |
| Percent of projects with change orders less than 5% | 86% | 100% | 95% |
| Percent of completed projects for which pre-design budget estimate is within 15% of total project cost | 100% | 100% | 100% |
| Percent of CIB* projects started design within FY funded | 100% | 100% | 100% |
| Compliance with Interbasin Transfer certificate conditions | 100% | 100% | 100% |

* CIB refers to the Capital Improvements Budget

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Number of CIB project construction bids | 16 | 10 | 20 |
| Number of CIB projects completed | 20 | 27 | 22 |
| Value of CIB projects completed | $86,375,322 | $153,628,000 | $91,977,000 |
| Number of Water Resources Utility CIB projects funded | 20 | 35 | 24 |
| Value of Water Resources CIB projects funded | $15,799,700 | $51,766,700 | $26,685,431 |
| Condition assessment performed on sanitary sewer lines (linear feet) | 24,000 | 3,000 | 18,000 |
| Sanitary sewer lines rehabilitated/repaired (linear feet / inch-diameter miles) | 23,400 / 44 | 1,100 / 4 | 17,000/70 |
| Utility Pipelines added to system through development (Linear feet of water, sewer, and reclaimed) | 179,000 | 200,000 | 200,000 |
| Number of development plan reviews | 114 | 140 | 120 |
| Number of development plans constructed | 75 | 64 | 55 |
| Number of residential accounts reached with water conservation targeted mailings-postcard/Block Leader Program | 53,500 / 7,500 | 54,500 / 7,500 | 55,500 / 7,500 |

## Activity History

| Fund Number: 030-3500<br>Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $0 | $766,306 | $1,580,157 | $1,765,642 | $2,053,522 |
| Operations and Maintenance | $0 | $72,019 | $324,210 | $643,607 | $387,083 |
| Capital Outlay | $0 | $0 | $0 | $21,650 | $0 |
| **Total** | **$0** | **$838,325** | **$1,904,367** | **$2,424,256** | **$2,440,605** |
| Authorized FTEs | 0.00 | 14.50 | 14.50 | 15.625 | 17.625 |

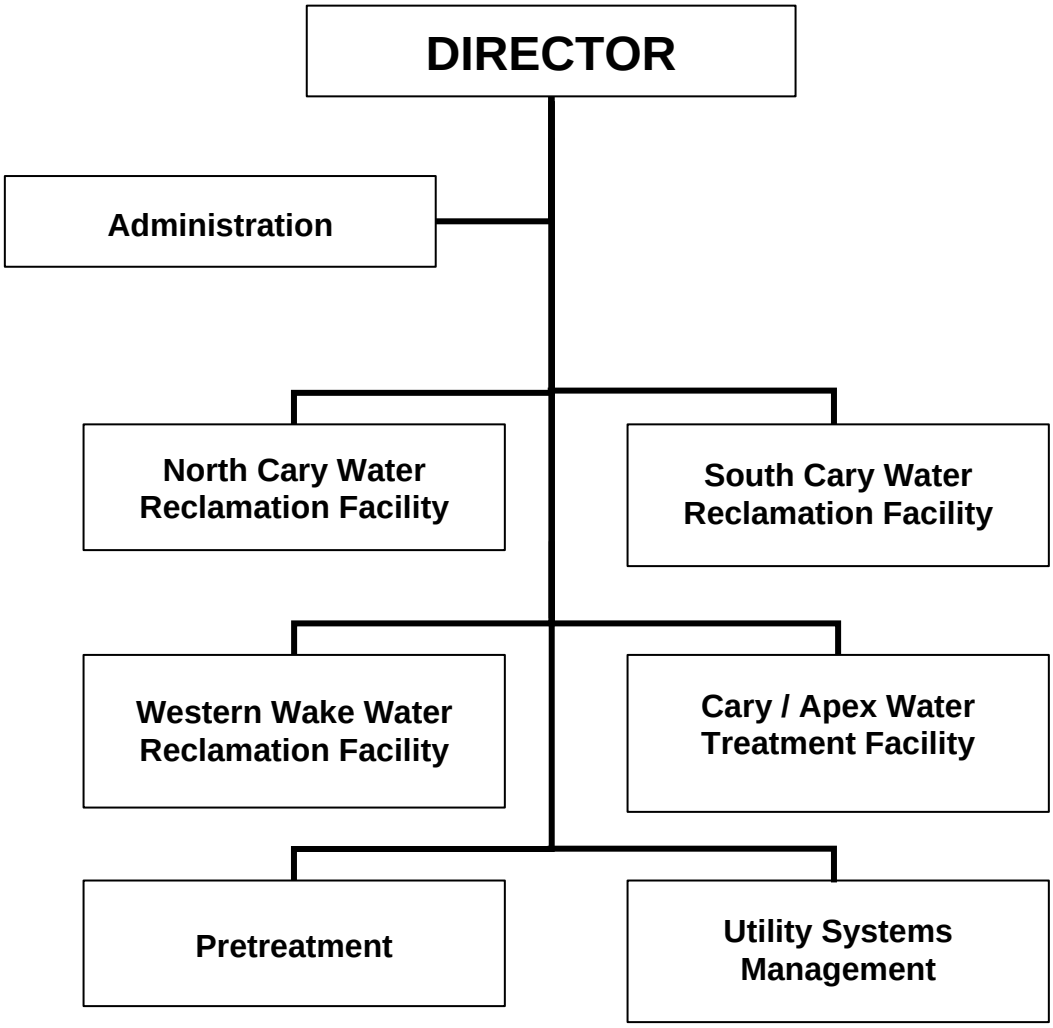
## Significant Budget and/or Service Level Changes Beyond Current Levels

- A new Buried Infrastructure Condition Assessment Engineer position is included in the FY 2017 budget to manage a consistent enterprise-wide strategy to maintain the integrity of our buried infrastructure, including potable water, sanitary sewer, reclaimed water and stormwater.
- A new Water Resources Project Technician position is included in the FY 2017 budget to improve internal and external customer service and provide technical assistance in support of water resources infrastructure development and capital projects.

**Activity History (PWUT-Water Conservation) Through December FY 2014**

| Fund Number: 030-7011 | | | | | |
|---|---|---|---|---|---|
| | Actual | Actual | Actual | Estimated | Budget |
| Activity | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 |
| Personnel Services | $199,674 | $101,481 | | | |
| Operations & Maintenance | $152,706 | $37,828 | | Included in Water Resources Above | |
| Capital Outlay | $0 | $21,559 | | | |
| Total | $352,380 | $160,868 | | | |
| Authorized FTEs | 2.5 | 2.5 | | | |

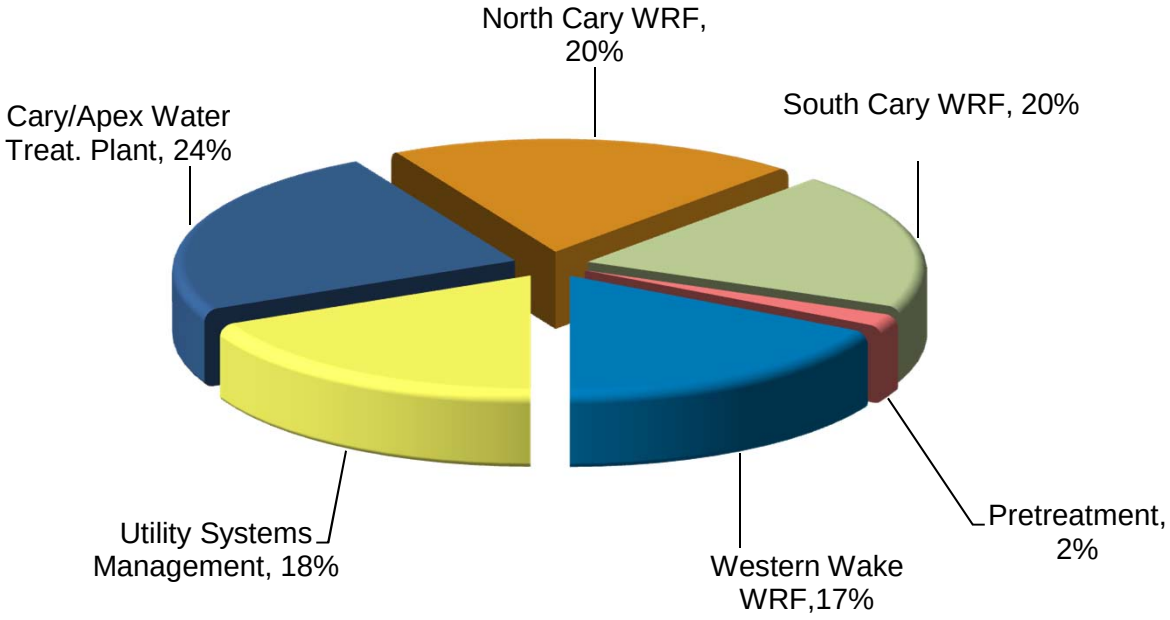
# UTILITIES DEPARTMENT



# UTILITIES DEPARTMENT SUMMARY

## MISSION STATEMENT

The Utilities Department holds that our customers and the employees who directly serve them are most important to our continued success. Through citizen input and departmental staff/management collaboration, we strive to meet or exceed the standards set by citizen/Town Council directives, regulatory compliance, and professional judgment. We provide services in areas such as customer service, regulatory compliance, environmental resource management and protection, water and wastewater management/maintenance, and utility repair. The department provides for both an adequate and safe water supply to its customers, as well as meeting and exceeding all regulatory requirements in the treatment and discharge of wastewater. We will limit disruption of services in these areas, while continually developing innovative and cost-effective methods to best serve the citizens of the Town of Cary.



# UTILITY PRETREATMENT DIVISION

Additional information about the Utility Pretreatment Division may be obtained by contacting Donald Smith, Wastewater Collections Program Manager, at (919) 469-4095, through e-mail at donald.smith@townofcary.org, or by visiting the Town's website at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned, and Livable Community** | |
| Provides for the protection, preservation and renewal of its natural resource through effective waste management, recycling and mitigation of factors impacting the environment | 1, 2, 3, 4, 5, 9, 10, 11 |
| **Economic Vitality and Development** | |
| Provides, maintains and enhances its public infrastructure systems to support community expansion, support the effective delivery of services, preserve its resources and meet the needs of its residents, businesses and visitors | 6, 7, 8 |
| **Reliable, Sustainable Infrastructure** | |
| Collaboratively plans and develops adequate infrastructures systems that meet the capacity needs of the community's growth | 4, 8, 11 |
| Designs, builds, and proactively maintains a reliable utility infrastructure that delivers a safe, clean water supply, controls stormwater drainage and effectively manages sewage treatment | 7 |
| **Safe Community** | |
| Protects and provides for the physical and environmental health of the built and natural environment of the community | 1, 2, 3, 9, 10 |

## Goals and Initiatives

1. Provides support in maintaining National Pollutant Discharge Elimination System, NPDES, permit compliance and permit renewal.
2. Enforce all utility related ordinances including the Sewer Use Ordinance, Industrial Pretreatment Program, Fats, Oils, and Greases (FOG) Control Ordinance and assist in Inflow and Infiltration program.
3. Control, manage and oversee permitting, compliance monitoring and enforcement as required by Federal and State regulations for discharge activity from industrial and commercial users of the sanitary sewer system.
4. Enforce the Grease Control Ordinance mandated by the State of North Carolina, covering approximately 800 food service establishments (FSE), which targets sanitary sewer overflows by controlling the release of fats and grease into the sanitary sewer system.
5. Monitor waste discharge activity for all identified Significant and Non-Significant industrial users.
6. Perform "Sewer Use Education" sessions with individuals and groups.
7. Conduct and oversee special projects for the department; inter-jurisdictional agreements, nutrients, modeling, utilities merger and associated FSE identification and mapping.
8. Continue construction plan review and installation inspection of pretreatment devices to ensure compliance with ordinance and ensure that adequate protection measures are in place for wastewater discharges to the sanitary sewer.
9. Conducts wastewater sampling and analysis of the Western Wake Wastewater Facilities to assure rational and representative pollutant characterization with the Western Wake Regional Water Reclamation Facility.
10. Apply enforcement response plan in consistent manner to noncompliant industrial and other users of sewer system.
11. Maintain databases relative to pretreatment, and fats, oils, and grease control program for the purpose of protecting sanitary sewer collection and treatment systems.
12. Identify sources of potential pollutants in the collection system through sampling and facility inspection.

## FY 2016 Accomplishments

- Continued to provide monitoring, inspections, compliance reviews and enforcement related to the fats, oil, and grease control program (FOG), results from which support reductions in sanitary sewer overflows and restoration of sewer infrastructure capacity.
- Continued the field inspection program in Town of Cary and Town of Morrisville for proper installation of grease interceptors.
- Continued to detect and alleviate illegal disposal of liquid wastes into sanitary sewer system through monitoring programs.
- Conducted all wastewater industrial user permit monitoring in accordance with Town issued wastewater discharge permits.
- Continued to model nutrient loading from major industrial users for master plan development.
- Conducted wastewater treatment plant analysis for loading capabilities.
- Continued comprehensive survey of commercial users in order to identify potential significant wastewater contributions.
- FOG program continues to be recognized in the state as an innovative and progressive program.
- Continued Sewer Use Ordinance and FOG Program communication outreach and education activities.
- Continued to implement, in conjunction with the Solid Waste Management division, a residential waste cooking oil collection system program for the beneficial reuse of waste cooking oils and to reduce the amount of oil that is disposed in the sanitary sewer.
- Continued scheduled inspections in coordination with the Inspections and Permits Department for field inspections of pretreatment related construction projects.
- Continued review of submitted site and building plans for conformance with Sewer Use Ordinance requirements
- Continued management of significant industrial wastewater permits for industrial discharges to the Western Wake Regional Water Reclamation Facility
- Continued to implement a NPDES Permit required Mercury Minimization Plan for the Town's Water Reclamation Facilities.
- Continued efforts for wastewater analysis for wastewater collection system odor control chemical feed optimization.

## Key Performance Objectives

- Inspect 100% of significant industrial wastewater discharge users annually.
- Achieve 100% compliance with State and Federal industrial pretreatment program requirements annually.
- Ensure that 95% of all food preparation/service organizations have adequate grease interceptor and management controls in place.
- Ensure that there are no reoccurring sanitary sewer overflows (SSO) annually due to fat, oil or grease accumulation in commercial lines.
- Follow up all sanitary sewer overflows (SSO) in residential areas due to FOG and/or debris with educational materials on proper use of sanitary sewer system.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| % of significant industrial users (SIU) inspected | 100% | 100% | 100% |
| % SIU compliance with industrial pre-treatment requirements | 99% | 100% | 100% |
| % of FSE sites inspected | 100% | 100% | 100% |
| % of FSE sites with compliant grease control devices | 99% | 99% | 99% |
| % of FSE sites with required management records | 93% | 95% | 95% |
| Number of SSOs on the same commercial line that occurred annually | 0 | 0 | 0 |
| % commitment met with delivering educational materials to residential area that experience a SSO | 100% | 100% | 100% |

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Number of food service facilities inspected | 839 | 800 | 800 |
| Number of potential FSE sites needing initial and follow-up inspection | 100 | 100 | 100 |
| Number of notices of noncompliance, deficiency or violation | 209 | 200 | 175 |
| Number of food service facilities | 860 | 875 | 900 |
| Number of Industrial User Surveys qualifying for mailing Industrial Wastewater Survey forms | 25 | 30 | 35 |
| Water Reclamation Facility Headworks Analysis completed | 1 | 1 | 1 |

## Activity History

Fund Number: 30-7012

| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $292,881 | $266,902 | $336,951 | $346,850 | $366,236 |
| Operations & Maintenance | $25,575 | $21,933 | $24,566 | $48,745 | $50,056 |
| Capital Outlay | $0 | $0 | $0 | $0 | $0 |
| **Total** | **$318,456** | **$288,835** | **$361,517** | **$395,595** | **$416,292** |
| Authorized FTEs | 4 | 4 | 4 | 4 | 4 |

## Significant Budget and Service Level Changes Beyond Current Levels

- There are no significant budget and/or service level changes in FY2017.

# UTILITY SYSTEMS MANAGEMENT DIVISION

Additional information about the Utility Systems Management division can be obtained by contacting Donald Smith, Wastewater Collections Program Manager, at (919) 469-4095, through email at donald.smith@townofcary.org or by visiting the Town's website at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned, and Livable Community** | |
| Provides a safe environment that promotes, supports and sustains clean and visually appealing neighborhoods that are welcoming, secure and provide quality housing options that meet the community's needs and reinforce its identity and character | 3, 6, 7, 8 |
| Provides for the protection, preservation and renewal of its natural resource through effective waste management, recycling and mitigation of factors impacting the environment | 1, 2, 3 |
| **Economic Vitality and Development** | |
| Provides, maintains and enhances its public infrastructure systems to support community expansion, support the effective delivery of services, preserve its resources and meet the needs of its residents, businesses and visitors | 1, 2, 9 |
| **Reliable, Sustainable Infrastructure** | |
| Designs, builds, and proactively maintains a reliable utility infrastructure that delivers a safe, clean water supply, controls stormwater drainage and effectively manages sewage treatment | 1, 2, 4 |
| Plans for responsible growth and community sustainability through energy efficiencies, resource conservation and respect for environmental impacts | 5 |
| Provides for critical redundancies and responsive, timely, recovery of its infrastructure systems in the event of natural and man-made emergencies | 1, 2, 4 |
| **Safe Community** | |
| Protects and provides for the physical and environmental health of the built and natural environment of the community | 1 |

## Goals and Initiatives

Operations & Maintenance

1. Provide management, oversight, and direction for the wastewater collection permit compliance program.
2. Provide predictive, corrective, and preventative maintenance of remote water and wastewater utility infrastructure.
3. Provide uninterrupted water and wastewater operations by maintaining forty-one wastewater pumping facilities, seventeen odor control facilities, three drinking water booster stations, one water transfer location, six elevated water storage tanks, water system control valves, and one potable water ground storage tank.
4. Provide reclaimed water by operating and maintaining three reclaimed water distribution systems.
5. Prevent off-site nuisances (light, noise, and odor).
6. Define Operations and Maintenance needs and respond accordingly, maximizing equipment useful life and most efficiently using financial resources to replace or repair equipment at the appropriate time.
7. Implement energy efficiency guidelines for the operation of the remote utility system infrastructure.
8. Provide operational support of remote utility infrastructure during adverse weather conditions.

Customer Service

9. Respond to and resolve collection system odor and noise complaints from pump stations and associated infrastructure.
10. Provides reclaimed water notices and training for all reclaimed water customers in the proper use of this resource.

Meter Reading and Field Services

11. Oversee industrial wastewater meter operation and maintenance.

## FY 2016 Accomplishments

- Renewed the Town's Wastewater Collection System Permit which will be effective for the next eight years.
- Managed regulatory compliance with the Town's Wastewater Collection System Permit.
- Successfully completed the FY 2016 Reclaimed Water Holiday to ensure system reliability with no customer or commercial business service concerns.
- Completed and began operating the Phase II Jordan Lake Reclaimed Water Extension Project
- Continued to make significant improvements to customer access, regulatory compliance, and awareness of the reclaimed water program.
- Assist with regulatory compliance of the Town's four Reclaimed Water Permits.
- Managed first full year of operations at the new West Cary and Beaver Creek pump stations. associated with the Western Wake Regional Water Reclamation Facility.
- Monitored cathodic protection of Western Wake pipelines.
- Initiated load management at the Beaver Creek Pump Station for energy savings.
- Began implementation of the Tier 1 Pump Station supervisory control and data acquisition, SCADA, Project.
- Completed startup and system operations of parallel force main at the Blanche Road pump station.
- Installed three new motor controllers and pump base piping at the Walnut Creek pump station.
- Kensington and Lake Crabtree pump stations were eliminated due to gravity sewer extensions.
- Completed scheduled water tank inspections, water tank cleaning, and control valve inspections.

## Key Performance Objectives

- Manage regulatory compliance with the Town's Wastewater Collection System Permit.
- Manage regulatory compliance with the Town's Reclaimed Water Permit
- Respond to 100% of trouble alarm warnings at the pump stations within 60 minutes.
- Visit pump stations daily with average flow rates greater than 0.75 million gallons per day (7 pump stations).
- Visit pump stations 3 times per week with average flow rates greater than 0.2 million gallons per day (4 pump stations).
- Visit pump stations 2 times per week with average flow rates less than 0.2 million gallons per day (26 pump stations).
- Visit pump stations that are off line (in standby) once a month (4 pump stations).
- Annually inspect all pump station force main air release valves.
- Inspect 100% of the reclaimed water distribution system remote facilities.
- Annually inspect all reclaimed water air release valves, valve vaults, and exercise valves.
- Provide training and guidance to all new reclaimed water customers.
- Minimize customer related issues related to new or existing reclaimed water service.
- Minimize customer related issues related to pump stations and force mains and associated odor control equipment.
- Remain a good neighbor in the communities surrounding utility infrastructure sites.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| % of response to “trouble alarms” within 60 minutes or less | 100% | 100% | 100% |
| Number of after hour trouble responses | 74 | 90 | 80 |
| % of odor complaints responded to within 24 hours | 100% | 95% | 98% |
| Cost per completed mechanical preventive maintenance work order | $84.79 | $84.50 | $84.00 |

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Facilities operated and maintained | 89 | 93 | 94 |
| Wastewater pump stations | 41 | 42 | 42 |
| Water storage tanks | 7 | 7 | 7 |
| Miles of reclaimed water services (miles of pipeline)* | 42 | 42 | 50 |
| Reclaimed water total number of work orders completed | 753 | 1,000 | 1,150 |
| Reclaimed water customer service related requests | 679 | 920 | 980 |
| Number of reclaimed meters* | 797 | 815 | 865 |
| Number of reclaimed valves maintained* | 161 | 161 | 180 |
| Reclaimed irrigation installation inspections | 534 | 630 | 630 |
| Number of air release valves maintained* | 41 | 47 | 55 |
| Reclaimed irrigation plans reviewed | 70 | 50 | 100 |
| Number of citizen complaints during Reclaimed Holiday | 0 | 0 | 0 |

* Active reclaimed water system, does not include future reclaimed service lines.

| kWh per million gallons of effluent flow per year at the Town’s major pump stations | | kWh / Million Gallons | |
|---|---|---|---|
| Kit Creek Pump Station | 1,144 | 1,200 | 1,200 |
| Morris Branch Pump Station | 1,289 | 1,200 | 1,200 |
| Swift Creek Pump Station | 910 | 980 | 1,000 |
| Walnut Pump Station | 728 | 700 | 720 |
| West Cary Pump Station | 1,751 | 1,290 | 1,300 |
| Beaver Creek Pump Station | 1,306 | 1,100 | 1,200 |
| Preventive maintenance (hours per year) | 8,727 | 9,000 | 9,200 |
| Corrective maintenance (hours per year | 6,550 | 6,500 | 6,500 |
| Predictive maintenance (hours per year) | 127 | 200 | 250 |
| Maintenance hours for operator duties (per year) | 5,165 | 5,400 | 5,200 |

## Activity History

| Fund Number: 30-7030<br>Activity | Actual<br>FY 2013 | Actual<br>FY 2014 | Actual<br>FY 2015 | Estimated<br>FY 2016 | Budget<br>FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $1,328,222 | $1,456,746 | $1,607,431 | $1,765,257 | $1,816,216 |
| Operations & Maintenance | $1,355,395 | $1,334,226 | $1,569,367 | $2,285,773 | $2,320,056 |
| Capital Outlay | $243,143 | $67,224 | $115,483 | $213,912 | $353,009 |
| **Total** | **$2,926,759** | **$2,858,196** | **$3,292,281** | **$4,264,942** | **$4,489,281** |
| Authorized FTEs | 18 | 22 | 22 | 22 | 22 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- There are no significant budget and/or service level changes in FY2017.

# NORTH CARY WATER RECLAMATION FACILITY

Additional information about North Cary Water Reclamation Facility may be obtained by contacting Paul Ray, Manager, at (919) 677-0850, or through e-mail paul.ray@townofcary.org, or by visiting the Town's website at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned and Livable Community** | |
| Provides a safe environment that promotes, supports and sustains clean and visually appealing neighborhoods that are welcoming, secure and provide quality housing options that meet the community's needs and reinforce its identity and character | 1, 2, 3, 5 |
| Provides for the protection, preservation and renewal of its natural resource through effective waste management, recycling and mitigation of factors impacting the environment | 1, 2, 3 |
| **Economic Vitality and Development** | |
| Provides, maintains and enhances its public infrastructure systems to support community expansion, support the effective delivery of services, preserve its resources and meet the needs of its residents, businesses and visitors | 2, 5, 9 |
| **Quality Recreational, Leisure and Cultural Opportunities** | |
| Invests in its park system including open spaces, greenways, trail systems and recreation areas, ensuring they are safe, convenient, well-maintained, accessible and connected | 2, 5 |
| **Reliable, Sustainable Infrastructure** | |
| Collaboratively plans and develops adequate infrastructures systems that meet the capacity needs of the community's growth | 1, 2, 4, 8, 9 |
| Designs, builds, and proactively maintains a reliable utility infrastructure that delivers a safe, clean water supply, controls stormwater drainage and effectively manages sewage treatment | 2, 3 |
| Provides for critical redundancies and responsive, timely, recovery of its infrastructure systems in the event of natural and man-made emergencies | 1, 2, 5, 6 |
| **Safe Community** | |
| Protects and provides for the physical and environmental health of the built and natural environment of the community | 2, 5, 6, 9, 10 |
| Promotes and sustains a clean, well-designed, properly regulated and visually attractive community | 1 - 10 |

## Goals and Initiatives

Wastewater Treatment

1. Manage the NPDES, National Pollutant Discharge Elimination System, Permit and Regulatory Compliance for North Cary Water Reclamation Facility and fulfill Operator in Responsible Charge responsibilities in full compliance with all permits and regulations.
2. Treat up to 12 million gallons of wastewater per day from the North Cary wastewater collection system (North Cary, Morrisville, and RDU Airport) with a service area population of approximately 65,000.

3. Provide preventive, predictive and corrective maintenance for the main plant site, one regional pump station, a biosolids processing and aerated holding facility, and a reclaimed water system (bulk and distributed flow) and grounds.
4. Proactively minimize public nuisances from the facility such as odor, noise, lighting and traffic issues.
5. Ensure the safety and availability of Cary's reclaimed water system in the North service area.
6. Foster and maintain good relationships with the surrounding communities through communication and by managing facility treatment systems and aesthetics.
7. Modernize aging infrastructure and mechanical equipment. Proactively monitor systems and recommend repairs and or replacements in a timely fashion.

Biosolids Management

1. Maintain less than 3% solids in aerated holding tanks to minimize odor risks. Operate the biosolids facility in a mode where less than 750,000 gallons is in inventory at a given time.
2. Transport thickened biosolids to South Cary Water Reclamation Facility biosolids dryer for processing.

Reclaimed Water

1. Provide high quality treated effluent for reuse.
2. Supply commercial contractors and the Town of Cary Public Works Department, with a viable bulk water source for irrigation, street sweeping, compaction, and other approved uses.

## FY 2016 Accomplishments

- NCWRF met and exceeded NPDES permit requirements for FY 2016.
- In calendar year 2015, removed 7.2 million pounds of Total Suspended Solids.
- In calendar year 2015, removed 5.3 million pounds of CBOD, which is a measure of organic content of wastewater.
- In calendar year 2015, removed 1.0 million pounds of Total Nitrogen.
- In calendar year 2015, removed 132,000 pounds of Total Phosphorus.
- Rebuilt the headworks screens and compactors.
- Replaced 18 process mixers which were beyond their life cycle with more efficient units.
- Maintained plant staff certifications and continuing education units.
- Reclaimed water holiday was completed successfully with no unplanned disruptions in service.
- Replaced 2 obsolete variable frequency drives at the influent pumping station.
- Replaced one 40 hp tertiary filter compressor.
- Installed energy efficient lighting in several exterior applications.
- Installed additional instrumentation necessary for real time parameter monitoring to optimize plant process control.
- Replaced a second traditional influent pump with new components designed to withstand. exposure to grit, extend service life and prevent cavitation.
- Installed power surge protection in several supervisory control and data acquisition, SCADA, control panels.
- Completed rebuilds on all brush rotors and gear boxes in the C biological nutrient removal ditch.
- Rebuilt one brush rotor and gear box in the B biological nutrient removal ditch.
- Installed an equipment storage building to assist with parts inventory management.
- Managed the development of the emergency bypass pumping connection at the influent pumping station.
- Conducted facility assessments of critical plant infrastructure.
- Acquired electric actuators for the sluice gates which feed the flow equalization tanks.
- Laboratory maintained certifications and passed all proficiency/blind studies.
- Maintained an asset inventory and asset management system.
- Inventoried, stored, and stocked spare parts for critical plant operating systems.
- Currently operating under the "Exceptionally Performing Facility" guidelines as noted by NCDENR and the NPDES permit.
- Installed new longer life UV bulbs. This has reduced the labor to replace bulbs by about half.

- Replaced laboratory equipment identified in the FY16 budget.
- Began upgrades to the North Cary Water Reclamation Facility SCADA system.
- Consistently performed as a leader in overall nutrient reduction in the Lower Neuse Basin Association.

## Key Performance Objectives

- Meet or exceed National Pollutant Discharge Elimination System (NPDES) percentage limits for Coliform, Biological Oxygen Demand (BOD), Ammonia, Suspended Solids, Total Nitrogen and Total Phosphorus.
- Maintain direct operational budgeted costs at less than $1.60/1,000 gallons of treated wastewater.
- Provide a safe and beneficially reusable product (reclaimed water) for the residents and businesses in Cary to use for irrigation.
- Remain a good neighbor in the communities surrounding the facility.
- Conserve energy by minimizing onsite biosolids storage.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Compliance Levels w/State Pollutant Regs. | | | |
| Fecal Coliform (# colony forming units/100 mL) | <2.0 | <2.0 | <2.0 |
| Carbonaceous BOD (summer) | <2.0 mg/l | <2.0 mg/L | <2.0 |
| Carbonaceous BOD (winter) | <2.0 mg/l | <2.0 mg/L | <2.0 |
| Ammonia-N (summer) | <0.5 mg/l | <0.5 mg/L | <0.5 mg/l |
| Ammonia-N (winter) | <1.0 mg/l | <1.0 mg/L | <1.0 mg/l |
| Total percent of Nitrogen removed | 96% | 96% | 96% |
| Total percent of Phosphorous removed | 92% | 92% | 92% |
| Operational costs per 1,000 gallons treated | $1.46 | $1.53 | $1.47 |
| Biosolids hauling costs/dry ton | $207 | $209 | $212 |

*Actual column represents annual average

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Biosolids produced (dry tons) | 1,760 | 1,810 | 1,860 |
| Million gallons of wastewater treated per year | 2,517 | 2,591 | 2,664 |
| Average daily influent flow (million gallons per day) | 6.9 | 7.1 | 7.3 |
| Peak day influent flow (million gallons) | 12.0 | 12.0 | 12.0 |
| Reclaimed water peak day demand (gallons) | 1,073,725 | 1,100,000 | 1,100,000 |
| Total kilowatt-hours (kWh) consumed per year | 9,525,800 | 9,900,000 | 10,300,000 |
| kWh per million gallons of wastewater treated per year | 3,784 | 3,820 | 3,866 |
| Preventive maintenance (Total hours per year) | 1,989 | 1,950 | 1,950 |
| Corrective maintenance (Total hours per year) | 3,127 | 2,600 | 2,600 |
| Predictive maintenance (Total hours per year) | 987 | 1,023 | 1,023 |
| Maintenance hours for operations assistance (Total hours per year) | 1,112 | 1,200 | 1,200 |

## Activity History

Fund Number: 30-7051

| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $1,279,681 | $1,311,935 | $1,377,998 | $1,464,687 | $1,461,464 |
| Operations & Maintenance | $5,480,973 | $5,899,377 | $3,743,209 | $4,279,425 | $3,010,755 |
| Internal Services | $0 | $0 | 5,467 | $0 | $0 |
| Capital Outlay | $79,545 | $110,040 | $141,286 | $112,155 | $94,194 |
| **Total** | **$6,840,200** | **$7,321,352** | **$5,267,960** | **$5,856,267** | **$4,585,090** |
| Authorized FTEs | 16.75 | 16.75 | 16.75 | 16.75 | 16.75 |

*The NCWRF's budget has included funding for Durham County service in western Cary.

## Significant Budget and/or Service Level Changes Beyond Current Levels

- There are no significant budget and/or service level changes in FY2017.

# SOUTH CARY WATER RECLAMATION FACILITY

Additional information about the South Cary Water Reclamation Facility may be obtained by contacting Andy Russell, Manager at (919) 779-0697, through e-mail at andy.russell@townofcary.org, or by visiting the Town's website at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practice

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned and Livable Community** | |
| Provides a safe environment that promotes, supports and sustains clean and visually appealing neighborhoods that are welcoming, secure and provide quality housing options that meet the community's needs and reinforce its identity and character | 1, 2, 3, 5 |
| Provides for the protection, preservation and renewal of its natural resource through effective waste management, recycling and mitigation of factors impacting the environment | 1, 2, 3 |
| **Economic Vitality and Development** | |
| Provides, maintains and enhances its public infrastructure systems to support community expansion, support the effective delivery of services, preserve its resources and meet the needs of its residents, businesses and visitors | 2, 5, 10 |
| **Quality Recreational, Leisure, and Cultural Opportunities** | |
| Invests in its park system including open spaces, greenways, trail systems and recreation areas, ensuring they are safe, convenient, well-maintained, accessible and connected | 2, 5 |
| **Reliable, Sustainable Infrastructure** | |
| Collaboratively plans and develops adequate infrastructures systems that meet the capacity needs of the community's growth | 1, 2, 4, 7, 8 |
| Designs, builds, and proactively maintains a reliable utility infrastructure that delivers a safe, clean water supply, controls stormwater drainage and effectively manages sewage treatment | 2, 3 |
| Provides for critical redundancies and responsive, timely, recovery of its infrastructure systems in the event of natural and man-made emergencies | 1, 2, 5, 6, 9 |
| **Safe Community** | |
| Protects and provides for the physical and environmental health of the built and natural environment of the community | 2, 5, 6, 9, 10, 11 |
| Promotes and sustains a clean, well-designed, properly regulated and visually attractive community | 1-11 |

## Goals and Initiatives

Wastewater Treatment

1. Manage the NPDES, National Pollutant Discharge Elimination System, Permit and Regulatory Compliance for South Cary Water Reclamation Facility and fulfill Operator in Responsible Charge responsibilities in full compliance with all permits and regulations.
2. Treat up to 12.8 million gallons of wastewater per day from the collection system in South Cary, (downtown Cary and south Cary) with a service area population of approximately 50,000.
3. Provide preventive, predictive, and corrective maintenance for the main plant, the biosolids processing and thermal drying facility and reclaimed water bulk and distribution facilities.
4. Proactively minimize public nuisances from the facility such as odor, noise, lighting and traffic issues.
5. Ensure the safety and availability of Cary's reclaimed water system in the South service area.
6. Foster and maintain good relationships with the surrounding community through communication and by managing facility treatment systems and aesthetics.

7. Modernize the aging infrastructure and mechanical equipment. Proactively monitor systems and recommend repairs and or replacements in a timely fashion.

Biosolids Management

1. Manage the operation of the biosolids dryer in order to produce an exceptional quality product that is cost-effective and readily available for beneficial reuse as a fertilizer or soil amendment.
2. Process biosolids from South Cary WRF and North Cary WRF. Maintain adequate storage for thickened wastewater biosolids.
3. Ensure that the facility achieves the standards of producing a Class A, Exceptional Quality end product.

Reclaimed Water

1. Provide high quality treated effluent for reuse in the community.
2. Supply commercial contractors and the Town of Cary Public Works Department with a viable bulk water source for irrigation, street sweeping, compaction and other approved uses.

## FY 2016 Accomplishments

- SCWRF met and exceeded National Pollutant Discharge Elimination System, NPDES, permit requirements for FY 2016.
- In calendar year 2015, removed 5.2 million pounds of Total Suspended Solids.
- In calendar year 2015, removed 4.6 million pounds of BOD, which is a measure of organic content of wastewater.
- In calendar year 2015, removed 768,825 pounds of Total Nitrogen.
- In calendar year 2015, removed 117,217 pounds of Total Phosphorus.
- Awarded an engineering services contract to provide closure of a decommissioned sludge lagoon.
- Awarded an engineering services contract to evaluate the current dewatered cake pump and recommend improvements to enhance the thermal biosolids drying facilities performance.
- Completed repairs to the original 750 KW emergency power generator to restore the diesel engine.
- Completed the installation of a high efficiency turbo blower at the biosolids facilities.
- Completed extensive restoration work on Biological Nutrient Removal Basin #1.
- Began startup and operation of improved biosolids aerated holding facilities.
- Completed a third annual dryer shutdown for extensive maintenance and repair operations.
- Operated a reclaimed water distribution facility with 500,000 gallon storage capacity to provide for onsite utilization and for residential and public school irrigation facilities.
- Completed maintenance activities associated with the annual reclaimed water holiday including the cleaning and inspection of a 500,000 gallon storage tank, a 1,000 gallon liquid sodium hypochlorite storage tank, and repairs to chemical feed piping and metering systems to improve reliability.
- Submitted annual biosolids report to the Environmental Protection Agency, EPA, and NC Division of Water Resources, NCDWR, for CY2015. NC Department of Environment Quality, NCDEQ reviewed the submittal and reported that the Town of Cary South Cary WRF Biosolids program was fully compliant with the operating permit.
- Continued the successful partnership with FLS Energy to employ a solar panel farm on property of plant. The solar farm went into operation in December 2012.
- Laboratory maintained certifications and passed all proficiency/blind studies.
- Currently operating under the “Exceptionally Performing Facility” guidelines as noted by NCDENR and the NPDES permit.
- Consistently performed as a leader in overall nutrient reduction in the Lower Neuse Basin Association.
- Maintained all staff certifications and associated continuing education units.

## Key Performance Objectives

- Meet or perform better than NPDES limits for coliform, biological oxygen demand (BOD), ammonia, suspended solids, total nitrogen and total phosphorous.
- Maintain operational direct budgeted costs at less than $2.00/1,000 gallons for wastewater treatment.
- Provide reliable and consistent reclaimed water for residents and businesses in Cary to use for irrigation.
- Remain a good neighbor in the communities surrounding the facility.

- Conserve on electrical and natural gas utilities by optimizing dryer operations and performance, minimizing biosolids storage, as well as utilizing high efficiency turbo blowers for aeration.

### Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Compliance levels with State Pollutant Regulations: | | | |
| Fecal Coliform (# colony forming units/100 mL) | <2 | <2 | <2 |
| BOD (summer) | <2.0 mg/l | <2.0 mg/l | <2.0 mg/l |
| BOD (winter) | <2.0 mg/l | <2.0 mg/l | <2.0 mg/l |
| Ammonia-N (summer) | 0.06 mg/l | <0.05 | <0.10 |
| Ammonia-N (winter) | <0.05 mg/l | <0.05 | <0.10 |
| Percent of Nitrogen removed | 96% | 96% | >95% |
| Percent of Phosphorous removed | 96% | 97% | >95% |
| Operational cost per 1,000 gallons treated (no dryer cost) | $1.70 | $1.74 | $1.77 |
| Dryer cost per 1000 gallons of biosolids processed | $34.12 | $34.00 | $31.00 |

### Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Million gallons of wastewater treated per year | 1,949 | 1,970 | 1,990 |
| Average daily influent flow (million gallons per day) | 5.34 | 5.40 | 5.44 |
| Peak day influent flow (million gallons) | 12.08 | 12.11 | 12.10 |
| Reclaimed water peak day demand (gallons) | 664,000 | 594,000 | 600,000 |
| Total kilowatt-hours (kWh) consumed per year* | 8,935,200 | 9,000,000 | 9,000,000 |
| kWh per million gallons of wastewater treated per year | 4,585 | 4,568 | 4,523 |
| Biosolids produced at SCWRF (dry tons) | 1,703 | 1,721 | 1,706 |
| Biosolids dryer pellets processed, in tons (NCWRF, SCWRF, and Apex biosolids) | 3,578 | 3,531 | 3,566 |
| Biosolids dryer facility total kWh consumed per year | 1,948,600 | 1,926,184 | 2,003,160 |
| kWh per ton of dryer pellets processed per year | 563 | 616 | 600 |
| Preventive maintenance (Total hours per year) | 1,735 | 2,257 | 2,000 |
| Corrective maintenance (Total hours per year) | 4,400 | 4,142 | 5,500 |
| Predictive maintenance (Total hours per year) | 469 | >500 | >500 |
| Maintenance hours for operations assistance (Total hours per year) | 3,058 | >2,100 | >2,100 |

* Total KWh represents wastewater treatment operations, separate from biosolids drying operations.

**Activity History**

| Fund Number: 30-7052<br>Activity | Actual<br>FY 2013 | Actual<br>FY 2014 | Actual<br>FY 2015 | Estimated<br>FY 2016 | Budget<br>FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $1,645,890 | $1,588,993 | $1,654,433 | $1,750,362 | $1,844,287 |
| Operations and Maintenance | $1,700,910 | $2,017,648 | $2,146,616 | $2,623,498 | $2,668,069 |
| Internal Services | $0 | $0 | $91,397 | $0 | $44,147 |
| Capital Outlay | $178,912 | $124,929 | $124,929 | $180,345 | $70,000 |
| **Total** | **$3,525,712** | **$3,656,391** | **$4,017,375** | **$4,554,205** | **$4,626,503** |
| Authorized FTEs | 19.5 | 19.5 | 19.5 | 19.75 | 19.75 |

**Significant Budget and Service Level Changes Beyond Current Levels**

- No significant budget and service level changes beyond current levels for FY 2017.

# WESTERN WAKE REGIONAL WATER RECLAMATION FACILITY

Additional information about the Western Wake Regional Water Reclamation Facility may be obtained by contacting Damon Forney, Manager, at (919) 535-5649, through e-mail at damon.forney@townofcary.org, or by visiting the Town's website at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned and Livable Community** | |
| Provides a safe environment that promotes, supports and sustains clean and visually appealing neighborhoods that are welcoming, secure and provide quality housing options that meet the community's needs and reinforce its identity and character | 6,8,10 |
| Provides for the protection, preservation and renewal of its natural resource through effective waste management, recycling and mitigation of factors impacting the environment | 6,7,8 |
| **Economic Vitality and Development** | |
| Provides, maintains and enhances its public infrastructure systems to support community expansion, support the effective delivery of services, preserve its resources and meet the needs of its residents, businesses and visitors | 8,11 |
| **Quality Recreational, Leisure and Cultural Opportunities** | |
| Invests in its park system including open spaces, greenways, trail systems and recreation areas, ensuring they are safe, convenient, well-maintained, accessible and connected | 8,11 |
| **Reliable, Sustainable Infrastructure** | |
| Collaboratively plans and develops adequate infrastructures systems that meet the capacity needs of the community's growth | 1,8 |
| Designs, builds, and proactively maintains a reliable utility infrastructure that delivers a safe, clean water supply, controls stormwater drainage and effectively manages sewage treatment | 1,2-5,7,10,12 |
| Provides for critical redundancies and responsive, timely, recovery of its infrastructure systems in the event of natural and man-made emergencies | 7,8,11,13 |
| **Safe Community** | |
| Protects and provides for the physical and environmental health of the built and natural environment of the community | 4,8,11,12,13 |
| Promotes and sustains a clean, well-designed, properly regulated and visually attractive community | 7,9,10,13 |

## Goals and Initiatives

Wastewater Treatment

1. Manage the NPDES, National Pollutant Discharge Elimination System, Permit and Regulatory Compliance for Western Wake Regional Water Reclamation Facility and fulfill Operator in Responsible Charge responsibilities in full compliance with all permits and regulations.
2. Treat up to 18 million gallons of wastewater per day from the Western Wake County wastewater collection system (Apex, Morrisville, Cary and Wake County portion of Research Triangle Park).

3. Provide preventive, predictive and corrective maintenance for the main plant site, one regional pump station, a biosolids solids handling facility and a reclaimed bulk water system.
4. Proactively minimize public nuisances from the facility such as odor, noise, lighting and traffic issues.
5. Ensure the safety and availability of bulk reclaimed water.
6. Foster and maintain good relationships with the surrounding communities through communication and by managing facility treatment systems and aesthetics.
7. Proactively monitor systems and recommend repairs and or replacements in a timely fashion.

Biosolids Treatment

1. Manage the operation of the biosolids dryer in order to produce an exceptional quality product that is cost-effective and readily available for beneficial reuse as a fertilizer or soil amendment.
2. Process biosolids from Western Wake WRF, North Cary WRF and Town of Apex.
3. Ensure that the facility achieves the standards of producing a Class A, Exceptional Quality end product.

Reclaimed Water

1. Provide high quality treated effluent for reuse.
2. Supply commercial contractors with a viable bulk water source for irrigation, street sweeping, compaction and other approved uses.

## FY 2016 Accomplishments

- WWRWRF met and exceeded NPDES permit requirements for FY 2016.
- In calendar year 2015, removed 2.7 million pounds of Total Suspended Solids.
- In calendar year 2015, removed 2.2 million pounds of BOD, which is a measure of organic content of wastewater.
- In calendar year 2015, removed 466,311 pounds of Total Nitrogen.
- In calendar year 2015, removed 63,808 pounds of Total Phosphorus.
- Maintained plant staff certifications and continuing education units.
- Laboratory maintained certifications and passed all proficiency/blind studies.
- Maintained an asset inventory and asset management system.
- Inventoried, stored and stocked spare parts for critical plant operating systems.
- Conducted facility assessments of critical plant infrastructure.
- Reprogrammed aeration basin controls logic to optimize air utilization and improve Dissolved Oxygen set point control.
- Modified UV effluent gates control logic to respond quickly to changes in influent flow.
- Corrected RAS logic for better flow pacing of the influent flow.
- Improved Tier 4 emergency generators program logic to ensure continuous operations.

## Key Performance Objectives

- Meet or exceed National Pollutant Discharge Elimination System (NPDES) percentage limits for Coliform, Biological Oxygen Demand (BOD), Ammonia, Suspended Solids, Total Nitrogen and Total Phosphorus.
- Process, treat and reuse biosolids in compliance with EPA's 503 rules and state regulations.
- Remain a good neighbor in the communities surrounding the facility.

## Key Performance Measures

| Performance Measure (Plant Operational FY15) | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Compliance Levels w/State Pollutant Regs. | | | |
| Fecal Coliform (# colony forming units/100 mL – mo. avg) | <200/100mL | <200/100mL | <200/100mL |
| BOD (summer mo. avg) | <5.0 mg/L | <5.0 mg/L | <5.0 mg/L |
| BOD (winter mo. avg) | <10 mg/L | <10 mg/L | <10 mg/L |
| Ammonia-N (summer mo. avg) | <1 mg/L | <1 mg/L | <1 mg/L |
| Ammonia-N (winter mo. avg) | <2 mg/L | <2 mg/L | <2 mg/L |
| Percent of Nitrogen removed | 95% | 95% | 95% |
| Percent of Phosphorous removed | 97% | 97% | 97% |
| Operational cost per 1,000 gallons treated (no dryer cost) | $2.75 | $1.91 | $1.91 |
| Dryer cost per 1000 gallons of biosolids processed | $76.95 | $58.44 | $57.64 |

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Million gallons of wastewater treated per year | 1,157 | 1,604 | 1,825 |
| Average daily influent flow (million gallons per day) | 3.47 | 4.75 | 5.0 |
| Peak day influent flow (million gallons) | 5.16 | 5.39 | 6.0 |
| Total kilowatt-hours (kWh) consumed per year* | 8,529,370 | 11,096,386 | 10,096,386 |
| kWh per million gallons of wastewater treated per year | 7,372 | 6,918 | 5,912 |
| Biosolids produced at WWRWRF (dry tons) | 1,057 | 1,650 | 1,740 |
| Biosolids dryer pellets processed, in tons (NCWRF and Apex biosolids) | 0 | 50 | 50 |
| Biosolids dryer facility total kWh consumed per year | 1,746,979 | 2,272,754 | 2,210,000 |
| kWh per ton of dryer pellets processed per year | 1,653 | 1,336 | 1,234 |
| Preventive maintenance (Total hours per year) | 1,779 | 1,545 | 1,545 |
| Corrective maintenance (Total hours per year) | 2,634 | 3,465 | 3,465 |
| Predictive maintenance (Total hours per year) | 327 | 801 | 801 |
| Maintenance hours for operations assistance (Total hours per year) | 581 | 818 | 818 |

*Total KWh represents wastewater treatment operations, separate from biosolids drying operations.

## Activity History

| Fund Number: 30-7055<br>Activity | Actual FY2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $185,303 | $638,708 | $1,328,064 | $1,493,300 | $1,624,759 |
| Operations and Maintenance | $11,834 | $57,613 | $1,325,213 | $2,425,900 | $2,291,980 |
| Internal Service | $0 | $0 | $51,431 | $0 | $59,430 |
| Capital Outlay | $33,443 | $7,698 | $0 | $0 | $0 |
| **Total** | **$230,580** | **$704,019** | **$2,704,708** | **$3,919,200** | **$3,976,169** |
| Authorized FTEs | 3 | 16.5 | 18.5 | 18.5 | 18.75 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- Includes an increase in administrative support from a 20 hour to 30 hour per week position.

# CARY/APEX WATER TREATMENT PLANT

Additional information about the Cary/Apex Water Treatment Plant may be obtained by contacting Jamie Revels, Utilities Director, at (919) 469-4303, via e-mail at jamie.revels@townofcary.org, or by visiting the Town's Web site at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned and Livable Community** | |
| Provides a safe environment that promotes, supports and sustains clean and visually appealing neighborhoods that are welcoming, secure and provide quality housing options that meet the community's needs and reinforce its identity and character | 1,3 |
| Provides for the protection, preservation and renewal of its natural resource through effective waste management, recycling and mitigation of factors impacting the environment | 2,9 |
| **Economic Vitality and Development** | |
| Provides, maintains and enhances its public infrastructure systems to support community expansion, support the effective delivery of services, preserve its resources and meet the needs of its residents, businesses and visitors | 1, 2, 3,7 |
| **Reliable, Sustainable Infrastructure** | |
| Collaboratively plans and develops adequate infrastructures systems that meet the capacity needs of the community's growth | 7 |
| Designs, builds, and proactively maintains a reliable utility infrastructure that delivers a safe, clean water supply, controls stormwater drainage and effectively manages sewage treatment | 1,3-5,6,9 |
| Ensures town facilities, parks, greenways and public spaces are safe, clean, attractive, structurally sound and well cared for | 8 |

## Goals and Initiatives

Water Treatment

1. Manage the water supply, treatment and water system operations strategy for the Town's water system, including program management for water quality and regulatory compliance.
2. Manage, operate and maintain the Cary/Apex Water Treatment Plant and associated facilities which are capable of producing and distributing water to meet the needs of our customers up to a peak day use of 40 million gallons per day (MGD).
3. Maintain compliance with all state and Environmental Protection Agency (EPA) drinking water regulations.
4. Produce a safe, high quality and aesthetically pleasing supply of drinking water for Cary, Morrisville, and Apex water customers, including Wake Co. portion of RTP and RDU Airport. Total service area population of the facility is approximately 226,000.
5. Perform laboratory analyses of source and treated water for Cary and Apex water customers.
6. Perform preventive, predictive and corrective maintenance for the Cary/Apex Water Treatment Plant, Jordan Lake raw water pump station, two Town of Apex flow transfer stations, and Town water system storage tanks and booster pumping stations.
7. Operate a water treatment pilot plant program, a scaled down version of the plant, as needed to allow for process control optimization, treatment strategy development and testing of various system configurations.

8. Prepare and plan for future capital facilities needs of the Cary/Apex Water Treatment Plant and associated facilities.
9. Foster and maintain good relationships with the surrounding community through communication and by managing facility aesthetics.

Residuals Management

10. Manage the processing and recycling of water treatment residuals, a type of sludge or waste product currently being recycled with a local composting facility.

## FY 2016 Accomplishments

- Achieved compliance with all state and EPA drinking water quality standards.
- Received the Director's Award from the Partnership for Safe Water for the 11th consecutive year.
- Continued construction of the Phase III Expansion Project, the next capital facilities expansion of the plant that will increase water production capacity to 56 million gallons per day.
- Completed a capital project to recondition the plant's three ozone generators.
- Completed distribution of the Town's Annual Water Quality Report to all Utility customers utilizing an electronic distribution format. The change to electronic distribution allows the Town to save approximately $20,000 annually in report distribution costs.
- Continued an asset inventory and condition assessment program of all critical equipment and assets at the water treatment plant and associated facilities.
- Received the Turbidity Optimization Award from the N.C. Division of Water Resources for the fourth time in the past five years.
- Placed 2nd out of 26 entries in the annual Best Tasting Water Contest sponsored by the N.C. chapter of the American Water Works Association & Water Environment Federation, an annual contest open to water systems throughout the state. This marked the seventh time since 2003 that the Town has placed first or second in the competition.

## Key Performance Objectives

- Adequately meet Town of Cary and Town of Apex water system demands and daily needs of system customers.
- Achieve 100% compliance rating with all state and EPA standards for drinking water quality.
- Achieve a turbidity removal percentage of 99% or greater.
- Achieve a $450 or less treatment chemical cost per million gallons of water treated.
- Achieve a cost of $65 or less for residuals processing per million gallons of water treated.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Percentage of state and EPA water quality regulatory standards compliance | 100% | 100% | 100% |
| Turbidity removal percentage | 99.7% | 99.7% | 99% |
| Chemical cost/million gallons | $369 | $419 | $403 |
| Residuals processing cost/million gallons | $53 | $53 | $56 |

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Number of in-house laboratory analyses performed | 23,066 | 25,500 | 27,000 |
| Number of in-house laboratory analytical quality control tests performed | 13,464 | 13,100 | 13,600 |
| Number of contracted lab samples processed | 640 | 715 | 550 |
| Total Average Daily Demand (MGD) | 17.5 | 18.2 | 19.0 |
| Cary Average Daily Demand | 14.3 | 14.6 | 15.0 |
| Apex Average Daily Demand | 3.2 | 3.6 | 4.0 |
| System Maximum Month Average Daily Water Demand (MGD) | 21.4 | 22.5 | 23.5 |
| System Maximum Daily Water Demand (million gallons) | 26.5 | 29.1 | 30 |
| System Peak-Hour Water Demand (MGD) | 36 | 36 | 38 |
| Total kilowatt-hours (kWh) consumed per year | 20,905,858 | 21,993,000 | 22,873,000 |
| Total kWh per million gallons of water produced per year | 3,272 | 3,295 | 3,295 |
| Hourly operations process control tests | 166,400 | 166,400 | 166,400 |
| Hourly plant inspection rounds | 8,760 | 8,760 | 8,760 |
| Number of preventive maintenance work orders completed | 1,760 | 2,000 | 2,500 |
| Preventive maintenance (Total hours per year) | 2,364 | 3,500 | 4,000 |
| Corrective maintenance (Total hours per year) | 2,758 | 4,000 | 3,500 |
| Predictive maintenance (Total hours per year) | 1,504 | 2,000 | 2,500 |
| Maintenance hours for operations assistance (Total hours per year) | 1,931 | 1,300 | 1,500 |

## Activity History

Fund Number: 30-7053

| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $1,900,240 | $1,949,519 | $2,118,419 | $2,281,656 | $2,398,794 |
| Operations and Maintenance | $4,574,828 | $5,132,702 | $4,906,567 | $5,937,384 | $5,939,117 |
| Internal Services | $0 | $0 | $18,521 | $0 | $47,542 |
| Capital Outlay | $0 | $48,037 | $10,642 | $35,846 | $0 |
| Reimbursement from Apex | ($1,845,617) | ($1,775,986) | ($2,932,044) | ($2,677,089) | ($3,264,151) |
| **Total** | **$4,629,451** | **$5,354,272** | **$4,122,105** | **$5,577,797** | **$5,121,302** |
| Authorized FTEs | 23 | 24 | 24 | 26 | 26 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- There are no significant budget and/or service level changes in FY2017.

# REVENUE SOURCES AND TRENDS – TRANSIT FUND

Total budgeted grant and fee related transit fund revenues for FY 2017 are $2,946,264, an increase of 18% above the respective estimated sources of FY 2016. The FY 2016 grant and fee related revenues are estimated at $2,493,096, an increase of 4.5% from FY 2015.

- **Vehicle License Fee = $631,107**
  The Town of Cary charges a vehicle license fee of $15 for each vehicle registered within Cary. Of this fee, $10 is used to help fund transportation related capital improvements and $5 is used to help fund the Cary Transit (C-Tran) program. The $5 portion was added to the Town's vehicle license fee in FY 2002 when C-Tran was made available to the general public. This amount is included on the same personal property tax bill that the owner of the vehicle receives each year. FY 2017 revenue is budgeted to increase 11% over the FY 2016 estimate.

- **Transportation Tickets = $349,600**
  The FY 2017 budget for tickets reflects an increase of 14% over FY 2016. The first phase of fare increases took effect January 27, 2014. The second phase of fare increases as approved by Council was on January 27, 2015. In this second phase, door to door fares were $3.00 for one-way trip in town and $4 for a one-way trip within Town limits, but outside the ¾ quarter mile corridor of fixed route bus lines, and $6.00 - $9.00 for a one-way out-of-town trip, value dependent on geography as defined in table below. In addition, the discounted fare at $1 for one-way in town trip from 10 a.m.-3 p.m. was eliminated. Council approved a new tiered fare structure for door to door service on October 10, 2013. This revenue source includes ticket revenues received from the various ridership categories as described below:

## Door to Door Fares

| Tier I | Tier II | Tier III |
|---|---|---|
| Trips wholly within ¾ mile of the fixed route corridors | Trips not wholly within the ¾ mile corridor of the fixed routes but within the Town limit | Out-of-town trips (Geography Based levels) |
| $3.00 per one-way trip | $4 per one-way trip | Apex - $6.00<br>Morrisville - $6.00<br>Raleigh - $7.00<br>Raleigh +10 Miles - $8.00<br>Raleigh +15 Miles - $9.00<br>Durham - $8.00<br>Chapel Hill - $9.00 |

## Fixed Route Fares

- Fixed route general public service: $1.50 per one-way trip.
- Fixed route for senior citizens and disabled citizens: $0.75 per one-way trip; ½ fare on all tickets/passes

**Federal Transit Grant = $1,611,842**

- This represents a Federal Transit Administration grant to help offset operating costs of the service. The Town applies for this grant funding on an annual basis.

**State Maintenance Assistance Program (SMAP) = $290,715**

- The State of North Carolina provides public transportation funding to designated urban transit agencies in North Carolina. In FY 2003, the Town received its first appropriation totaling $50,000 for transit start-up from the North Carolina Department of Transportation.

# TRANSIT FUND SUMMARY

The Town of Cary began a demand responsive transit service (C-Tran) for Cary's senior citizens and those with disabilities on July 1, 2001 (the beginning of Fiscal Year 2002). The Town Council approved expansion of the transit service to the general public on July 1, 2002 (the beginning of Fiscal Year 2003). Because of the program's expansion and its eligibility for restricted funding, this transit fund was created to capture all related revenues and expenditures. Prior to Fiscal Year 2003, costs and ticket sale revenues were included in the general fund. On February 24, 2005, Town Council approved a new service design for C-Tran in Cary in which the general public portion of the service was approved to become a fixed-route system effective in November 2005. The demand responsive portion of the service continued as originally designed for Cary's senior citizens and those with disabilities. Since that time various route additions and schedule changes have been made to accommodate riders.

In August 2011, C-Tran began operating Triangle Transit 303 Cary-Raleigh service on Saturdays and holidays for the Triangle Transit Authority (TTA) and is reimbursed 100% from TTA for providing this regional service. The expense and matching revenue are included in the FY 2014 budget.

Evening operating hours were increased in Fiscal Year 2015 from 8pm - 10pm on Monday through Saturday. In prior fiscal years, extending evening service hours had been the top ranked request from riders as part of our annual fixed route passenger survey process.

In October of FY17, C-Tran will become GoCary and initiate a new contract agreement with a private transportation provider. With this transition, both fixed route and door-to-door services will be operating new and improved vehicles. The vehicles will be equipped with advanced technologies for passenger convenience, safety, and security, to include but not limited to, automated passenger counters, audio/visual surveillance, ramps in lieu of lifts for disabled passengers, and AVL. In addition, Door to Door passengers will have the ability to reserve and pay for trips through an on-line portal. Town Transit staff will also procure route planning technology that will save significant staff time in evaluating transit route scenarios in terms of potential ridership and overall productivity, as well as effective public outreach capabilities for educating citizens about proposed changes.

| | **Actual FY 2013** | **Actual FY 2014** | **Actual FY 2015** | **Estimate FY 2016** | **Adopted FY 2017** |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Vehicle License Fees | 551,545 | 722,508 | 685,973 | 570,000 | 631,107 |
| Federal Transit Grant | 1,155,652 | 1,067,609 | 1,102,000 | 1,279,481 | 1,611,842 |
| State Grant (Allocation) | 172,059 | 190,616 | 200,236 | 290,715 | 290,715 |
| Miscellaneous | 41,746 | --- | 97 | 46,900 | 63,000 |
| Transportation C-Tran Tickets | 283,750 | 344,178 | 395,715 | 306,000 | 349,600 |
| Transfer from General Fund | 1,546,854 | 1,446,994 | 1,695,172 | 1,281,025 | 829,545 |
| Appropriation from Fund Balance | --- | --- | --- | 234,851 | 707,063 |
| TOTAL REVENUES | 3,751,606 | 3,771,905 | 4,079,193 | 4,008,972 | 4,482,872 |
| **OPERATING EXPENDITURES** | **3,522,410** | **3,459,464** | **3,730,401** | **3,910,070** | **4,482,872** |
| Revenues and Other Sources Over (Under) Expenses and Other Uses | 229,196 | 312,441 | 348,792 | 98,902 | --- |
| Fund Balance - Start of Year | 399,740 | 628,936 | 941,377 | 1,290,169 | 1,154,220 |
| **Fund Balance - End of Year** | **628,936** | **941,377** | **1,290,169** | **1,154,220** | **447,157** |

# TRANSIT PROGRAM

Additional information about the Transit Program (C-Tran) may be obtained by calling Ray S. Boylston, Transit Services Administrator, at (919) 462-2080, through email at ray.boylston@townofcary.org or by visiting the Town's website www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Attractive, Well-Planned and Livable Community** | |
| Connects the community through a network of safe, accessible, reliable and well-planned mobility options for vehicles, pedestrians and cyclists | 1,2,3,4,5,6 |
| Collaboratively encourages and provides a variety of community events, quality educational opportunities, leisure-time activities, and a vibrant downtown that are safe and contribute to the economic and social well-being of the community | 3,6 |
| Fosters a sense of community through citizen involvement, participation, and education | 6 |
| **Effective Transportation and Mobility** | |
| Partners to promote and ensure local and regional access to reliable, affordable and convenient public transportation options | 1,2,4,6 |
| Collaboratively plans for the mobility needs of the community | 1,2,3,4,5,6 |

## Goals and Initiatives

1. Maintain affordable door-to-door transit services for seniors and persons with disabilities throughout the Town limits for medical, employment, shopping and social activities and out-of-town services for medical and employment trips on a space available basis.
2. Develop, provide, and maintain highly efficient, effective and convenient transit services for the general public within the Town limits and connecting to other regional service providers through a general public fixed route transit system.
3. Design and maintain transit services in a manner that promotes increased system productivity and excellent customer service.
4. Ensure that the system provides local bus service connections with regional bus service and a baseline of transit feeder services to the future regional transit services.
5. Ensure that all available federal, state, regional, and other transit grant funding sources are sought and utilized to the maximum extent possible to offset expenses to the Town and its citizens.
6. Ensure that the Town continues to cooperate and participate in regional transit (bus and rail) coordination and planning initiatives to enhance the mobility of our citizens and visitors throughout the region.
7. Complete rebranding transition for both fixed route and door to door service on October 1, 2016.
8. Ensure all contract deliverables (new vehicles – 10 fixed route buses and 18 door to door vans, equipment, and information technology improvements) are prepared and ready for successful new contract transition that begins October 1, 2016.

## FY 2016 Accomplishments

- Participated and provided input in the development of the final Wake Transit Plan anticipated to be on a November 2016 ballot as a half-cent tax sales tax referendum

- Ensured that the final Wake Transit Plan included significant transit service expansion (frequency, service hours, and additional routes) as well as a Bus Rapid Transit (BRT) service linking Raleigh and Cary.
- Provided feedback in the development of the Transit Element of the Comprehensive Transportation Plan (CTP) as part of the Imagine Cary planning process with focus on prioritization of potential transit service improvements.
- Developed comprehensive transit analytics database to provide clear and concise performance measures that will be reviewed annually and assist staff with determining future.
- Completed the Request for Proposal (RFP) competitive process for the new private transit operations contract and subsequent agreement for a five year contract with the option to renew one or more years up to five.
- Hired a Transit Planner (Grants & Special Projects) staff person that will be instrumental in seeking and obtaining all possible federal and state grant funds to offset the net cost to the Town and ensure federal requirements compliance.
- Initiated C-Tran newsletter called “Connections” and distributed two seasonal (spring/summer and fall/winter) editions to citizens and passengers highlighting news about C-Tran services and other notices regarding transit.
- Provided approximately 40,000 one-way passenger trips on the door-to-door services for 1,482 registered seniors and disabled citizens – of which approximately 1,250 are actively riding.
- Provided approximately 275,000 passenger trips on the fixed route and general public shuttle services.
- Requested and received Federal Transit Administration (FTA) “capital cost of contracting” funds totaling $1.28million.
- Requested and received State Maintenance Assistance Program (SMAP) operating funds totaling approximately $290,715.
- Contractor has ordered and received two new 30 foot Gillig medium duty buses for our fixed route services that went into service in November 2015.
- Distributed over 9,000 fixed route map and schedule brochures to numerous businesses, apartment complexes and schools in the service area.
- Completed updates to C-Tran website to reflect system changes, policy updates and new fare information.
- Continued to promote the automated vehicle locator and “real time” bus information system known as GoLive to provide improved customer process for obtaining quick and easy information about schedules and location of their bus via smart phone technology
- Successfully utilized automated passenger counter technology to enhance the Town’s ability to track where and when passengers board the fixed route bus system. This data is critical in prioritizing locations for future passenger shelters and amenities. Continued increasing the number of citizens/passengers who have signed up for email alerts through the Town’s GovDelivery portal for C-Tran information and notices: 863 for Door to Door, 706 for fixed route, and 907 for general C-Tran information.

## Key Performance Objectives

- Maintain 90% on-time performance of C-Tran (average between fixed route and door-to-door systems).
- Increase general public ridership on C-Tran by 5% or more.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| % of on-time transit trips (fixed route and door-to-door) | 90% | 90% | 90% |
| % increase in door-to-door transit trips | 2% | 41% | 5% |
| % increase/(decrease) in fixed route transit trips | 5% | -8% | 5% |
| % increase/(decrease) in Town subsidy for fixed route service | 176% | 22% | -34% |

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Number of registered door-to-door riders | 1,628 | 1,725 | 1,760 |
| Number of transit trips on fixed routes & general public shuttle trips | 321,500 | 290,000 | 305,000 |
| Number of transit trips on door-to-door services | 39,000 | 40,000 | 40,400 |
| Average annual net transit cost per trip (door-to-door)* | $25.05 | $22.25 | $29.56 |
| Average annual net transit cost per trip (fixed route)* | $2.07 | $1.09 | $1.10 |

*Net cost to Town after receipt of federal and state funds, annual vehicle registration fees and passenger fares.

## Activity History

Fund Number: 025-5700

| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| Personnel Services | $209,998 | $240,973 | $253,860 | $345,927 | $342,523 |
| Operations and Maintenance | $3,314,205 | $3,220,771 | $3,485,390 | $3,588,523 | $4,140,349 |
| Capital Outlay | $0 | $0 | $0 | $0 | $0 |
| Reimb from DT Special Events | ($1,800) | ($2,280) | $(8,849) | $0 | $0 |
| **Total *** | **$3,522,403** | **$3,459,464** | **$3,728,380** | **$3,934,450** | **$4,482,872** |
| Authorized FTEs | 2 | 2 | 3 | 4 | 4 |

*NOTE: Prior to January 2014 – Transit was shown in the Planning Department

## Significant Budget and/or Service Level Changes Beyond Current Levels

- Contract services expenses for transit operations will increase based on revised rates (effective October 1, 2016) for fixed route and door to door (demand-response) services that includes enhancements in technology, vehicles, and safety and security for the system. These changes are part of a new five year base contract with option to renew one or more years up to five years.

# FLEET MANAGEMENT FUND

Fleet Management is responsible for setting labor, parts, and fuel rates that are charged to user departments for vehicle repair and maintenance. This provides Fleet Management with a stable revenue stream that can be adjusted to mirror public and private market trends. Prior to FY 1999, fuel and maintenance/repair services were charged back to departments through the Maintenance and Repair-Vehicles account without a mark-up. However, this process made the billable labor rate the primary revenue source, and thus pushed the labor rate out of the market range — while parts and fuel prices were considerably below the market average.

Currently, parts and fuel are ordered through Fleet Management and sold back to departments with a mark-up that is comparable to the average mark-up in the private sector. Because of the Town's cost structure, Fleet Management can add the mark-up and still maintain market competitiveness (mark-up is reviewed annually to ensure competitiveness).

The markups on fuel and parts and the labor rate is changing in FY17 after completing a cost recovery analysis of Fleet Services. Fleet Management will switch the fuel markup from a 25-cent per gallon markup to an 11-cent per gallon markup, the parts markup will change from 22% to 30% markup, and the labor charge will change from two separate rates into one single rate at $112 per hour. This change will ensure charges to departments are dependent upon consumption, instead of market conditions.

## Description of Revenue Sources

Parts = $285,032
Accounts for the 30% mark-up on parts billed to user departments.

Fuel - Cary = $66,776
Accounts for the 11¢ mark-up per gallon on fuel billed to user departments.

Labor = $1,179,152
Accounts for the total labor charges billed to user departments for vehicle repairs. In FY 2017, the labor rate is $112.00 per hour.

Outsourcing Fee = $26,557
Accounts for the $27.00 per transaction fee billed to user departments to cover the oversight costs associated with sending repair work to a private vendor.

Interest Earned = $3,950
Income derived from investments attributable to the Fleet Management Internal Service Fund.

Proceeds From Sale of Assets = $10,000
Fleet pool vehicles and other assets assigned to the Fleet Department that are replaced due to reaching the end of their useful life are sold and the revenue is returned to the Fleet Management Internal Service Fund.

# FLEET MANAGEMENT FUND SUMMARY

| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Adopted FY 2017 |
|---|---|---|---|---|---|
| **Revenues** | | | | | |
| Parts | 157,958 | 171,762 | 197,612 | 204,402 | 285,032 |
| Fuel - Cary | 299,073 | 277,500 | 108,559 | 146,605 | 66,776 |
| Fuel - Morrisville | 159,888 | 193 | --- | --- | --- |
| Labor | 575,185 | 583,755 | 841,429 | 829,247 | 1,179,152 |
| Outsourcing Fee | 19,304 | 23,085 | 24,414 | 34,625 | 26,557 |
| Interest Earned | 4,952 | 2,894 | 2,891 | 4,590 | 3,950 |
| Proceeds from Sale of Assets | 1,613 | 24,810 | 4,276 | 10,000 | 10,000 |
| **Total Revenues** | **1,217,973** | **1,083,999** | **1,179,181** | **1,229,469** | **1,571,467** |
| **Expenses** | | | | | |
| Operating Expenses | **1,141,625** | **898,683** | **975,623** | **1,103,754** | **1,343,017** |
| **Other Financing Uses (Sources)** | | | | | |
| Workers' Comp & Small Claims | 19,401 | 19,619 | 17,439 | 18,137 | 20,500 |
| Indirect Costs | 273,954 | 359,522 | 369,882 | 382,902 | 246,954 |
| Transfer to Health ISF | --- | --- | 8,406 | 9,930 | 8,130 |
| Gain on Investments | 2,299 | (467) | (373) | --- | --- |
| **Total Expenses/Transfers** | **1,437,279** | **1,277,357** | **1,370,977** | **1,514,723** | **1,618,601** |
| Appropriation To (From) Fund Balance | (219,306) | (193,358) | (191,796) | (285,254) | (47,134) |
| **Ending Fund Balance** | **1,335,631** | **1,142,273** | **950,477** | **665,223** | **618,089** |

# FLEET MANAGEMENT DIVISION

Additional information about the Fleet Management Division may be obtained by calling John Holloway, Operations Support Manager, at (919) 462-3875, through e-mail at john.holloway@townofcary.org or by visiting the Town's web site at www.townofcary.org.

## Town Priority Based Budgeting Goals and Practices

| | Department Goals and Initiatives Supporting each Town Goal and Practice |
|---|---|
| **Good Governance** | |
| Provides assurance of regulatory and policy compliance to minimize and mitigate risk | 1- 4,7,8,10,12,14,15 |
| Supports decision-making with timely and accurate short-term and long-range analysis | 10 |
| Enables and enhances openness and transparency by ensuring accountability, honesty, efficiency, best practices and innovation in all operations | 2,5,6- 8,10,12,14,15 |
| Protects, manages and optimizes its financial, human, physical and technology resources | 2,8,10,13-15 |
| Delivers responsive and courteous service to its internal and external customers, while ensuring timely and effective two-way communication | 1-3,5-15 |

## Goals and Initiatives

Vehicle and Equipment Repair

1. Provide two shifts covering the time period from 7:00 AM – 11:00 PM, Monday – Friday.
2. Provide repair service for approximately 616 vehicles and 514 pieces of equipment.
3. Perform diagnostics on various equipment and vehicles.
4. Provide equipment and vehicle repair support during Town emergencies/inclement weather.

Preventive Maintenance

5. Coordinate servicing of equipment operating 60,535 hours and vehicles driven 3.72 million miles a year.
6. Perform Seasonal Equipment Preparation (e.g., leaf machines, dump trucks, sand/salt spreaders, lawn mowers).
7. Perform Preventive Maintenance Services (e.g., oil change, transmission service) for light, medium, and heavy duty vehicles and equipment, which includes town fire trucks.
8. Perform North Carolina state inspections.
9. Strive for a "same day" turn around on scheduled preventive maintenance.

Operational Support

10. Provide vehicle and equipment replacement planning for Town departments.
11. Coordinate motor pool vehicle support for Town departments when vehicles are in the shop for service.
12. Provide fuel for Town assets utilizing approximately 609,426 gallons of gasoline and diesel fuel a year.
13. Contract repair/warranty management.
14. Equipment/vehicle specification preparation.
15. Work measurement/maintenance management.

## FY 2016 Accomplishments

- Analyzed and projected the FY 2017 vehicle and equipment replacement plan, which included heavy equipment and seasonal equipment.
- Updated ten-year vehicle and equipment replacement projections for the capital improvements budget/plan for Fiscal Years 2017 - 2028.
- Service support and mechanic staff effectively maintained quality, customer-oriented focus.
- Utilized the FASTER fleet software program and provided departments with necessary data to make informed decisions regarding their assets.
- Expanded offsite fueling capability for using departments who operated vehicle assets outside close proximity to OPS-B complex, which improved efficiency and reduced operation and maintenance cost.

## Key Performance Objectives

- Ensure a fleet availability rate of no less than 95% annually.
- Ensure that repeat repairs are less than 1% of total work orders annually.
- Ensure that 97% of all (non-critical) repairs will be completed within 3 business days.
- Maintain a preventive maintenance (PM) compliance rate of 90% annually.
- Maintain a ratio of preventive maintenance to repairs of 45% annually.
- Ensure there is no more than (+/-) 5% difference between the estimated maintenance and repair budgets vs. actual expenditures Town-wide.

## Key Performance Measures

| Performance Measure | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| % fleet availability | 98% | 98% | 98% |
| % of repeat repairs of total work orders | 0.4% | 2% | 2% |
| % of all repairs performed within 3 working days | 90% | 90% | 90% |
| % of preventive maintenance compliance | 91% | 90% | 91% |
| Ratio preventive maintenance/repairs % | 52% | 50% | 50% |
| % of same day repair for all scheduled PM work | 91% | 91% | 91% |

## Key Workload Indicators

| Workload Indicator | Actual FY 2015 | Estimated FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Work orders processed | 6,691 | 6,300 | 6,400 |
| Unit to mechanic ratio | 126/1 | 127/1 | 116/1 |
| Vehicle Equivalents* | 2,279 | 2,284 | 2,295 |
| Vehicle Equivalents Per Technician | 253 | 254 | 255 |
| Labor Hours Charged Per Vehicle Equivalent | 4.6 | 4.5 | 4.5 |
| Vehicles/Equip maintained | 1,130 | 1,135 | 1,140 |
| Fuel usage (gallons) | 609,426 | 588,098 | 607,051 |
| Miles driven by fleet | 3,720,000 | 3,800,000 | 3,900,000 |

* Vehicle equivalents is a measure of the actual impact a vehicle has on maintenance and staffing needs, for example large trucks and fire apparatus have a greater impact than fleet sedans.

## Activity History

| Fund Number: 39-5660 | | | | | |
|---|---|---|---|---|---|
| Activity | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
| Personnel Services | $692,187 | $701,607 | $802,438 | $937,912 | $1,051,548 |
| Operations and Maintenance | $276,011 | $145,430 | $173,185 | $165,842 | $191,893 |
| Internal Service | $293,355 | $379,141 | $395,727 | $410,969 | $275,584 |
| Capital Outlay | $173,427 | $50,646 | $0 | $0 | $91,599 |
| **Total** | **$1,434,980** | **$1,277,824** | **$1,371,350** | **$1,514,723** | **$1,610,624** |
| Authorized FTEs | 10 | 10 | 11 | 12 | 13 |

## Significant Budget and/or Service Level Changes Beyond Current Levels

- Includes a new Fleet Lead Technician to take over the day-to-day supervisory role of the five Fleet Technicians. Addition of this position will allow the Fleet Manager to focus primarily on core management tasks.

# COMMUNITY DEVELOPMENT BLOCK GRANT FUND SUMMARY

The Town of Cary was approved by the United States Department of Housing and Urban Development (HUD) to become a Community Development Block Grant (CDBG) Entitlement Community effective July 1, 2004. Federal funds allotted annually are expected to be available to the Town for use in addressing the Town's affordable housing, public infrastructure and related economic development needs. The exact amount varies based on congressional appropriations and HUD's funding formula. As a condition of participating in the CDBG program, the Town is required to prepare and adopt a five-year Consolidated Plan that identifies priorities and includes a strategic plan for addressing related needs within the Town of Cary. Particular focus is given to Cary's low and moderate income families and neighborhoods.

The current plan covers the period July 1, 2014 through June 30, 2019. The budgets will remain effective and will not expire for the entire five year period.

| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| **Revenues** | | | | | |
| Annual Allotment of Federal Funds | 394,825 | 263,124 | 711,629 | 533,648 | 599,500 |
| TOTAL REVENUES | 394,825 | 263,124 | 711,629 | 533,648 | 599,500 |
| **Operating Expenditures** | 394,825 | 263,124 | 711,629 | 533,648 | 599,500 |
| Revenues and Other Sources Over (Under) Expenses and Other Uses | --- | --- | | --- | --- |
| Fund Balance - Start of Year | --- | --- | | --- | --- |
| **Fund Balance - End of Year** | **---** | **---** | | **---** | **---** |

# ECONOMIC DEVELOPMENT STRATEGIC FUND SUMMARY

To better focus economic development efforts and the resources necessary to achieve them, the Town contracted with the Sanford Holshouser (SH) Business Development Group in the fall of 2005 to develop a comprehensive economic development strategy. The Town Council approved $750,000 within this newly established fund restricted for economic development purposes as part of the FY 2007 budget. The Cary Chamber of Commerce was chosen to help execute the strategies, and the Town has continued to contract with the Cary Chamber of Commerce for these services. The Chamber works with the Town to achieve the goals as outlined in the report including target sector recruitment, product development, business retention and expansion, downtown revitalization, participation in regional economic development programs and initiatives, and entrepreneurial development..

| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Adopted FY 2017 |
|---|---|---|---|---|---|
| **Revenues** | | | | | |
| General Fund transfer for Economic Development Program | 233,524 | 282,000 | 282,000 | 282,000 | 282,000 |
| General Fund transfer for Grants Paid to Businesses | --- | 375,000 | 297,200 | 320,450 | --- |
| Contribution from NC Dept of Commerce for HCL | --- | --- | --- | --- | 123,700 |
| Contribution from One NC Grant for Proto Labs, Inc. | --- | --- | --- | --- | 150,000 |
| Appropriation from Fund Balance | 26,476 | --- | --- | 797,200 | 988,824 |
| **Total Revenues** | **260,000** | **657,000** | **579,200** | **1,399,650** | **1,544,524** |
| | | | | | |
| **Operating Expenditures** | | | | | |
| Cary Chamber of Commerce Contract Renewal | 235,000 | 282,000 | 282,000 | 282,000 | 282,000 |
| Met Life | --- | --- | --- | 128,826 | 371,174 |
| HCL ($123,700 TOC, $123,700 One NC Grant) | --- | --- | --- | --- | 247,400 |
| CBC Americas ($23,500 TOC) | --- | --- | --- | --- | 23,500 |
| Proto Labs, Inc. ($150K TOC, $150K One NC Grant) | --- | --- | --- | --- | 300,000 |
| Kellogs ($216,450 TOC) | --- | --- | --- | --- | 216,450 |
| DB Global Technology ($104,000 TOC) | --- | --- | --- | --- | 104,000 |
| **Total Expenditures** | **235,000** | **282,000** | **282,000** | **410,826** | **1,544,524** |
| | | | | | |
| Revenues and Other Sources Over (Under) Expenses and Other Uses | 25,000 | 375,000 | 297,200 | 988,824 | --- |
| | | | | | |
| Fund Balance - Start of Year | 126,476 | 125,000 | 500,000 | 797,200 | 988,824 |
| | | | | | |
| **Fund Balance - End of Year** | **125,000** | **500,000** | **797,200** | **988,824** | **---** |

# EMERGENCY TELEPHONE SYSTEM (911) SPECIAL REVENUE FUND SUMMARY

Under authority granted in North Carolina General Statute 62A, the Town of Cary implemented a Wireless 911 fee (80 cents per month per line) and has received monthly wireless 911 money distributions from the NC Wireless 911 Board since September 1998. In August 2003, the Town also implemented a Wireline 911 fee (25 cents per month per line) on wired telephone subscribers that had access to the Town's 911 Emergency Telephone Center. These charges were intended to maintain the emergency communications system equipment and support eligible operating costs. On July 27, 2007, NCGS 62A was further revised by creating a 911 Board with the responsibility for both wireless and wireline 911 in North Carolina and establishing a single, statewide service charge (70 cents per month per connection) for any type of voice communication service provided. This new legislation became effective January 1, 2008 and requires the 911 Board to disperse monthly 911 monies to agencies based on the criteria in NCGS 62A.

| | **Actual FY 2013** | **Actual FY2014** | **Actual FY 2015** | **Estimated FY 2016** | **Budget FY 2017** |
|---|---|---|---|---|---|
| **Revenues** | | | | | |
| 911 Combined System | 423,781 | 1,324,904 | 866,921 | 577,538 | 516,622 |
| Interest Earnings | --- | 282 | 748 | --- | --- |
| **Total Revenues** | **423,781** | **1,325,186** | **867,669** | **577,538** | **516,622** |
| | | | | | |
| **Expenditures** | | | | | |
| Eligible Operating Costs | 423,781 | 543,317 | 634,410 | 595,574 | 940,000 |
| Adjustment to Prior Year Report | | | -5,757 | | |
| **Total Expenditures** | **423,781** | **543,317** | **628,653** | **595,574** | **940,000** |
| | | | | | |
| **Other Financing Uses (Sources)** | | | | | |
| Transfers out to Capital Projects Fund | --- | 530,029 | --- | --- | --- |
| **Total Expenditures, Net Other Uses** | **423,781** | **1,073,346** | **628,653** | **595,574** | **940,000** |
| | | | | | |
| Appropriation to (from) Fund Balance | --- | 251,840 | 239,016 | (18,036) | (423,378) |
| | | | | | |
| Ending Fund Balance | --- | **251,840** | **490,856** | **472,820** | **49,442** |

# POLICE SEPARATION ALLOWANCE FUND SUMMARY

State law requires each municipality in North Carolina to reserve funds annually in a separate trust fund for police separation allowance costs. Police officers are entitled to a monthly separation allowance if they retire from the municipal police force after 30 years of service or after reaching the age of fifty-five and having served at least five years. The amount of this allowance is based on a combination of years of service and ending salary and is paid until the retiree reaches the age of sixty-two.

| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| **Revenues** | | | | | |
| Contributions from General Fund | 300,000 | 318,291 | 364,195 | 616,470 | 694,075 |
| Investment Earnings | 567 | 131 | 237 | --- | --- |
| **Total Revenues** | **300,567** | **318,422** | **364,432** | **616,470** | **694,075** |
| | | | | | |
| **Expenditures** | | | | | |
| Appropriation to (from) Fund Balance | --- | --- | --- | --- | --- |
| Separation Allowance Benefits | 258,378 | 282,779 | 302,540 | 494,103 | 640,978 |
| Total Expenditures | **258,378** | **282,779** | **302,540** | **494,103** | **640,978** |
| | | | | | |
| Appropriation to (from) Fund Balance | 42,189 | 35,643 | 61,892 | 122,367 | 53,097 |
| | | | | | |
| **Ending Fund Balance** | **1,272,991** | **1,308,634** | **1,370,526** | **1,492,893** | **1,545,990** |

# HEALTH AND DENTAL FUND

| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| ***Health Self-Insurance*** | | | | | |
| **Revenues** | | | | | |
| Dependent Premiums - Health | 2,614,385 | 2,744,205 | 3,137,418 | 3,073,790 | 3,522,846 |
| | | | | | |
| Town Contributed Premiums | | | | | |
| General Fund | 8,136,740 | 8,686,144 | 9,992,247 | 9,943,903 | 11,799,789 |
| Utility Fund | 1,905,006 | 2,033,634 | 2,339,424 | 2,297,198 | 1,474,974 |
| Fleet Management Fund | 88,328 | 94,292 | 108,470 | 107,725 | 134,088 |
| Town Contributed Premiums Subtotal | 10,130,074 | 10,814,070 | 12,440,141 | 12,348,826 | 13,408,851 |
| | | | | | |
| Fund Transfers for Non-claim costs | | | | | |
| General Fund | --- | --- | 813,001 | 903,840 | 1,715,440 |
| Utility Fund | --- | --- | 107,178 | 109,230 | 89,430 |
| Fleet Management Fund | --- | --- | 8,406 | 9,930 | 8,130 |
| Fund Transfers for Non-claim costs Subtotal | --- | --- | 928,585 | 1,023,000 | 1,813,000 |
| | | | | | |
| Miscellaneous Revenues | 33,343 | 36,358 | --- | --- | --- |
| **Total Revenues** | **12,777,802** | **13,594,633** | **16,506,144** | **16,445,616** | **18,744,697** |
| | | | | | |
| **Expenditures** | | | | | |
| Employee Health claims | 11,313,963 | 9,746,072 | 11,641,795 | 12,190,705 | 13,612,404 |
| Stoploss Reinsurance from claims | (420,196) | (97,615) | (7,092) | --- | --- |
| Retiree health claims | 1,044,771 | 1,329,672 | 1,301,320 | 1,454,020 | 1,576,158 |
| Vision Claims | --- | --- | --- | --- | --- |
| Subtotal Health Insurance Claims | 11,938,538 | 10,978,129 | 12,936,023 | 13,644,725 | 15,188,562 |
| | | | | | |
| Employee Admin Fees | 1,255,636 | 1,361,092 | 1,585,737 | 1,530,000 | 1,422,174 |
| Retiree Admin Fees | 8,244 | 8,163 | 9,833 | 10,000 | 10,000 |
| Vision Admin Fees | 197,321 | 200,733 | 209,202 | 230,000 | 229,595 |
| ACA Fees | --- | --- | --- | 160,000 | 81,366 |
| Subtotal Health Administration Fees | 1,461,201 | 1,569,987 | 1,804,772 | 1,930,000 | 1,743,135 |
| Claim Related Costs Subtotal | 13,399,739 | 12,548,116 | 14,740,795 | 15,574,725 | 16,931,697 |
| | | | | | |
| Flex Paid by Town | 183,564 | 207,548 | 345,533 | 480,000 | 480,000 |
| C-PHIT | 136,881 | 265,076 | 233,568 | 153,000 | 123,000 |
| Medicare Prem. Paid | 123,444 | 127,366 | 164,687 | 200,000 | 210,000 |
| Non-Claim Related Costs Subtotal | 443,889 | 599,991 | 743,788 | 833,000 | 813,000 |
| **Total Expenditures** | **13,843,628** | **13,148,107** | **15,484,583** | **16,407,725** | **17,744,697** |
| | | | | | |
| Appropriation to (from) Fund Balance | (1,065,826) | 446,525 | 1,021,561 | 37,891 | 1,000,000 |
| | | | | | |
| ***Dental Self-Insurance*** | | | | | |
| **Revenues** | | | | | |
| Dependent Premiums - Dental | 536,521 | 589,553 | 621,231 | 632,891 | 634,821 |
| | | | | | |
| Town Contributed Premiums | | | | | |
| General Fund | 528,235 | 517,739 | 433,369 | 569,662 | 794,980 |
| Utility Fund | 123,673 | 121,215 | 101,462 | 133,372 | 99,372 |
| Fleet Management Fund | 5,734 | 5,620 | 4,704 | 6,184 | 9,034 |
| Town Contributed Premiums Subtotal | 657,642 | 644,574 | 539,535 | 709,218 | 903,386 |
| **Total Revenues** | **1,194,163** | **1,234,128** | **1,160,766** | **1,342,109** | **1,538,207** |
| | | | | | |
| **Expenditures** | | | | | |
| Dental Insurance Claims | 1,126,038 | 1,142,662 | 1,156,416 | 1,305,000 | 1,317,286 |
| Retiree Dental Insurance Claims | 65,476 | 59,349 | 72,641 | | 146,365 |
| Dental Administration Fees | 64,886 | 66,357 | 73,211 | 75,000 | 74,556 |
| **Total Expenditures** | **1,256,400** | **1,268,368** | **1,302,268** | **1,380,000** | **1,538,207** |
| | | | | | |
| Appropriation to (from) Fund Balance | (62,237) | (34,241) | (141,502) | (37,891) | --- |
| | | | | | |
| **Total Dental and Health** | | | | | |
| Appropriation to (from) Fund Balance | (1,128,063) | 412,284 | 880,059 | --- | 1,000,000 |
| | | | | | |
| **Total Health and Dental** | | | | | |
| Ending Fund Balance | **4,386,092** | **4,798,376.31** | **5,678,435** | **5,678,435** | **6,678,435** |

Increase in fund balance is an intentional policy decision to contribute toward the Town's potential future OPEB obligation.

# SELF-INSURANCE FUNDS

The Worker's Compensation self-funded insurance program is administered by the Human Resources department, and the self-funded Small Claims and Losses insurance program is administered by the Procurement and Risk Services division of the Finance Department. Both programs are reported as sub-funds of the general fund in the Town's Comprehensive Annual Financial Report.

| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimated FY 2016 | Budget FY 2017 |
|---|---|---|---|---|---|
| ***Worker's Compensation*** | | | | | |
| **Revenues** | | | | | |
| Transfer from General Fund | 1,465,888 | 1,405,646 | 1,204,839 | 1,318,219 | 1,364,000 |
| Transfer from Utility Fund | 343,199 | 329,095 | 282,082 | 168,178 | 170,500 |
| Transfer from Fleet Management Fund | 15,913 | 15,259 | 13,079 | 13,603 | 15,500 |
| Miscellaneous | 21,258 | 112,598 | 12,830 | --- | --- |
| **Total Revenues** | **1,846,258** | **1,862,598** | **1,512,830** | **1,500,000** | **1,550,000** |
| **Expenditures** | | | | | |
| Administration Fee | 228,335 | 227,715 | 269,517 | 310,000 | 310,000 |
| Claims Paid | 1,127,282 | 1,320,314 | 1,027,375 | 1,190,000 | 1,240,000 |
| **Total Expenditures** | **1,355,617** | **1,548,029** | **1,296,892** | **1,500,000** | **1,550,000** |
| Finance Year-End Balance Sheet Entries* | 17,606 | (11,088) | 11,090 | | |
| Appropriation to (from) Fund Balance | 490,641 | 314,569 | 215,938 | --- | --- |
| ***Worker's Compensation*** | | | | | |
| Ending Fund Balance | **1,766,278** | **2,069,759** | **2,296,787** | **2,296,787** | **2,296,787** |
| ***Small Claims & Losses*** | | | | | |
| **Revenues** | | | | | |
| Transfer from General Fund | 341,290 | 401,613 | 401,613 | 439,406 | 440,000 |
| Transfer from Utility Fund | 75,222 | 94,027 | 94,027 | 56,060 | 55,000 |
| Transfer from Fleet Management Fund | 3,488 | 4,360 | 4,360 | 4,534 | 5,000 |
| Miscellaneous | 2,622 | | --- | | |
| **Total Revenues** | **422,622** | **500,000** | **500,000** | **500,000** | **500,000** |
| **Expenditures** | | | | | |
| Claims Paid | **124,562** | **204,203** | **412,763** | **959,844** | **500,000** |
| Finance Year-End Balance Sheet Entries* | (364,577) | 70,460 | 172,594 | | |
| Appropriation to (from) Fund Balance | 298,060 | 295,797 | 87,237 | (459,844) | --- |
| ***Small Claims & Losses*** | | | | | |
| Ending Fund Balance | **472,846** | **839,103** | **1,098,934** | **639,090** | **639,090** |
| **Total Worker's Comp. & Sm. Claims** | | | | | |
| Ending Fund Balance | **2,239,125** | **2,908,862** | **3,395,721** | **2,935,877** | **2,935,877** |

*The Finance Year-End Balance Sheet entries reflect adjustments made between General Fund sub-funds.

These adjustments represent payment of outstanding prior year claims and reimbursement from insurance carriers for prior year claims. These entries are included in these fund summaries so that ending fund balances match Assigned Fund Balances in the CAFR.

# CAPITAL IMPROVEMENTS BUDGET OVERVIEW FOR FISCAL YEAR 2017

Each year, staff prepares a capital improvements budget and a long range capital improvements plan for Town Council's consideration. The capital improvements budget (CIB) and ten year plan (CIP) are recommendations to help meet Council policy direction in the areas of service delivery, infrastructure maintenance and development, regulatory compliance, facilities planning and development, financial condition and projects needed to further enhance the quality of life in Cary.

The CIB also identifies revenue sources and recommendations for project funding. Projects included in the CIB/CIP are typically tangible or intellectual property assets with a value of more than $25,000 and a useful life of over three years. Exceptions have been made to this rule on occasion for practical reasons.

The CIB contains revenue and expenditure budget amounts for each FY 2017 approved capital project and identifies future year projects for fiscal years 2018 through 2027. Figures noted for fiscal years 2018 through 2027 are for planning purposes only and are not appropriations for those years. All amounts beyond FY 2017 are staff's best estimate of future project needs and costs. Projects will be adjusted, and in some cases deleted, as situations and needs change throughout the course of the ten year planning period.

Capital projects are grouped under the following categories:

| **Utility Capital** | **General Capital** |
|---|---|
| - Water | - Transportation |
| - Sewer | - Fire |
| | - Parks, Recreation & Cultural Resources (PRCR) |
| | - General Government |
| | - Downtown |

Fiscal Year 2017 marks the 16th year that the Town has produced a rolling ten year capital improvements planning document. A ten year planning tool of this magnitude has two significant benefits. First, it assists the Town in identifying potential projects necessary to meet the long-term goals of the community. Second, it gives Town Council and staff a view of future infrastructure needs and assists them in understanding the level of funding necessary to fulfill those needs.

Fiscal Year 2017 is the second year that the Town has limited the projects in years after the budget year to the amount of funding projected to be available. The funding limitation applies to FY 2018 through FY 2021. Projects in these years are shown as Programmed or Not Programmed for funding to better identify those projects that are likely to be initiated during that period.

The further out into the future one examines the ten year capital improvements plan, the more question there is as to whether and when specific projects will actually occur. Staff annually evaluates each project and adjusts the CIB/CIP to reflect current expectations for the future. Projects in the FY 2017 CIB year are adopted into the applicable project ordinance. This distinction means that any project-related contract entered into by the Town is regarded as a continuing contract for which funds are considered obligated throughout the term of the project.

The capital budgeting process is initiated prior to the annual operating budget so that maintenance and staffing impacts associated with requested projects may be considered during operating budget development. The capital improvements budget process also includes itemizations of staffing, operating, maintenance and start-up costs for all projects within the CIP. This data informs staff and Council of recurring cost impacts and estimated total resource needs throughout the multi-year forecast.

## Capital Improvements Funding Principles

The Town's FYs 2017 – 2027 capital improvements budget and plan focuses on core infrastructure maintenance, necessary infrastructure improvements, and prior commitments and mandates. Projects were chosen based not only for their alignment with the Town's Priority Based Budgeting goals but also their ability to yield a capital improvements budget/plan that adheres to the following four funding principles:

1. Funding Principle: Utilize as little debt as possible to minimize additional debt service obligations

In March 2008, a series of financial goals were established by Town Council to guide staff in the management of areas such as operating fund balances and debt service. These goals established expectations regarding minimum levels (floors) for operating fund balance and maximum levels (ceilings) for debt service. The approved debt service target directs that general (non-utility) debt service, or the repayment of borrowed funding, should not exceed an amount equal to 15% of total approved general operating expenditures and debt service for a given budget year.

Typically, the Town of Cary utilizes a combination of general obligation bond debt, installment purchase debt and revenue bond debt to fund major infrastructure needs.

Revenue bond debt is often utilized to support water and sewer projects. Revenue bond debt is secured by the Town's utility rates which are dedicated, non-tax revenue sources. Utility rate increases may be used if necessary to generate the additional revenue needed to afford the incremental debt service associated with revenue bond issuance.

2. Funding Principle: Maximize the use of existing capital reserve fund balances

Fund balance represents monies which remain unspent after all budgeted expenditures have been made.
Capital reserve fund balance accumulates in the general and utility capital reserve funds in two ways:

- through budget savings in completed projects
- through revenue collections that are either greater than estimated earnings or are intentionally not appropriated (utilized) within the fiscal year they are earned.

3. Funding Principle: Minimize reliance on FY 2017 capital reserve revenues

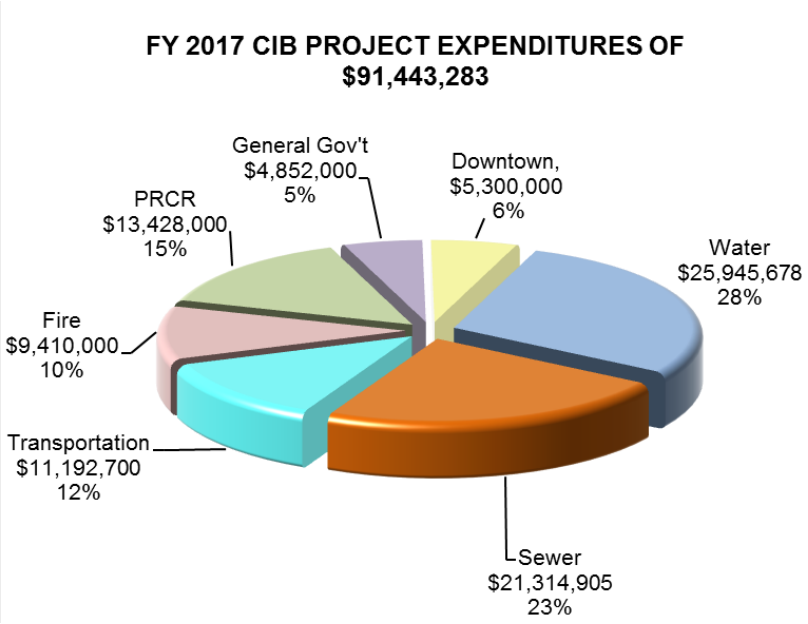
The general and utility capital reserve funds each have dedicated revenue sources. These revenue sources are categorized as either restricted or unrestricted. Restricted revenues can only be applied to specific types of projects. Examples of restricted revenues include developer fees, payments made by developers in lieu of infrastructure construction, interlocal funds, vehicle license fees and Powell Bill distributions from the state. Unrestricted revenues are not specific to a certain type or category of project. These revenues can be applied to any type of project within either the general capital or utility capital designation. Investment income and utility franchise fees are examples of unrestricted capital reserve revenue sources.

4. Funding Principle: Limit transfers from the general and utility operating funds for capital purposes

Transfers from the Town's operating funds (the general fund and the utility fund) are funding sources that can be directed toward one-time capital needs. Staff monitors the amount of available fund balance (or
savings) within the operating funds throughout the course of each fiscal year. Project funding needs are evaluated during the budget process and operating fund transfers are conservatively applied to support capital needs.

## FY 2017 Recommended Capital Improvements Budget and Plan Summary

The $91,443,283 Fiscal Year 2017 recommended capital improvements budget (CIB) represents a 17% increase above the FY 2016 adopted CIB. This increase is primarily attributed to several large appropriations within the Fire, Parks Recreation and Cultural Resources and Downtown project categories including: construction funding for Fire Station #9, completion of the White Oak Creek Greenway, improvements to the USA Baseball National Training Facility and funding for an economic development opportunity in downtown Cary.




Beginning last year, the Town changed its capital budgeting process so that in the first five years of the Capital Improvement Plan (CIP) projects are shown as either Programmed or Not Programmed for funding. As such, the Capital Improvements Budget (CIB) in any year should be similar to the list of Programmed projects shown for that year in the prior year's CIP. Even with such fiscally constrained capital planning, changing circumstances and changes in revenue estimates may require adjustments to the plan. The proposed FY 2017 Capital Improvements Budget is similar to the Programmed projects shown for FY 2017 in last year's CIP, but there are several notable exceptions.

**<u>Parks, Recreation, and Cultural Resources</u>**

- The CIP approved last year included Cameron Pond Neighborhood Park as a Programmed project with funding for design in FY 2017, and showed Morris Branch Park as a Not Programmed project. Staff now believe that the Morris Branch (P-006) Neighborhood Park would better serve the residents of northwest Cary due to its better proximity to this growing area at a lower cost. The reprogramming of $100,000 between the parks in FY 2017 is the first step in a later, more significant shift of funding.
- The FY 2017 CIB shifts funds between several renovation and repair projects to reflect current priorities based on the condition of facilities and their level of use.
- The recommended CIB reflected the reassignment of $1,950,000 in Interlocal funding from Wake County between the WakeMed Soccer Park Project and the Cary Tennis Park expansion, as approved by Council in April 2016.

**Fire**

- An additional $210,000 is included to replace all of the Fire Department's thermal imaging cameras which are at the end of their recommended life. These cameras are used to identify smoldering fires, detect overheating electrical wiring and aid in search and rescue efforts to find victims disoriented in a structure fire.

**General Government**

- Last year, the Town established a Heavy Equipment Replacement Project to provide funding for the replacement of trucks and other rolling stock that cost at least $50,000. The project was funded at $1.1 million annually based on the equipment to be replaced over the five year period. During this year's capital budget review, staff determined that many of the more expensive vehicles on the replacement list were performing most of their work on water and sewer system activities. As a result, the replacement costs of these vehicles should be accounted for as utility capital projects, thereby reducing the amount of funding needed in FY 2017 to $300,000 and allowing reductions in other years of the CIP.
- The CIP includes several projects to provide annual or semi-annual funding for the replacement of aging equipment and structures at Town facilities. The CIP did not previously include a project to replace aging roofs, and $400,000 is included in the FY 2017 CIB for this purpose. Funds for this project are included in future years of the CIP as well.
- The FY 2017 CIB includes $197,000 for replacement of Cary TV equipment to complete the conversion to digital transmission of programming.

**Utilities**

- The FY 2017 CIB reduces funding for the Basin W12 Regional Pump Station, Gravity Sewer and Force Main project from $4.2 million in last year's CIP to $1 million. The $4.2 million project cost was based upon providing the remaining site acquisition and all design and construction funding for the project in FY 2017. Staff have now determined that it would be better to address remaining site acquisition in FY 2017 and provide design and construction funding in FY 2018.
- The CIB includes a new project, Lower Swift Creek Parallel Interceptor, at a cost of $2 million. A parallel interceptor along the existing Swift Creek Interceptor will ease the burden on existing interceptors during heavy rainfall and other wet weather events. This project previously noted a funding request in FY 2021, but staff have determined that it would be best to complete this work in a shorter timeframe, rather than phasing in improvements as was originally requested.
- The CIB includes a new project, North Cary Water Reclamation Facility – Partial and Diffused Air System, at a cost of $4.3 million. An external consultant has reviewed capacity needs associated with the North Cary Water Reclamation Facility and determined that this project is the most efficient way of meeting the near-term capacity needs of the facility without moving from a two-train to a three-train operation. Additional aeration will allow the plant to process another 1 MGD within the existing two train system for at least another 5-7 years.
- The CIB includes a new project, RDU Center Pump Station Force Main Replacement at a cost of $1.6 million. Recent inspection of sewer force mains found that the RDU Center Force Main showed significant loss in pipe wall thickness due to internal corrosion.

## FYs 2017 – 2021 General Capital Improvements Plan

The first priority for programming of funds during the first five years of the CIP is to maintain the condition and functionality of Town facilities. The CIP approved last year devoted 65 percent of the funding available to maintaining existing facilities. The remaining 35 percent of the funding was used for the expansion or addition of a limited number of facilities. Some of the projects that could not be funded were a high priority, but simply were too expensive to program within the Town's limited capital resources. For these reasons, staff provided Council with the opportunity in October 2015 to identify projects on the Not Programmed list that would be a priority for funding with additional resources, which could include debt or additional funding from the General Fund's fund balance above minimum requirements (green money). Council Members each identified four

projects that were a priority to them, and the following projects were selected by at least two Council Members.

1. Downtown Library Parking and Capacity
2. Mills Park Community Center
3. Economic Development Opportunities
4. Downtown Park Future Phases
5. Northwestern Cary Fire Station

Council has since addressed one of these priorities by appropriating $8.1 million for the library parking deck. Council also gave direction to use $5 million in fund balance to support a residential and commercial economic development project at S. Harrison Avenue and W. Chatham Street. This direction is reflected in the CIB.

Per Council's direction, staff has considered what projects could be programmed for funding within the resources that the Town devotes to capital projects, and have developed a proposal for alternative funding of additional significant projects. In developing this proposal, staff sought to support the remaining Council priorities while also addressing other capital needs. The proposal for funding capital from additional resources was based on three assumptions:

1. The Town can issue an additional $50 million in debt over the next five years without impairing its financial standing;
2. Debt ideally should be subject to voter approval in a bond referendum in November 2018, but projects that are needed sooner could be financed with debt not subject to voter approval;
3. Up to $5 million of additional fund balance (green money) could be used for projects for which the use of cash was more appropriate than debt.

The proposal was a multi-year plan, and only the projects for FY 2017 required Council approval this year.

The proposal would address the Council priorities for a Mills Park Community Center and the Fire Station #10 on O'Kelly Chapel Road. In addition to the capital costs of design and construction in FY 2020 and FY 2021, Fire Station #10 will have capital costs in FY 2022 for the purchase of a pumper. We expect that this cost can be accommodated without debt. Both projects would have significant operating costs beginning in FY 2022, for both the equipment needed to upfit the facilities, and ongoing annual personnel costs, utilities, supplies, and maintenance. The debt for the construction of these facilities would be subject to voter approval. The additional debt service associated with the bonds and the operating costs of the facilities could be funded through either a tax rate increase (as with the 2012 bonds) or reductions to spending and service levels. In addition to these two Council priorities, the proposal includes several time-sensitive projects of importance. The full proposal is shown in the table below:

| Project | Type of Debt | FY 17 | FY 18 | FY 19 | FY 20 | FY 21 |
|---|---|---|---|---|---|---|
| Sidewalk Facilities | 2012 GO Referendum | $1,027,700 | - | - | - | - |
| Fire Station #9 | 2012 GO Referendum Installment Purchase | $7,150,000 | - | - | - | - |
| Police Evidence Room Capacity | Installment Purchase | $2,000,000 | - | - | - | - |
| Aerial Ladder Truck for New Company in NW Area | Installment Purchase | $672,000 | - | - | - | - |
| Downtown Development Project | Fund Balance (Green Money) | $5,000,000 | | | | |
| USA Baseball National Training Center Facility Improvements | Fund Balance (Green Money) | $3,197,500 | - | - | - | - |
| Reedy Creek Road Widening | 2012 GO Referendum | - | - | $7,000,000 | - | - |
| Aerial Ladder Replacement | Installment Purchase | - | - | - | $1,260,000 | - |
| Mills Park Community Center | Future GO Referendum | - | - | - | $1,500,000 | $15,000,000 |
| Fire Station #10 | Future GO Referendum | - | - | - | $750,000 | $7,000,000 |
| Chapel Hill Road Widening | Future GO Referendum | - | - | - | - | $5,850,000 |
| Fire Pumper Replacement | Installment Purchase | - | - | - | - | $655,200 |
| **TOTAL** | | **$19,047,200** | **-** | **$7,000,000** | **$3,510,000** | **$28,505,200** |

NOTE: The amounts shown are not the full cost of the project but are only the portion to be funded by debt or additional General Fund fund balance.

The rationale for including the additional projects is summarized below:

- Sidewalk facilities – Sidewalks on Penny Road and Old Apex Road were part of the sidewalk program presented to voters in 2012 bond information, but they cannot be completed within the amount of debt issued for sidewalks because the cost of the other 2012 sidewalk projects is higher than expected due to the need to purchase additional right-of-way and easements. These two projects would be funded by using authorized but unissued 2012 bonds.

- Fire Station #9 – Fire Station #9 on Walnut St would improve service to areas of Cary, including Crossroads Shopping Center, where response times currently exceed standards. The station's current building on NE Maynard Road has structural concerns and cannot serve as a long-term facility. The closure of the current station and construction of a new station was part of the plan when Fire Station #2 was proposed for construction as part of the 2012 bonds. The Fire Station #9 project would be financed by a combination of authorized but unissued 2012 bonds and installment purchase debt, which pledges the asset as collateral and does not require voter approval.

- Police Evidence Room Capacity – The volume of material stored in the Police Department's evidence room is rapidly reaching capacity, due in part to the requirement that evidence in some crimes against persons cases be kept for decades. The proposed funding is a preliminary estimate of the cost to build a new, secure evidence storage facility on Town property. The construction would be financed with installment purchase debt.

- Aerial Ladder Truck for New Company in the Northwestern Area – The Town standard for structural fires requiring a ladder truck is that 90 percent of responses must take less than 10 minutes to provide an "effective firefighting force". In the northwestern part of Cary the figure is 19 minutes. Adding a ladder company in this area would bring response time within the standard. Because the truck would require 13 new positions to staff all three shifts, the operating cost of this truck would be $1.2 million beginning in FY 2018. This significant cost would require either a reduction in spending and service levels within the General Fund operating departments or a tax increase in that year of less than half a cent at current revenue projections. The purchase of the truck would be financed with installment purchase debt.

- Reedy Creek Road Widening – The project would widen Reedy Creek Rd from NE Maynard Road to Harrison Avenue to three lanes and provide curb and gutter, sidewalks, and street lighting. The Town has received $360,000 in Federal funds to begin the design and permitting of the project and the Town contributed $240,000. If the project is not completed by September 2021, the Town will be required to return the $360,000. Construction funding would be needed by FY 2019 to meet this schedule. It is likely that additional federal funding will be available to offset some of the project cost and reduce the amount of debt that would be needed. The Town portion of the project would be financed with authorized but unissued 2012 bonds.
- Aerial Ladder Replacement – The scheduled replacement of a ladder truck could not be fully funded within designated capital funding sources in FY 2020 due to its cost. The purchase of the truck would be financed with installment purchase debt.

- Chapel Hill Road Widening – The project would widen Chapel Hill Road from N. Academy to Reedy Creek Road to a 3-lane section with curb and gutter, bike lanes, sidewalk, and street side trail in order to improve safety in corridor, provide safe pedestrian and bicycle links to the downtown area and spur economic redevelopment in the corridor. Most of this project would be funded by General Obligation bonds for which voter approval would be sought in November 2018.

- Fire Pumper Replacement - The scheduled replacement of a pumper truck could not be fully funded within designated capital funding sources in FY 2021 due to its cost. The purchase of the truck would be financed with installment purchase debt.

- USA Baseball National Training Center Facility Improvements – As part of its interlocal agreement with Wake County for use of occupancy tax funds, the Town committed to using part of its distribution of the funds to support half the cost of constructing a clubhouse facility and office space at the USA Baseball National Training Facility. The remainder would be paid by USA Baseball, which so far has not raised its share of the funding. In the last year, USA Baseball implemented an agreement with

youth baseball organizations for the licensing of youth baseball bats, which will provide it with an ongoing revenue source to fund the improvements. USA Baseball has requested that the Town front the full cost of the construction project and that it be allowed to pay the Town back through a ten-year lease of the facility that would cover both the annual maintenance of the facility and the capital costs. This project would be funded with General Fund fund balance (green money). The capital portion of the lease payments would replenish fund balance.

It is possible to revise the Town's debt issuance schedule and debt repayment structure in order to avoid a tax increase for the debt-funded projects proposed for FY 2017 and FY 2019. The Town was planning to issue a second round of bonds to fund the 2012 referendum projects in September 2016. Given the pace of spending for the projects, this debt issuance date now appears premature. If the sale is delayed until September 2017, the funds that would have been used to pay the debt service on this issuance can be directed to an existing 2012 bond project (Carpenter Fire Station Road Bridge and Intersection Improvements), thereby reducing the need to issue debt for that project. Rather than use the repayment structure that was planned, which involved high initial payments and much lower later payments, the debt could be issued with a more even repayment schedule, thereby allowing the debt to be issued at a lower annual repayment cost and allowing the additional debt proposed for FY 2017 as part of this proposal to be issued in May 2017 without a net increase in annual debt service. By funding these important projects with debt and fund balance (green money) the portion of the CIB devoted to expansion of existing facilities and development of new facilities would increase to 47 percent.

## FYs 2017 – 2021 Utility Capital Improvements Plan

The utility capital budget was developed as it has been in prior years, with a multi-year focus.
All identified projects are funded with sources designated for utility projects, such as water and sewer development fees, transfers from the utility fund, or revenue bonds. The cost of the debt service for revenue bonds is factored into the rates charged to water and sewer customers. Future utility rates are calculated using the multi-year rate smoothing approach initiated in FY 2009, which is designed to avoid large rate increases in years when significant amounts of debt must be issued, and to generate funds that can be used to reduce the amount of debt that must be issued. Rate smoothing spreads the effect of large projects on the rates over several years, avoiding large rate increases in any one year.

Over 42 percent ($55 million) of the capital funding over the first five years of the utility capital plan is devoted to the upgrading of water lines and the rehabilitation of sewer lines. Seven other projects valued at over $3 million each account for 54 percent of the total funding.

The Recommended Budget also includes increases in the water and sewer utilities rates that equate to a $2.85 (3.8 percent) increase in cost for a residential customer using 5,000 gallons per month. Because of rate smoothing, we currently project that utility rates will increase at an annual average rate of 3.74 percent over the next eight years.

# CHANGES TO FISCAL YEAR 2017 RECOMMENDED CAPITAL IMPROVEMENTS BUDGET

The FY 2017 recommended capital budget, as modified by the changes identified below, was adopted by the Cary Town Council for consideration at its regularly scheduled meeting on June 27, 2016.

## Capital Budget

### General

1. Reduce the $1,700,000 interlocal funding appropriation to the Cary Tennis Park Interlocal project in FY 2017 by $463,629. Staff Report TF16-067 Bid Award - Cary Tennis Park Expansion was approved by Council on May 12, 2016 and directed that $463,629 of the $1,700,000 of anticipated interlocal funding in FY 2017 for this project be appropriated mid-year 2016 in order to award the construction bid for this project.

2. Appropriate $300,000 of General Fund transfer funding for the design and construction of restrooms at MacDonald Woods Park as directed by Council during Budget Worksession #2 on June 13, 2016.

3. Appropriate $100,000 of General Fund transfer funding for completion of a master plan for the future phases of the Downtown Park as directed by Council during Budget Worksession #2 on June 13, 2016.

### Utility

There were no changes to the 2017 utility capital budget.

# CAPITAL IMPROVEMENTS BUDGET SUMMARY

# FISCAL YEAR 2017

## Introduction

The capital improvements budget (CIB) and capital improvements plan (CIP) represent the Town's financial plan for the acquisition and construction of capital assets with a value of more than $25,000 and a useful life of greater than three years. The first year of the plan, known as the CIB, represents the approved capital appropriations for Fiscal Year 2017 (July 1, 2016 – June 30, 2017). The remaining ten-years of the plan (FYs 2018 - 2027) are known as the CIP and outline future capital projects and their estimated financial needs. Projects and related amounts indicated in the CIP are not definite and may change as the Town proceeds through the plan. Only the CIB year is approved at the time of budget adoption. Once funds are appropriated for a capital project, they remain available until the project is complete or closed and do not require annual re-appropriation. Appropriations do not occur for project costs in the CIP out-years (2018 - 2027) until the respective year becomes the budget year.

The Town prepares a separate capital improvements budget document that specifically details the parameters and appropriations of each FY 2017 CIB project. This document also discusses factors influencing preparation of the CIB/CIP, the capital improvements budget ordinances, fee schedules, revenue discussions and fund summaries. A complete copy of the Town's eleven-year capital improvements budget and plan is also provided.

The Town's capital improvements budget functions within two capital reserve funds: the general capital reserve fund and the utility capital reserve fund. The general capital reserve fund includes projects and revenues categorized as transportation, fire, parks recreation and cultural resources, general government and downtown. The utility capital reserve fund includes water and sewer projects and their related revenues.

Development of the capital improvements budget and ten-year capital improvements plan is initiated prior to the annual operating budget. The CIB/CIP process tracks ahead so that maintenance and staffing impacts associated with requested projects may be considered during operating budget development. These estimated impacts have been adjusted to reflect inflation as of the first full year of operation using an inflation factor of 5% and are noted in both this discussion and the capital improvements budget document.

## Schedule

| Date | Task |
|---|---|
| November 13, 2015 | Budget Kick-Off |
| November 19, 2015 | Capital Project Status Updates Due in Access Database |
| January 11, 2016 | Capital Project Requests Due in Access Database |
| February 22 – March 4, 2016 | Capital Budget and Plan Discussion and Decision Meetings |
| May 12, 2016 | Official Presentation of Budget at Council Meeting |
| May 17, 2016 | Capital Project Status Updates Due in Access Database |
| May 24, 2016 | Budget Worksession #1 with Council |
| May 26, 2016 | Public Hearing #1 on Budget |
| June 13, 2016 | Budget Worksession #2 with Council |

| Date | Task |
|---|---|
| June 16, 2016 | Public Hearing #2 on Budget |
| June 22, 2016 | Budget Worksession #3 with Council |
| June 27, 2016 | Council Adoption of FY 2017 Budget and CIB |

## REVENUES

## General Capital Improvements Budget

Powell Bill proceeds serve as the largest source of revenue for the general capital reserve fund in FY 2017 totaling $3,749,860. These funds are directly appropriated by the State of North Carolina and distributed to municipalities by formula. The funds are applied only to transportation projects meeting specific criteria established by the State of North Carolina. Interlocal revenue of $2,963,871 supporting expansion projects at three of the Town's special venues is the second largest revenue source, while vehicle license fee income of $1,126,362 is the third. Additional FY 2017 general capital reserve revenues include: $1,007,250 in net investment earnings income, $945,198 in transportation development fee payments, $569,592 in utility franchise fee funds and $70,000 in private donations to specific Parks, Recreation and Cultural Resources projects. Beginning with the FY 2016 CIB/P, the Town changed its capital budget process to limit the number of projects included in the first five years of the Capital Improvement Plan (CIP) by the amount of funding from these sources that is projected to be available in each year. The five-year projection for general fund transfers is based on maintaining the general fund's accessible balance in excess of minimum requirements at or near the same level as that at the end of FY 2015.

FY 2017 general capital project appropriations total $44,119,071. General capital reserve revenue and fund balance appropriations totaling $15.6 million serve as the primary funding source for the FY 2017 CIB. A $14.7 million general fund transfer is also directed toward FY 2017 transportation, fire, PRCR, general government and downtown needs. The FY 2017 Capital Improvements Budget utilizes $10.8 million of 2012 general obligation bond referendum and proceeds and installment purchase debt in support of the following four projects:

- 2012 Bond – Sidewalk Facilities $1,027,700 (Unbudgeted 2012 GO Referendum Authority)
- Aerial Ladder Truck (New Company NW Area) $672,000 (Installment Purchase Debt)
- Fire Station #9 $7,150,000 ($1,000,000 reallocated 2012 GO Referendum from Fire Station #2; Remainder Installment Purchase Debt)
- Police Evidence Room Expansion or Relocation $2,000,000 (Installment Purchase Debt)

Interlocal funding from Wake County totaling $2,963,871 is directed to portions of the WakeMed Soccer Park Improvements and USA Baseball National Training Facility Improvements projects, while $70,000 of outside contributions is directed to the Public Art – Carpenter Park ($30,000) and Kids Together Playground – Misting Garden ($40,000) projects.

## Utility Capital Improvements Budget

Major revenue sources supporting the utility capital reserve fund include water and sewer development fees and investment earnings. FY 2017 estimated water and sewer development fee combined revenue of $8,490,019 is 5% less than FY 2016 estimated. Residential and commercial building permits (new construction only) are estimated at 1,048 for FY 2016 and 1,029 for FY2017 representing a 2% decrease between the years. Water and sewer development fee revenues have been conservatively estimated. Building permit levels and development fee earnings will be monitored closely throughout the year and estimates will be adjusted upward should development activity substantially increase.

Revenue realized through interest earnings has steadily risen since FY 2013 but continues to fall short of pre-Recession levels, which yielded approximately $1.5 million per year. FY 2016 interest earnings revenue is forecast at $1,022,964, while FY 2017 is projected to be $1,279,800. Modest increases in interest rates are the primary factors supporting this growth.

FY 2017 utility capital project appropriations total $47,260,583. Revenue bond debt totaling $25.3 million is the primary funding source of the FY 2017 utility capital improvements budget. Utility capital reserve fund balance appropriations are the second largest utility capital funding source at $13.3 million. Utility fund transfers provide another $6.7 million in utility capital funding. Municipal reimbursements supply the remaining FY 2017 funding. Approximately $2 million will be provided by the Town of Apex for its 23% share of $8.5 million in Cary/Apex Water Treatment Facility projects funded in FY 2017. The Town of Apex will also provide $11,900 for its 34% share of $35,000 of capital needs at the Western Wake Water Reclamation Facility.

## Expenditures

Brief descriptions of each capital project expenditure included in the FY 2017 CIB follows. The funding amounts indicated apply only to FY 2017. Anticipated operating budget impacts (staffing and maintenance) associated with each project are also noted. These impacts reflect inflation as of the first full year of operation using an inflation factor of 5%.

## GENERAL CIB – TRANSPORTATION PROJECTS

### A. 2012 Bond – Sidewalks Facilities - $1,027,700
**First Year Estimated Operating Costs:** None

This project provides for design and construction of the following sidewalks which were approved by voters as a part of the 2012 Community Investment Bond Referendum:

- Cary Towne Boulevard – from Walnut Street to SE Maynard Road
- Olde Weatherstone Way – missing link connecting to Cary Parkway
- Penny Road – from Crickentree Drive to Kildaire Farm Road; scope adjusted to include partial road widening for bikes and curb/gutter
- Old Apex Road – from Murphy Drive to W Chatham Street roundabout; scope adjusted to include partial road widening and pedestrian crossing at CSX Railroad.

Total project cost is estimated at $1,832,000. Appropriations to date of $804,300 are entirely supported by 2012 Community Investment Bonds. Additional funding is needed to support construction of the Penny Road and Old Apex Road portions of the project. The original project scope supporting the bond referendum focused only on sidewalk development. Staff now recommends partial road widening (including curb and gutter) in conjunction with the sidewalk development for the Penny Road and Old Apex segments. The FY 2017 appropriation of $1,027,700 provides remaining funds needed to complete this work.

### B. Cary Transit (C-Tran) - $15,000
**First Year Estimated Operating Costs:** None

This project provides funding for the capital related needs of Cary Transit, which includes transit shelter construction, installation of fare boxes in buses and the addition of amenities and lighting to existing shelters. In years where new shelter construction is budgeted, the location of new shelters will be based on the addition of new routes and customer demand on existing routes.

As ridership continues to grow, there is a need to add stops with benches and shelters, implement appropriate technology to increase productivity and continue meeting Federal Transit Administration (FTA) regulations. The $15,000 FY 2017 appropriation provides for improvements such as these.

### C. Intersection Improvements - $3,250,000
**First Year Estimated Operating Costs:** None

This project provides for the design and construction of turn lane improvements at intersections where congestion and safety issues are apparent. Solutions could include installation of treatments such as roundabouts or directional intersections.

The eleven year project cost is estimated at $15,250,000. The $3,250,000 FY 2017 appropriation supports the construction of recommended improvements at five intersections that have been recommended by staff and are under design. However, final design recommendations and/or construction cost estimates could bring to light information leading to changes in this list. The intersections currently being considered are:

- Chapel Hill Road and Bowden Road and Sorrell Drive
- Kildaire Farm Road and Ten-Ten Road
- SW Cary Parkway and Waldo Rood Boulevard
- Waldo Rood Boulevard and MacArthur Drive
- Kildaire Farm Road and Advent Court

Future year funding needs of $12,000,000 for design and construction of other intersections are also noted in FYs 2020 – 2027 of the CIP to address additional intersections.

Intersections are selected for improvement based upon specific criteria, assigning priority to the worst performing intersections from a travel delay, congestion and safety perspective. These improvements will address pedestrian, bike, and vehicular safety and level of service concerns.

### D. Sidewalk and Pedestrian Improvements – $1,000,000
**First Year Estimated Operating Costs:** None

This project provides for the construction of new sidewalks along existing roadways. Selected sidewalks are requested by petition, prioritized by staff, and approved by Town Council. Priority projects identified by the Pedestrian Plan Element of the Town's 2008 Comprehensive Transportation Update also may be implemented. The project also provides funds to address pedestrian mobility problems at intersections. Examples include removing medians in crosswalks and adding or modifying wheel chair ramps and crosswalks. The scope of work completed at each intersection could be different based upon each intersection's specific needs. Intersections will be selected by staff and improvements implemented based on staff evaluation.

Project cost for FYs 2017 – 2027 is estimated at $11,775,000. The FY 2017 appropriation totals $1,000,000. The remaining $10,775,000 is spread among annual funding needs noted in FYs 2018 – 2027 of the capital improvements plan.

Sidewalks are important to pedestrian safety and have become more important as an alternative mode of transportation. This project allows the Town to address sidewalk needs throughout Cary. The Town's sidewalk program was a consideration in Cary's designation as a Walk-Friendly Community.

### E. Street Improvement Project – $5,900,000
**First Year Estimated Operating Costs:** None

This maintenance project provides asphalt patching and overlays for various Town maintained streets. Streets are selected for improvement based on a rating system. Staff reviews specific street maintenance needs each fall and formulates a list of streets to be presented to and approved by Town Council and addressed each spring. FY 2017 funding is expected to allow for the resurfacing of approximately 20 miles of streets. Funding for this project includes $4,000,000 in Powell Bill funds, which the state requires the Town to use primarily for resurfacing.

This project supports the Town's pavement management program and focuses on the implementation of pavement quality improvements in accordance with generally accepted resurfacing cycles.

## GENERAL CIB – FIRE PROJECTS

### A. Aerial Ladder Truck (New Company Northwestern Area) - $1,400,000
**First Year Estimated Operating Costs:**

| | |
|---|---|
| Personnel | $1,129,094 |
| Operating & Maintenance | $28,450 |
| Total | $1,157,544 |

This project provides for the purchase of a new, Class A aerial ladder fire truck equipped with a fire pump, hose, water tank, ground ladders and 100 linear foot hydraulic ladder. Aerial ladder coverage is required to access roofs of large structures, provide elevated large water streams for firefighting operations, and to rescue

persons from elevated positions. This vehicle requires a staff of thirteen firefighters at an operational cost of approximately $1.2 million annually. If this project is approved as part of the FY 2017 Capital Improvements Budget, the $1.2 million in operating costs would need to be budgeted as part of the FY 2018 operating budget. This apparatus would be stationed at an existing station with direct access to the northwestern portion of Cary.

The $1,400,000 FY 2017 appropriation fully funds the purchase of the vehicle and its related equipment.

Fire or emergency activities requiring aerial-ladder responses increased 34% from 2013 to 2015 in northwestern Cary representing the fastest growing call type among all fire department companies. The Town standard for structural fires requiring a ladder truck is that 90 percent of responses must take less than 10 minutes to provide an effective firefighting force. In the northwestern part of Cary, the actual time is 19 minutes. Aerial-ladder service for northwestern Cary is currently provided by companies at Fire Station #5 on High House Road and Fire Station #1 on North Harrison Avenue.

### B. Fire Pumper Replacement - $650,000
**First Year Estimated Operating Costs:** None

This project provides for the scheduled replacement of pumper truck #1958 which has been in service since 2003 and will be moved to “reserve” status with the purchase of this replacement vehicle. Class A fire engine pumpers are designed to transport five firefighters, equipment, 500 gallons of water and 2,000 feet of fire hose. Pumper trucks have an effective life use expectancy of 15 years. The $650,000 FY 2017 appropriation fully funds this vehicle replacement. The current plan is for this vehicle to be housed at Station #6; however, once it is received, staff will once again evaluate overall mileage and fleet condition to determine the most appropriate location.

Based on input from the Town’s Fleet Management division regarding current operating costs, down time, availability of parts and major component failure, the Fire Department has shifted toward replacing these apparatus at 12 years of front line service and moving the replaced apparatus to reserve status for 5 years for a total service life of 17 years. The Fire Department and Fleet Management division manage apparatus in a manner that maintains a ready state, maximizes service life and minimizes major repair issues and their associated costs.

### C. Fire Station #9 (Walnut Street) - $7,150,000
**First Year Estimated Operating Costs:**

| | |
|---|---|
| Personnel | - |
| Operating & Maintenance | $49,000 |
| Total | $49,000 |

This project supports the demolition of the existing structure that the Town purchased located at 1427 Walnut Street and design and construction of a 16,000 square foot, multi-story masonry and steel structure; although, it is possible that a portion of the existing structure may be retained. The 16,000 square feet will include three apparatus bays, training/meeting space and capacity for two fire companies. The fire station will be divided into five functional areas: a public/business area including supervisor offices for operational personnel; a watch room for communications; a kitchen for meal preparation and dining; a private employee area including sleeping rooms, showers and restrooms; and an engine room with heated garage space for apparatus, space for equipment storage and a decontamination room for protective clothing maintenance.

Total project cost is estimated at $7,900,000. A total of $750,000 was appropriated in FY 2015 for a structural evaluation of the existing building located on the property as well as design and permitting. The $7,150,000 FY 2017 appropriation provides for station construction and upfitting. There are no personnel operating costs associated with Fire Station #9 as existing staff currently assigned to the “old” Fire Station #2 located at 875 SE Maynard Road will move to this station. The “old” Fire Station #2 will close once Station #9 is complete and functional. Additional annual operating costs of $49,000 are estimated for the new Fire Station #9 as it is significantly larger than the station it is replacing.

Service demands for the area to be served by Station #9 (Incident Management Zones 9A and 9B) have grown at faster rates than any other within the Town. From 2014 to 2015, response activity increased 85% from 351 incidents to 652 incidents with calls for service, EMS and fires representing the largest increase. EMS

incidents represent the greatest service demand. Staff estimates that a fire station located at 1427 Walnut Street will improve response times for this area by 2-3 minutes, thereby improving sudden cardiac arrest and trauma patient survivability rates by 20-30%. Staff also estimates that fire loss rates would improve by 12%.

### D. Thermal Imaging Camera Replacement - $210,000
**First Year Estimated Operating Costs:** None

This project provides for the scheduled replacement of the 23 thermal imaging cameras currently in use within the Town's Fire Department. These cameras were originally purchased in 2007 and have been routinely used since their purchase. At a cost of approximately $9,125 each, the $210,000 appropriated in FY 2017 fully funds replacement of all 23 thermal imaging cameras.

Thermal imaging cameras are used to identify smoldering fires, detect overheating electrical wiring and aid in search and rescue efforts to find victims disoriented in a structure fire. These cameras can also be used in hazardous materials situations to see stored or escaping product. The Town's existing cameras have been subjected to rough duty in and out of the hazardous environment and are expensive to repair as they are no longer under warranty.

## GENERAL CIB – PARKS, RECREATION AND CULTURAL RESOURCES PROJECTS

### A. Athletic Field Fencing Amenities Replacement (Windscreen, Safety Cap, Padding and Netting) – $72,000
**First Year Estimated Operating Costs:** None

This project provides for the phased replacement of athletic field fencing amenities such as windscreens, safety caps, padding and netting on a scheduled basis (typically a four year interval).

The $72,000 appropriated in FY 2017 supports the following replacements:

Cary Tennis Park Courts 1-30 windscreens

Prior to replacement, an assessment is made of the structural integrity of the materials to determine options for repair, partial replacement or full replacement. If an item is worn to the point where it should not remain in service, it is further reviewed to determine if partial or full replacement is appropriate.

### B. Athletic Field Fencing Repair/Replacement - $96,000
**First Year Estimated Operating Costs:** None

This project provides for the phased replacement of the Town's athletic field fencing on a scheduled basis (typically a ten year interval). The $96,000 appropriated in FY 2017 supports athletic field fencing repair/replacement on softball fields 1-4 and a basketball court at Thomas Brooks Park.

Staff conducts condition assessments prior to replacing fencing to determine if all or a portion of the existing fence can remain in service for another year. Fence material is very light gauge and is considered for replacement when it has stretched to the point where curling cannot be controlled.

### C. Black Creek Greenway Renovations – Phases I, II & V – $75,000
**First Year Estimated Operating Costs:** None

Appropriations to date to this project total $300,000 and support design of the Phases I and II Black Creek Greenway realignment. The FY 2017 appropriation adds $75,000 to include design of Phase V of the Black Creek Greenway as well. Total project cost (including design and construction of all three phases) is $4,025,000, which includes a $1,650,000 FY 2018 funding need for Phases I and II construction, and a $2,000,000 FY 2021 funding need for Phase V construction.

The Phases I and II portions of this project focus on the renovation of approximately 2.5 miles of the Black Creek Greenway running between Lake Crabtree County Park and West Dynasty Drive. The Phase V portion of the project would develop the Black Creek Greenway into a continuous greenway without the need to utilize

the steep sidewalks adjacent to West Dynasty Drive. This section of greenway trail would be approximately 1,300 linear feet and include 4 pedestrian bridges and a large retaining wall to meet grade at West Dynasty Drive.

The Black Creek Greenway is the most popular, and primary, trail of Cary's greenway system. It is approximately seven miles in length and connects Lake Crabtree County Park to Bond Park, the hub of Cary's greenway system. Phases I and II are currently in need of realignment due to the effects of flooding. The Phase V segment of the project will eliminate an extremely steep 0.4 mile sidewalk connection between Phases II & III of the existing trail. The construction of Phase V will make the Black Creek Greenway more accessible and enjoyable to a wider segment of the population by providing a continuous greenway trail that maintains a manageable slope for bicyclists and the general population.

**D. Brooks Park Outfield Drainage Project – $450,000**
**First Year Estimated Operating Costs:** None

This project provides for the addition of a drainage system to increase the usability of the four Brooks Park recreational-play softball fields. While design of this drainage solution has not yet begun, staff anticipates that a main drainage line will be added in conjunction with a few lateral underdrains. A system of this nature would serve to pick up some of the water that currently stands on the fields after rain events. The $450,000 FY 2017 appropriation supports design and construction of this drainage system.

The four fields at Thomas Brooks Park have outfield drainage issues preventing timely drying and safe play after a storm. As a result, the PRCR department routinely runs into programming and scheduling problems after heavy rain events. Other Town recreational softball fields dry much more quickly. This project would bring the Brooks park recreational softball fields in line with other, similar Town fields. The drainage system will also help prevent further deterioration of the loop trail surrounding the fields.

**E. Cary Tennis Park Court Renovations – $275,000**
**First Year Estimated Operating Costs:** None

This project provides for renovation (including subsurface improvements and resurfacing) of the thirty courts located at the Cary Tennis Park. Condition assessments have been conducted both by the United States Tennis Association (USTA) and an outside contractor to determine the most appropriate method of repair/renovation for each court.

Total project cost is estimated at $3,135,000, of which $925,000 has been appropriated through FY 2016 for the renovation of courts 3 - 10. This work was completed in fall 2015, and these renovated courts are open for play. The $275,000 FY 2017 appropriation provides for lighting and scoreboard improvements needed for the courts where professional tennis court matches are played. An additional $1,935,000 funding need ($450,000 in FY 2018 and $1,485,000 in FY2021) supports construction funding for six additional courts at this facility. The remaining 12 courts at the facility would also benefit from renovation but are currently categorized as Not Programmed/Not Planned projects due to their significant additional cost. Renovating these remaining courts would require $1,500,000 in FY 2018 for six courts and $1,500,000 in FY 2021 for the final six courts

The addition of court lighting and scoreboard improvements will greatly enhance the facility's ability to address amenity requirements for professional and tournament play.

**F. Cary Tennis Park – Interlocal – $1,486,371**
**First Year Estimated Operating Costs:**

| | |
|---|---|
| Personnel | $53,978 |
| Operating & Maintenance | $109,592 |
| Total | $163,570 |

This project provides for the design and construction of improvements at the Cary Tennis Park that are supported, in part, by interlocal funding provided by Wake County. These improvements include: the addition of seven covered tennis courts, the purchase and installation of LED court lighting inside the covered facility, the installation of two bathrooms and the installation of gas piping from the gas meter to the building.

Total project cost is estimated at $6,508,000. A total of $5,021,629 has been appropriated to this project through FY 2015. The $1,486,371 FY 2017 appropriation provides the remaining funding needed for project completion.

The number of visits to the Cary Tennis Park (CTP) increased from 15,000 visitors in FY 2004 to 240,000 in FY 2015. These visits are driven in part by the more than 400 adult league teams playing at the CTP along with the facility's Academy elite training program which has over 100 participants. In addition to these groups, the venue hosts regional state and national tournaments which can involve up to 600 competitors and teams from across the country.

Inclement weather makes supporting regular and tournament play at the facility extremely difficult as games cannot continue in adverse conditions. Covered courts will allow play to proceed during rain events and help the facility maintain its schedule.

## G. DT – Downtown Park – Future Phases Master Plan - $100,000

**First Year Estimated Operating Costs:** None associated with development of a master plan

This project provides funds for the development of a master plan for the 5.8 acres of the Downtown Park site known as the Lower Green. Planning and programming of the Lower Green was considered a future year opportunity when the rest of the park site was planned in 2013. As was the case with the 2013 planning process, a consulting team will lead the Lower Green planning efforts in conjunction with staff participation and public input.

The $100,000 FY 2017 appropriation fully funds the Lower Green master planning process. Future year funding requests will be made for design and construction once a programming scope has been selected.

The Lower Green master planning process will provide programming and cost options for the development of the remaining Downtown Park land. Completing this process allows a programming scope to be selected and the development plan to be determined.

## H. Greenway Resurfacing Projects – $262,000

**First Year Estimated Operating Costs:** None

This annual maintenance project provides for repair and restoration of greenways throughout the town. Greenways are selected for resurfacing based on a priority ranking system that takes scheduled park renovations into account. The $262,000 FY 2017 appropriation funds repair and restoration of the following greenways:

*Batchelor Branch and Green Hope School Greenway*
$100,000 Asphalt Repair - Crack Seal - Seal Coat
*White Oak Creek Greenway (Parkscene Lane west to Green Level Church Road)*
$70,000 - Asphalt Repair - Crack Seal - Seal Coat
*Symphony Lake Greenway*
$35,000 - Asphalt Repair - Crack Seal - Seal Coat - Safety Railing
*American Tobacco Trail (ATT)*
$27,000 Crack Seal
*Miscellaneous greenway structure repair based on 2015 Pedestrian Structures Inspection Report*
$30,000

Greenway trails most frequently experience asphalt failure as a result of being located in wet environments and/or adjacent to trees whose root systems cause lifting and cracking. Application of a new surface coating provides additional protection and promotes extended life of the greenways.

## I. Kids Together Playground – Misting Garden - $130,000

**First Year Estimated Operating Costs:**

| | |
|---|---|
| Personnel | - |
| Operating & Maintenance | $5,000 |
| Total | $5,000 |

This project provides for the design, fabrication and installation of a water feature, known as a misting garden, at the Kids Together Playground at Marla Dorrel Park. The Misting Garden will provide safe, inviting water play that can be enjoyed by children of all abilities during warm weather. During colder months it will serve as an engaging space for resting, meeting and exploring. The concept plan calls for three arched misting stations, each with four spray misters, installed over safety surfacing and situated in a garden setting, surrounded by boulders for climbing and seating, along with comfortable benches. The $130,000 appropriated in FY 2017 fully funds this project. The Friends of Kids Together Playground organization is contributing $40,000 of this appropriation with the Town of Cary providing the remaining $90,000.

A water feature for play was called for in the Kids Together Park's original future development plan. The Kids Together board funded a conceptual design for this feature in 2012 and has raised the funds it is contributing for construction.

## J. MacDonald Woods Restroom – $300,000

**First Year Estimated Operating Costs:**

| | |
|---|---|
| Personnel | - |
| Operating & Maintenance | $6,500 |
| Total | $6,500 |

This project provides for design and construction of a one-stall, all gender/family restroom facility at MacDonald Woods Park. Due to space limitations at the park, the facility will be approximately 12 square feet in size. It will include a sink for washing hands and will be ADA compliant. A water fountain will not be included in the facility as one currently exists at the park. A retaining wall and landscaping screen will likely be constructed.

MacDonald Woods Park is a neighborhood park with a playground, basketball court, open field and direct access to the Hinshaw Greenway. It is located on Seabrook Avenue between Cary Parkway and Maynard Road.

The playground at MacDonald Woods Park is very popular with parents of young children as the playground is covered by a large amount of natural shade. A restroom was not installed when the park was originally constructed as the majority of the park is located within the floodplain. A recent staff review of the park site identified one location adjacent to Seabrook Avenue that could support an accessory structure (restroom facility) of up to 150 square feet and meet floodplain requirements.

Total project cost is estimated at $300,000. The FY 2017 appropriation fully funds this project.

## K. Mills Park Community Center Planning Funding – $50,000

**First Year Estimated Operating Costs:** None associated with development of a concept plan

This project provides for a consultant to be hired to develop a concept plan for the future Mills Park Community Center. The $50,000 appropriated in FY 2017 fully funds this stage of development. Once the concept for the community center has been determined, staff will refine future year funding requests for design and construction funding in FY 2019 and FY 2020.

It is the Town's intent to construct a new community center at Mills Park to serve western Cary residents. Currently, the closest community center to residents in this area is the Bond Park Community Center located at 801 High House Road. The construction of a community center at this location was determined to be of high priority to Town Council during the October 2015 budget priorities worksession.

## L. Morris Branch (P-006) Neighborhood Park - $100,000

**First Year Estimated Operating Costs:**

| | |
|---|---|
| Personnel | $20,000 |
| Operating & Maintenance | $60,000 |
| Total | $80,000 |

This project provides for design and construction of a new neighborhood park (P-006) located at Green Level Church Road and McCrimmon Parkway. The Morris Branch Greenway will cross the property allowing the site to function as a trailhead. Total project cost is estimated at $4,600,000. The $100,000 FY 2017 appropriation is directed toward completion of a master plan. An additional $500,000 will be needed in FY 2018 for design, as well as another $4,000,000 in FY 2020 for construction.

The proposed site for this future neighborhood park is located in the northwestern area of Cary which has experienced significant growth in the past decade. There are no neighborhood parks within two miles of the site. Currently the Town does not meet level-of-service goals for parks per 1,000 residents in northwestern Cary.

## M. Park and Greenway Facility Sign Plan Implementation - $45,000

**First Year Estimated Operating Costs:**

| | |
|---|---|
| Personnel | - |
| Operating & Maintenance | $1,000 |
| Total | $1,000 |

This project provides for the installation of a unified signage system identifying each of the Town's parks, greenways and cultural and recreational facilities. Greenway signage will include mileage signs and identifiable markings for emergency service access. Total project cost is estimated at $520,000, of which $325,000 has been appropriated through FY 2016. The $45,000 appropriated in FY 2017 provides for the installation of greenway signs on the Morris Branch greenway, interpretative signs at locations yet to be determined and playground safety signage at the Town's playgrounds. Future year funding totaling $150,000 over fiscal years 2018 – 2024 will support additional installation of directional, programming, accessibility, trail marking, mileage and interpretive signage within the Town's parks and greenways.

The primary purpose of the Park, Greenway and Facility Sign Plan Implementation project is to replace existing, aging park system signs with a unified, consistent system of signs for all of the Town's parks, greenways and special use facilities. The new signage will address identification and emergency services needs while providing location, accessibility, user regulations, and educational information to park and greenway system patrons.

## N. Park and Greenway Renovations – $125,000

**First Year Estimated Operating Costs:** None

This maintenance project provides park, greenway and related facility renovations throughout the town. Specific facilities are selected for renovation based on a priority ranking system. Each facility is evaluated as it comes up on the scheduled rotation, and renovation is pursued if this assessment verifies that the timing is appropriate based on the facility's current state.

The $125,000 appropriated in FY 2017 supports the following park, greenway and/or related facility renovations:

*Bond Park Community Center - $82,000*
Kitchenette and exercise floor replacements, installation of office dividers

*Middle Creek Community Center - $10,000*
Installation of an ADA accessible customer service desk area

*Herbert Young Community Center $12,000*
Installation of an ADA accessible customer service desk area to accommodate full and part-time staff

*Cary Senior Center - $10,000*
Installation of an ADA accessible customer service desk area

*Planting of Landscaping/Shade Trees in Parks/Playgrounds – $11,000*

As the Town's existing parks, greenways and related facilities age, renovations and upgrades become necessary. Old signage may need replacement, new site amenities such as benches and trash receptacles may be necessary, and stone walkways may need to be replaced with concrete, asphalt or other hard surfaces for improved access and ease of maintenance. Relatively new parks, greenways and related facilities sometimes have needs, such as benches and fencing, that become apparent only after the facility has been in use for a time.

## O. Playground Surface Repairs/Replacement - $83,000
**First Year Estimated Operating Costs:** None

This maintenance project provides for the repair or replacement of rubberized playground surfaces in the Town's park system. Playground surfaces are selected for repair or replacement based on a priority ranking system that takes scheduled park renovations and equipment replacements into account.

The $83,000 appropriated in FY 2017 supports playground surface repairs/replacement at:

North Cary Park
Green Hope Elementary School Park
MacDonald Woods Park

Specific playgrounds are selected for surface repairs/replacement based on a priority ranking system. Each facility is evaluated as it comes up on the scheduled rotation, and repair/replacement is pursued if this assessment verifies that the timing is appropriate based on the facility's current state.

## P. Public Art – Carpenter Park – $60,000
**First Year Estimated Operating Costs:**

| | |
|---|---|
| Personnel | - |
| Operating & Maintenance | $1,500 |
| Total | $1,500 |

This project provides for the fabrication and installation of three integrated artwork swan benches and a community garden bean stalk gate entry feature for Carpenter Park. The $60,000 FY 2017 appropriation is supported by $30,000 of Town funding, as well as a $30,000 contribution form Cary Visual Art.

Artist Christine Bourdette was a member of the design team that originally master planned the designed Carpenter Park. Her participation and designs provided three unique and iconic swan/water fowl benches for the open areas surrounding the restored pond which will give the park its most memorable and distinguishable feature. Sculptural, large metal totems of peapods and vines will greet visitors at the entry into the community garden area. Public art contributes to making parks unique and memorable places. Examples within the Town's system that have signature artworks and integrated public art include Walnut Street Park, Kids Together Playground at the Marla Dorrel Park, Sears Farm Road Park, WakeMed Soccer Park, Fred G. Bond Metro Park, and Koka Booth Amphitheatre.

## Q. Public Art – Kids Together Playground – Misting Garden – $40,000
**First Year Estimated Operating Costs:**

| | |
|---|---|
| Personnel | - |
| Operating & Maintenance | $500 |
| Total | $500 |

The $40,000 FY 2017 appropriation fully supports design, fabrication and installation of integrated artwork for the Misting Garden at Marla Dorrel Park. Integrated artworks will be designed for the misting garden area to

serve as functional seating and landscaping. An artist will be included in the design phase of the misting garden itself to allow for best integration into the site and efficiencies of costs. Public Art contributes to making parks unique and memorable places. Examples within the Town's system that have signature artworks and integrated public art include Walnut Street Park, Kids Together Playground at the Marla Dorrel Park, Sears Farm Road Park, WakeMed Soccer Park, Fred G. Bond Metro Park, and Koka Booth Amphitheatre.

## R. Recreational Facility Improvements – $330,000
**First Year Estimated Operating Costs:** None

This project provides for the implementation of improvements at existing recreational facilities. These improvements are not considered to be routine maintenance or repairs. These projects are new additions that will improve the facilities in some manner. The $330,000 appropriated in FY 2017 supports the following recreational facility improvements:

*Bond Park Community Center - $30,000*
Installation of new, exterior storage facility

*Bond Park Community Center Boathouse - $25,000*
Installation of a removable wall system allowing operations in off season (cooler) months

*Carpenter Park Community Garden Shelter - $35,000*
Addition of a storage shed/shelter for equipment storage and shade/storm protection

*USA Baseball National Training Facility - $180,000*
Relocation of ice machine outside and installation of new sidewalk to access ice machine; Installation of new roof and lighting over existing batting cages

*Various Town Baseball Fields – $60,000*
Addition of bullpens/batting cages at various existing fields

## S. Recreational Facility Sound System Replacements – $90,000
**First Year Estimated Operating Costs:** None

This project provides for the replacement of the sound systems at the USA Baseball National Training Facility and the Middle Creek softball tower. The $90,000 FY 2017 appropriation fully funds these replacements.

The existing systems at each of these facilities experience significant sound quality issues and equipment failures. Additionally, each system is built with components that are no longer supported and/or are not compatible with newer technology devices that tournament directors are accustomed to using. Sound systems are integral to tournament and recreational league play as a source of information sharing and entertainment.

## T. Tennis Court Fencing Repair/Replacement – $60,000
**First Year Estimated Operating Costs:** None

This maintenance project provides for the phased repair/replacement of the Town's tennis court fencing on a scheduled basis. The $60,000 FY 2017 appropriation supports tennis court fencing repair/replacement on the Dunham Park courts.

Staff conducts condition assessments prior to requesting replacements to determine if a fence can remain in service. If the fence is worn to the point where it should not remain in service, it is further reviewed to determine if partial or full replacement is appropriate.

## U. Tennis Court Renovations – $160,000
**First Year Estimated Operating Costs:** None

This maintenance project provides for tennis court renovations within the Town's park system. The $160,000 appropriated in FY 2017 supports the following court renovations:

Cary Tennis Park – 7 courts
Dunham Park
Annie Jones Park

Courts are selected for renovation based on a priority ranking system. The Town's tennis courts are evaluated as they come up on the scheduled rotation, and renovation is pursued if this assessment verifies that the timing is appropriate based on the court's current state.

## V. USA Baseball National Training Facility Improvements – $4,925,000

### First Year Estimated Operating Costs:

| | |
|---|---|
| Personnel | - |
| Operating & Maintenance | $33,075 |
| Total | $33,075 |

In 2007, the Town of Cary completed construction of the 20-acre USA Baseball National Training Facility. This facility is located within the 221 acre Thomas Brooks Park in western Cary. The USA Baseball National Training Facility consists of four lighted baseball fields – a stadium field (Coleman Field) and three training fields – all with dimensions of 330 feet down the lines and 400 feet in centerfield. All fields are maintained at Major League Baseball standards. This project is based upon a partnership between the Town of Cary and the USA Baseball organization to provide improvements such as the design and construction of a clubhouse facility with two locker rooms and the addition of office space.

The total cost for this work is estimated at $6,455,000. The Town of Cary is responsible for 50% of the project's cost, while the remaining 50% will be addressed by the USA Baseball organization. The Town's portion ($3,227,500) will be funded with occupancy and prepared food and beverage tax funds received from the Greater Raleigh Convention and Visitors Bureau and Wake County. The $1,530,000 appropriated to date provides for the development of a concept plan and initial design funding. The $4,925,000 FY 2017 Town of Cary appropriation addresses construction. Of this amount, $1,727,500 is supported by future, committed occupancy and food and beverage tax funds. The remaining $3,197,500 is funded with general fund transfer dollars. No funds have been provided by the USA Baseball organization to date as the Town and the organization are reviewing financing options for USA Baseball's portion of the $6,455,000. These financing decisions should be finalized in FY 2017 and will be brought to the Cary Town Council for consideration mid-year.

The Town of Cary has successfully hosted a number of National Collegiate Athletic Association (NCAA) baseball tournaments at the USA Baseball National Training Facility. The addition of a clubhouse and additional office space will help Cary in its efforts to host major college events at the complex and establish the facility as a premier training site for baseball.

## W. Western Cary Disc Golf Course – $50,000

### First Year Estimated Operating Costs:

| | |
|---|---|
| Personnel | - |
| Operating & Maintenance | $43,500 |
| Total | $43,500 |

This project provides for the construction of an 18 hole disc golf course in western Cary. The $50,000 FY 2017 appropriation fully funds construction of this project and includes the installation of tees, baskets and ADA parking access.

The Town of Cary currently has one disc golf course located at Middle Creek Park in southern Cary. Town staff initially recommended that a second course be included as part of the development of Mills Park in western Cary. It was later determined that the presence of wetlands and stream buffers at Mills Park made it an unsuitable location for a disc golf course. The future P-005 park site near Weldon Ridge is appropriate for this use and is also located in western Cary. Staff estimates that this course will be open for play during FY 2017.

**X. White Oak Creek Greenway – MacArthur Park Section – $4,000,000**
**First Year Estimated Operating Costs:**

| | |
|---|---|
| Personnel | - |
| Operating & Maintenance | $4,000 |
| Total | $4,000 |

This project provides for the site acquisition, design and construction of the two missing segments (Green Level Church Road to the American Tobacco Trail and MacArthur Drive to Davis Drive) of the White Oak Creek Greenway. Once these connections are complete, the 7.3-mile White Oak Creek Greenway will connect Bond Park to the American Tobacco Trail. Total project cost is estimated at $10,305,462. A portion of the $6,305,402 appropriated to date is directed toward design for both segments, with the remainder supporting easement acquisition and construction for the Green Level Church Road to American Tobacco Trail segment. The $4,000,000 FY 2017 appropriation will support easement acquisition, remaining design and construction of the MacArthur Drive to Davis Drive segment.

*Green Level Church Road to American Tobacco Trail Segment*
This segment includes trail construction from Green Level Church Road to the American Tobacco Trail (ATT), a distance of approximately two miles. The White Oak Creek Greenway presently ends on the east side of Green Level Church Road.

*MacArthur Drive to Davis Drive Segment*
Currently, there is a gap in the White Oak Creek Greenway between MacArthur Drive and Davis Drive. This segment of trail will extend approximately 0.4 miles, filling that gap.

## GENERAL CIB – GENERAL GOVERNMENT PROJECTS

**A. Affordable Housing – Downtown Rehabilitation and Façade Improvement Program – $75,000**
**First Year Estimated Operating Costs:** None

This program provides financial assistance in the form of matching loans to property owners and businesses located within the Town Center Area to enhance the appearance, function, safety and aesthetics of the façades of downtown properties. Deferred loans of up to $10,000 are provided per business front. Corner lots with significant or double façade exposure may qualify for an additional $5,000.

The deferred loan is provided in the form of a reimbursement of eligible costs incurred and is paid utilizing a construction draw process once the improvements have been completed, inspected and approved. The deferred loan is in effect for a minimum of three years. The principal and interest on the loan will be deferred each of the three years. Should the structure be changed or rebuilt during that three year period, the prorated portion of the deferred loan is paid back to the Town.

If no changes are made, the loan is forgiven at the end of the three year period. Only certain types of improvements that meet the objectives of the program are eligible for funding. General maintenance items that do not improve the appearance of the business are not eligible.

The downtown rehabilitation and façade improvement program is one of several incentives provided to small businesses in downtown Cary to stimulate private investment in the downtown area.

**B. Affordable Housing – Minimum Housing Demolition – $25,000**
**First Year Estimated Operating Costs:** None

This project provides funding for legal expenses and demolition costs associated with minimum housing demolitions.

In the course of enforcing the minimum housing code, in instances where a housing unit is found to be dilapidated, the minimum housing officer may order the structure to be demolished. If the property owner fails to take action to demolish the structure, the Town Council has the authority to order that the structure be

demolished and to recover the cost of the demolition by placing a lien on the property. Most houses in this situation have become dilapidated due to owner neglect or abandonment, vandalism or fire. Enforcement of minimum housing standards is critical to preventing decline of the Town's housing stock.

### C. Affordable Housing – Owner-Occupied Housing Rehabilitation Program - $150,000
**First Year Estimated Operating Costs:** None

This program provides financial assistance to lower-income homeowners to maintain, repair or otherwise rehabilitate their single-family homes. The Town's rehabilitation program concentrates on owner-occupied homes in need of repair to meet code requirements and to provide a clean and safe living environment for the occupants.

Program funds may be utilized for rehabilitation expenses including construction costs and certain associated costs for preparation of cost estimates, bids and monitoring of work. Priority is given to homes located within the Town Center Area, and to homes owned by seniors, but is available Town-wide to homeowners meeting the program guidelines and income limits.

After consideration of these priorities, applicants are selected on a first-come, first-served basis. Financial assistance is provided in the form of either a deferred payment loan that is forgiven after ten years or, to non-senior homeowners with incomes toward the higher end of the eligible income range, an amortizing loan requiring repayment. Funding generated by repayments to the housing rehabilitation program becomes available for future loans.

On average, houses need major repairs every 20-30 years ( i.e. new roofs, new heating and cooling systems and/or upgrades to plumbing and electrical systems). Because of Cary's rapid growth over the last 30 years, much of Cary's housing stock is of the same age. Over sixty-five percent of Cary's homes are now approaching an age where they are going to need major rehabilitation or repair in the next few years. At the same time, Cary's population is aging and many older Cary residents may be on fixed incomes and unable to make needed home repairs. Without programs such as the Housing Rehabilitation Program, the condition of Cary's housing stock has the potential to significantly decline.

### D. Application Software Replacement - $575,000
**First Year Estimated Operating Costs:** None

This project provides for replacement of the Town's major software platforms on a periodic basis. All software platforms are evaluated annually to assess their efficiency, effectiveness and ability to continue meeting the Town's needs. The $575,000 FY 2017 appropriation funds replacement of the Parks, Recreation and Cultural Resources management software, CLASS, and the FASTER fleet management program.

### E. Cary TV11 Equipment Replacement - $197,000
**First Year Estimated Operating Costs:** None

This project provides for the scheduled replacement of the Town's television programming production and broadcast equipment. All equipment is placed on a replacement schedule based on typical useful life expectancies. The equipment is reviewed again prior to budget development to determine if replacement is indeed warranted and equipment use is extended in appropriate cases. The $197,000 FY 2017 appropriation completes the conversion to digital broadcasting.

### F. Evidence Room Expansion or Relocation - $2,200,000
**First Year Estimated Operating Costs:** To be estimated once solution is selected.

This project provides for either the expansion of the Town's current evidence room located within the Police Department or the construction of a stand-alone facility for added capacity. Available storage space is extremely limited within the existing 1,100 square foot evidence room. With some cases requiring that evidence be stored for 50 years or more, there is little likelihood that additional space can be created through disposal of expired items. Police Department and Transportation and Facilities Department staff will work together to determine whether expansion of an existing Town facility or construction of a new building will best address the Police Department's long-term evidence storage needs. The $2,200,000 FY 2017 appropriation is

expected to fully support site acquisition (if necessary), design, construction and outfitting of either of these solutions.

### G. Heavy Equipment Replacement Project - $300,000
**First Year Estimated Operating Costs:** None

This project supports a "pay-as-you-go" funding strategy that annually sets aside funding necessary for the replacement of heavy equipment. Replacements are identified according to factors such as schedule, useful life expectancy, repair history and condition review.

The Town's Fleet Management staff evaluates existing heavy equipment annually and recommends replacement for equipment that has met its life expectancy based on years, hours, maintenance and repair.

### H. Roof Assessment and Rehabilitation Program – $400,000
**First Year Estimated Operating Costs:** None

This maintenance project provides for routine replacement of Town facility roofs. The $400,000 FY 2017 appropriation funds an overall roof condition assessment, as well as the replacement of the Fire Station #3 roof.

Once the condition assessment is complete, roofs will be selected for replacement based on a priority ranking system. Each roof due for replacement will be re-evaluated as they come up on the scheduled rotation, and replacement will be pursued if this assessment verifies that the timing is appropriate based on the roof's current state.

### I. Sanitation and Recycling Truck Replacement - $900,000
**First Year Estimated Operating Costs:** None

This project annually sets funds aside for the "pay-as-you-go" replacement of sanitation and recycling vehicles as they are retired and for the purchase of new vehicles as routes are added.

Sanitation and recycling trucks are typically replaced every eight years. The Town's practice has been to budget the full amount for these replacements as the existing vehicles are retired. The approach of incrementally providing funds for these expenditures over the eight year life span of each vehicle smoothes out the impact of replacements on the general fund.

### J. Upgrade Pedestrian Crossings (Relocation of Push Buttons) - $30,000
**First Year Estimated Operating Costs:** None

This project provides for the phased installation of pedestrian crossing improvements at forty signalized intersections within Cary that are not within ADA guidelines. Total project cost is estimated at $150,000. The $60,000 appropriated through FY 2016 provides for the first and second phases of relocations, while the $30,000 appropriated in FY 2017 provides for the third phase. An additional $60,000 in funding need is spread between FYs 2018 and 2019 of the capital improvements plan to address the Town's remaining pedestrian crossings at a rate of eight intersections per year.

The traditional push buttons historically installed at pedestrian crossings are often not accessible for people in wheelchairs. Staff has identified forty Town of Cary intersections that need concrete pad installations or relocation of pedestrian push buttons. Staff plans to upgrade eight intersections per year for five years bringing all of Cary's pedestrian crossings in compliance with ADA requirements.

## GENERAL CIB – DOWNTOWN PROJECTS

### A. DT - Downtown Development Opportunities - $5,000,000
**First Year Estimated Operating Costs:** Operating costs have not been estimated as the parking deck design has not yet been finalized. These costs will be identified and incorporated in the appropriate budget process when design is complete.

Town staff has been presented a proposal for a downtown development project on property at the corner of W. Chatham Street and S. Harrison Avenue in downtown Cary. The proposal includes property owned by the Town, as well as property owned by Cary First Baptist Church.

The development proposal includes the following:

1. Approximately 55,000-75,000 SF office and retail building
2. Approximately 188 unit multifamily building
3. Approximately 466 space parking deck, to include maintenance
    a. 222 spaces are Public Parking
    b. Multifamily developer purchases 244 parking spaces
    c. Parking rights for Cary First Baptist Church on specific days/times
    d. Lease of up to 135 parking spaces in deck by the developer
4. Surface parking and access roads, to include maintenance
5. Stormwater facilities to include maintenance
6. Land sale and land swap of some Town owned property
7. Reorientation of the Ivey Ellington House at 135 W Chatham Street
8. Offsite sidewalk improvements
9. Commitment of the Business Improvement District (BID) development fees

This development proposal reflects an approximate $46,000,000 private investment and requires an approximate $5,000,000 commitment by the Town of Cary for the construction of the parking deck, stormwater facilities, surface parking and access roads. The $5,000,000 FY 2017 appropriation would fully fund the Town's commitment to this project.

### B. DT - Downtown Improvements - $300,000

**First Year Estimated Operating Costs:** Operating costs have not been estimated as the final projects to be selected have yet to be determined. Any incremental operating costs that cannot be absorbed by existing appropriations will be brought to Council for approval before being implemented.

The $300,000 appropriated in FY 2017 supports downtown improvements. This project provides a dedicated amount of funding for implementation of impactful and visible improvements to the downtown area.

The Town is committed to bringing more people and new investment to the downtown area, and infrastructure and other physical improvements are two ways to help achieve this goal. A variety of infrastructure enhancements are being evaluated by staff.

## UTILITY CIB - WATER PROJECTS

### A. Arthur Pierce Road Water Line Connector - $500,000

**First Year Estimated Operating Costs:** None

This project provides for easement acquisition, design and construction of 3,500 linear feet of 12-inch water main running along Arthur Pierce Road from Ritter Lane to Mittglen Lane to connect existing lines. The $500,000 FY 2017 appropriation fully funds easement acquisition, design and construction. This project will provide service redundancy in the event of water line breaks or high firefighting water demand.

### B. Bobcat - Water - $44,177

**First Year Estimated Operating Costs:** None

This project provides for the replacement of one bobcat (equipment #1447) to be used by the Town's Utilities department. The Town's Fleet Management staff has reviewed the existing bobcat and determined that this piece of equipment has met its life expectancy based on years, hours, maintenance and repair.

**C. Cary-Apex-Chatham Interconnection - $50,000**
**First Year Estimated Operating Costs:** None

This project provides for design and construction of water line interconnections between the Town of Cary's water system and Chatham County's system. The Town of Cary is currently participating in the Phase Two Interconnection Study with the Jordan Lake Partnership and anticipates that Cary will construct some or all of the interconnections recommended by this study. Total project cost for Cary is estimated to be $150,000 with the $50,000 FY 2017 appropriation supporting easement acquisition and design. A $100,000 funding need noted in FY 2018 would support construction. Interconnections between the Town of Cary's water system and Chatham County would improve reliability and emergency preparedness in the event that the Town's water system was reduced or unavailable.

**D. Cary-Apex-Holly Springs Interconnection - $100,000**
**First Year Estimated Operating Costs:** None

This project provides for design and construction of water line interconnections between the Town of Cary's water system and the Town of Holly Springs' system. The Town of Cary is currently participating in the Phase Two Interconnection Study with the Jordan Lake Partnership and anticipates that Cary will construct some or all of the interconnections recommended by this study. Total project cost for Cary is estimated to be $400,000 with the $100,000 FY 2017 appropriation supporting easement acquisition and design. A $300,000 funding need noted in FY 2018 would support construction. Interconnections between the Town of Cary's water system and the Town of Holly Springs would improve reliability and emergency preparedness in the event that the Town's water system was reduced or unavailable.

**E. Cary/Apex Water Treatment Facility – Clearwell Repainting - $75,000**
**First Year Estimated Operating Costs:** None

This project provides funding to paint both of the three million gallon dome-shaped, circular clearwell water storage tanks at the Cary/Apex Water Treatment Facility. Total project cost is estimated to be $175,000. A total of $100,000 has been appropriated to this project to date. The $75,000 FY 2017 appropriation provides remaining funding needed for project completion. As with all Cary/Apex Water Treatment Facility projects, the Town of Apex is responsible for 23% of the project cost while the Town of Cary addresses the remaining 77%.

These tanks were constructed in 2000 – 2001, and the original coating system applied to the tanks during construction is showing signs of failure.

**F. Cary/Apex Water Treatment Facility – Lake Aeration Mixing - $200,000**
**First Year Estimated Operating Costs:** None

This project provides for aeration improvements to enhance the existing raw water supply at Jordan Lake. Total project cost is estimated at $3,926,000. $3,726,000 has been appropriated through FY 2016 for design and implementation of the system. The $200,000 FY 2017 appropriation provides remaining funding needed for installation and implementation.

As with all Cary/Apex Water Treatment Facility projects, the Town of Apex is responsible for 23% of the project cost while the Town of Cary addresses the remaining 77%.

The effectiveness of the Jordan Lake aeration/mixing system will be evaluated by monitoring Jordan Lake water quality before, during and after installation of the system. Water quality monitoring will be conducted at a spatial and temporal frequency sufficient to develop contour maps based on water quality profile data. Water quality sampling, analysis and reporting will be conducted by an objective, third party to provide an unbiased evaluation of the water quality benefits of the Jordan Lake aeration/mixing system.

**G. Cary/Apex Water Treatment Facility – New Clearwell - $4,750,000**
**First Year Estimated Operating Costs:** None

This project provides site acquisition, design and construction funding for the addition of a third clearwell at the Cary/Apex Water Treatment Facility. Total project cost is estimated to be $5,400,000. Project appropriations

to date of $650,000 fund site acquisition. The $4,750,000 appropriated in FY 2017 provides for design and construction of the new clearwell.

As with all Cary/Apex Water Treatment Facility projects, the Town of Apex is responsible for 23% of the project cost while the Town of Cary addresses the remaining 77%.

Staff's preference is to locate the third clearwell in close proximity to the two existing clearwells. Although this placement requires the purchase of additional land, it eliminates the need for significant amounts of piping and disruption to future expansion plans that would occur if the clearwell were located within existing facility property.

### H. Cary/Apex Water Treatment Facility – Process Basin Rehabilitation/Restoration - $3,500,000

**First Year Estimated Operating Costs:** None

The Cary/Apex Water Treatment Facility utilizes concrete process basins with electrical and mechanical ancillary equipment for core treatment sedimentation and filtration processes. This project provides funding for the phased restoration of the plant's original and Phase I expansion process basins and equipment which date to 1993 and 2001, respectively.

Total project cost is estimated at $5,000,000. Appropriations to date of $500,000 support design work associated with the process basin rehabilitation/restorations. The $3,500,000 FY 2017 appropriation provides initial construction funding, while an additional $1,000,000 identified in FY 2019 would address remaining construction needs. As with all Cary/Apex Water Treatment Facility Projects, the Town of Apex is responsible for 23% of the project cost while the Town of Cary addresses the remaining 77%.

Routine wear and tear on the process basin infrastructure results in the need for periodic restoration and rehabilitation.

### I. Crossroads Ground Storage Tank and Booster Pump Station - $5,000,000

**First Year Estimated Operating Costs:** None

This project provides for the design and construction of a 3.1 million gallon water storage tank and related booster pump station to be located in the vicinity of the Cary Crossroads shopping center. Total project cost is estimated at $5,600,000. Appropriations to date total $600,000 and address design and permitting needs, while the $5,000,000 FY 2017 appropriation supports construction.

This infrastructure will add needed central pressure zone (CPZ) water storage and facilitate the transfer of water between the City of Raleigh's 595 zone and the Town of Cary's central and southern pressure zones. Providing a transfer location with the City of Raleigh will allow for an emergency water supply to be provided to Cary's southern pressure zone and parts of its central zone if needed. Increased water pressure produced by the water storage tank and the potential for emergency water supply from Raleigh are important during peak flow conditions and fire protection instances.

### J. Davis Drive Booster Pump Station Modifications - $125,000

**First Year Estimated Operating Costs:** None

This project supports an interconnection between the Town of Cary and the City of Durham's water system by allowing water to be pumped from the City of Durham's system to the Town of Cary's central pressure zone. Pump modifications, and potentially even replacement, are needed to allow the Davis Drive booster pump station to meet the demands of the higher water pressure that exists in the central pressure zone. The $125,000 FY 2017 appropriation fully funds this project.

The 2007 drought and its impact on local water supply reservoirs initiated a strong interest in regional interconnection studies and planning to better insulate individual water providers from failing water supply reservoirs. The benefits of regional interconnections include improved contingency planning, not only for drought preparedness, but also for any number of possibilities that may impact a water plant, water

transmission line or any other single point vulnerability in the water system. This project maintains a major existing interconnection with the City of Durham.

### K. Elevated Water Storage Tank Repainting – Carpenter Tank - $150,000
**First Year Estimated Operating Costs:** None

This project provides for the cleaning, repair, repainting and application of protective coatings to the Carpenter elevated water storage tank. Total project cost is estimated to be $750,000. The $150,000 FY 2017 appropriation funds a condition assessment to determine which sections of the tank require complete restoration. An additional $600,000 is programmed in FY 2018 for the completion of all restoration and repainting.

Town staff and condition assessment experts regularly monitor tank condition and general repair needs. Repainting projects are developed based on the appearance of rust, corrosion and general deterioration of a tank's protective coatings. The Carpenter tank was constructed in 2002 and has not yet been repainted. Tank restorations and repaintings typically last for fifteen years.

### L. Extend Water Mains – $306,216
**First Year Estimated Operating Costs:** None

As water lines are constructed by development, gaps may remain between these new lines and existing portions of the system that were constructed by development or prior capital projects. FY 2017 funding will be used to construct missing links in the water network throughout the utility service area.

This project enhances the efficient operation of the water system and provides system redundancy to minimize the need to discontinue water supply to areas during waterline maintenance.

### M. Holly Brook Subdivision Water Lines- $664,000
**First Year Estimated Operating Costs:** None

This project provides for the installation of 1,250 linear feet of 12-inch water main, 6,600 linear feet of 8-inch water main, and the installation of connections to 90 individual properties throughout all three phases of the Holly Brook subdivision.

Total project cost is estimated at $2,776,439. Appropriations to date total $2,112,439 and provide for easement acquisition, design and construction. The $664,000 FY 2017 appropriation addresses remaining funding needed for project completion.

The Holly Brook subdivision's request to be annexed by the Town of was approved by the NC Legislature with an effective date of June 30, 2015. The subdivision pursued annexation due to the poor quality of their existing water supply. Annexation into the Town of Cary's utility system means that both water and sewer service will be provided by the Town of Cary. This project addresses the water line extension to serve the Holly Brook subdivision.

### N. Jordan Lake Partnership - $40,000
**First Year Estimated Operating Costs:** None

This project supports the Town of Cary's participation in regional planning for expanded use of Jordan Lake as a water supply. The $40,000 FY 2017 appropriation provides for the Town's participation in partnership planning efforts and projects which include a more expansive review of future water supply options to benefit the entire region. This funding may also be directed to supplemental tasks that may be identified by the partnership as a whole.

The Jordan Lake Regional Water Supply Partnership's Memorandum of Understanding (MOU) establishes Durham as the lead agency for the project's general activities and allows for Supplemental Articles to the MOU to define participation by some or all of the partners in additional projects. The Jordan Lake Partnership was created by thirteen Triangle-region jurisdictions and water systems to jointly plan for expanded use of Jordan Lake as a water supply. The partners evaluate water demand and supply on a regional basis; some partners

will coordinate Jordan Lake water allocation requests from the State of North Carolina, and some partners will share in the cost and development of facilities to access Jordan Lake on the west side.

**O. Kildaire Farm Road Water Line Reinforcement - Central - $2,500,000**
**First Year Estimated Operating Costs:** None

This project provides for the design, easement acquisition, permitting and installation of 7,700 linear feet of 16-inch water line along Kildaire Farm Road between Maynard Road and McEnroe Court to reinforce the existing line. Total project cost is estimated at $3,100,000. Appropriations to date total $600,000 and fund easement acquisition and design. The $2,500,000 FY 2017 appropriation supports construction.

Reinforcing the existing water line in this manner will provide additional water service capacity to help address peak demand needs and instances where high flow is needed for firefighting.

**P. New Water Storage Tank Sites - $1,000,000**
**First Year Estimated Operating Costs:** None

This project funds site acquisition for future elevated or ground water storage tanks. One method of reducing water tank design and construction costs is to locate tanks on land with higher elevation. Requirements such as this restrict the number of sites that can be considered for future use. This project allows appropriate sites to be purchased as they become available. Total project cost is estimated to be $2,250,000 with $1,000,000 of this amount appropriated in FY 2017 and the remaining $1,250,000 programmed in FY 2021.

**Q. Remote Water System Programmable Logic Controller Replacements and SCADA Upgrades – $100,000**
**First Year Estimated Operating Costs:** None

This project provides funding for the phased upgrade of SCADA system hardware including the programmable logic controllers and radio units that comprise the system. Project cost is estimated at $150,000. Phased funding will ultimately provide for replacement of fifteen units over three years. The first phase of funding occurred with $25,000 appropriated in FY 2015. The second appropriation of $25,000 occurred in FY 2016. The $100,000 FY 2017 appropriation provides the remaining funds needed for project completion.

Outdated hardware in the system requires upgrading so that SCADA data collection, system controls and communications platforms remain current, and this system, which is critical to the operation of the Town's water distribution system, continues to function reliably.

**R. Towerview Court Water Line Interconnection – $75,000**
**First Year Estimated Operating Costs:** None

This project provides for the installation of an interconnection between two dead-end, 12-inch water lines located on Towerview Court. The $75,000 FY 2017 appropriation fully funds this work. The two dead-end lines are fed from opposing directions and terminate approximately 80 feet apart. The completion of this interconnection would allow Towerview Court and Cary Parkway to receive water from one another in the event of a water line break on James Jackson Avenue.

**S. Truck, Dump, 10-11 Cubic Yard - Water – $127,110**
**First Year Estimated Operating Costs:** None

This project provides for the replacement of one 10-11 cubic yard dump truck (equipment #1977) to be used by the Town's Utilities department. The Town's Fleet Management staff has reviewed the existing dump truck and determined that this piece of equipment has met its life expectancy based on years, hours, maintenance and repair.

**T. Truck, Dump, 12-14 Cubic Yard - Water – $167,181**
**First Year Estimated Operating Costs:** None

This project provides for the replacement of one 12-14 cubic yard dump truck (equipment #2079) to be used by the Town's Utilities department. The Town's Fleet Management staff has reviewed the existing dump truck and determined that this piece of equipment has met its life expectancy based on years, hours, maintenance and repair.

**U. Truck, With Crane, 0-25 Feet - Water – $123,279**
**First Year Estimated Operating Costs:** None

This project provides for the replacement of one crane truck (equipment #2309) to be used by the Town's Utilities department. The Town's Fleet Management staff has reviewed the existing crane truck and determined that this piece of equipment has met its life expectancy based on years, hours, maintenance and repair.

**V. Upgrade Water Lines – $5,000,000**
**First Year Estimated Operating Costs:** None

This project provides funding for upgrades to existing small diameter or otherwise deficient lines within the Town's water line system. Utilities and Water Resources staffs jointly identify acute needs through field research study. Once these needs are addressed, this annual project will migrate to a program of proactive system management that systematically replaces and upgrades aging infrastructure before acute needs are able to fully develop.

This project is service related. It improves service by replacing older and small-sized lines which tend to require more frequent maintenance. Hydraulic capacity and efficiency will also increase within the upgraded portions of the water distribution system.

**W. Valve Operating and Exercising Machine – $100,000**
**First Year Estimated Operating Costs:** None

This project provides for the purchase of one trailer-mounted valve operating machine. The $100,000 FY 2017 appropriation fully funds this purchase. The Town currently owns and operates one trailer-mounted valve operating machine. This project provides for the addition of a second machine. This particular machine is especially beneficial for operating larger valves in the water distribution system with specific torque requirements for proper operation. Larger valves can require a range of 600 or greater turns for proper operation, which can mean that a single valve operation can take more than two hours to complete. Given the size, scale and importance of main line valves in the water distribution system, this type of valve operating system protects the valve from damage and ensures proper operation in accordance with manufacturer's specifications.

**X. Water Line Oversizings – $152,000**
**First Year Estimated Operating Costs:** None

This project provides funding for reimbursements to developers for the cost of water lines installed to serve needs beyond those of their individual projects.

Current Town policy allows developers to be reimbursed for the cost difference between installing infrastructure that serves only their needs and installing infrastructure that meets the Town's need to serve areas outside of the development. Reimbursements to developers are made upon completion and acceptance of the oversized lines. The Water Line Oversizings capital project is growth-related and will increase the Town's utility service area.

**Y. Water Main Condition Assessment - $50,000**
**First Year Estimated Operating Costs:** None

The Town of Cary operates and maintains over 960 miles of water mains of various sizes and types. This project funds systematic testing and evaluation of the Town's water mains.

A general condition assessment of these water mains with respect to their geographic location age, soil type and evaluation of their remaining service life will enable staff to plan for the systematic replacement/rehabilitation of water lines and utilize rehabilitation technologies prior to structure failure.

Historically, water main replacement or renewal has been based almost exclusively upon repair history alone. Unlike sewer mains, the condition of the Town's water lines cannot be readily observed by staff without begin taken out of service. New and emerging technologies in pipeline evaluation, condition assessment and water line renewal can provide staff a means of being more proactive in managing the Town's water system infrastructure.

**Z. Water Resource Planning and Management - $196,715**
**First Year Estimated Operating Costs:** None

This project provides for the integration and updating of plans for water supply and treatment, water conservation, discharge and reclaimed water use. These plans focus on the impacts of water conservation and reclaimed water on the Town's need for raw water supply and wastewater treatment facilities. Specific activities continue to focus on inter-basin transfer and raw water supply and include: 1) developing strategies to meet inter-basin transfer certificate requirements and 2) evaluating impacts of the water conservation program on water demands and facility needs.

This project will result in the provision of a cost effective and adequate supply of treated water that meets the Town of Cary's wastewater treatment needs while complying with the Town's inter-basin transfer certificate. The feasibility analyses and related studies funded by this project will be completed prior to selection and implementation of specific water resource management options.

**AA. Water Resources Master Plan - $400,000**
**First Year Estimated Operating Costs:** None

This project provides for an update of the Town's integrated, comprehensive planning document governing water supply, water treatment, reclaimed water use, demand management and wastewater treatment. The water resources master plan update is estimated to cost $500,000. The $100,000 appropriated to date provides initial funding for consultant work, while the $400,000 appropriated in FY 2017 supports project completion.

The updated plan will include a reliability assessment and identification of near term actions needed to cost effectively ensure safe, reliable water supply for the next 50 years. This Master Plan will be the first to benefit from the enhanced understanding of water use obtained through Aquastar data analysis. The Town assumes that this plan will next be updated in FYs 2024 and 2025.

**AB. Water System – Air Release Valve Replacements - $150,000**
**First Year Estimated Operating Costs:** None

This project provides funding for air release valve (ARV) testing, inspection and replacement throughout the water distribution system. Total project cost is estimated at $450,000. Testing, inspection and replacement are phased over three years with the $150,000 FY 2017 appropriation supporting the first phase. Additional $150,000 appropriations are programmed in fiscal years 2018 and 2019 for the remaining two phases.

Air release valves release air at higher elevations within the water system pipelines. Proper operation of air release valves reduces energy demand and helps prevent "water hammer" which can trigger water main breaks and water system leaks. This project focuses on replacing ARVs in areas with aging pipelines at greater risk of failure or consequence of failure.

**AC. Water System – Critical Water Line Locating and Testing - $175,000**
**First Year Estimated Operating Costs:** None

This project provides for locating, identifying and testing key water pipeline infrastructure critical to overall water system operations. This project is recurring in nature with a $175,000 funding need identified in each year of the FYs 2017 – 2027 CIB/P. This level of funding provides for location of 8 to 12 miles of line coverage per year.

The primary focus of this project is to locate water transmission lines 12-inches and larger, specific smaller diameter lines may also be included. Areas determined by Town staff as being in the greatest need of utility locating improvements and/or with water lines at greatest risk of failure would be located first.

**AD. Water System – Valve Replacements - $125,000**
**First Year Estimated Operating Costs:** None

This project provides for replacement of aging valve installations within the water distribution system. The primary focus of this project is valve replacements on pipelines 12-inches or larger, although smaller sizes may also be included. This project is recurring in nature with a $125,000 funding need identified in each year of the FYs 2017 – 2027 CIB/P.

The Town's water system includes more than 25,000 valves. As the system ages, proper valve operation and maintenance is essential in supporting aging pipeline renewal and replacement and for timely and responsive isolation of water main breaks.

## UTILITY CIB - SEWER PROJECTS

**A. Basin W12 Regional Pump Station, Gravity Sewer and Force Main - $1,000,000**
**First Year Estimated Operating Costs:** None

This project provides for the design, easement acquisition, permitting and construction of a 5 MGD regional pump station downstream of the existing Kit Creek pump station. The project will also design and install 2,300 linear feet of 42-inch gravity sewer line and 2,300 linear feet of 20 inch force main to serve the pump station.

Project cost is estimated at $5,800,000. Appropriations to date of $800,000 fund a preliminary engineering report to confirm the size of the proposed pump station, construction timing and estimated project cost. The $1,000,000 FY 2017 appropriation provides for easement acquisition and design. The $4,000,000 programmed in FY 2018 of the capital improvements plan supports construction.

This project will provide gravity sewer service to the remainder of the utility system's northwestern service area and allow for the elimination of the Kit Creek pump station which would otherwise require extensive improvements.

**B. Bobcat - Sewer - $93,503**
**First Year Estimated Operating Costs:** None

This project provides for the replacement of one bobcat equipped with a skid loader (equipment #2287) to be used by the Town's Utilities department. The Town's Fleet Management staff has reviewed the existing bobcat and determined that this piece of equipment has met its life expectancy based on years, hours, maintenance and repair.

**C. Carystone Pump Station Elimination - $150,000**
**First Year Estimated Operating Costs:** None

This project provides for the elimination of the Carystone pump station through the installation of approximately 950 linear feet of new 8-inch gravity sewer line. The new gravity sewer line will tie into existing sewer infrastructure at West Chatham Street just north of Trimble Avenue. Total project cost is estimated to be $410,000. Appropriations to date of $260,000 support easement acquisition, design and initial construction funding, while the $150,000 FY 2017 appropriation supports remaining construction needs.

The removal of the Carystone pump station and installation of new gravity sewer benefits the Town by eliminating operation and maintenance costs associated with the pump station.

### D. Cleaning and Video Survey of Sewer Interceptors - $426,800
**First Year Estimated Operating Costs:** None

This is a recurring initiative to provide regular maintenance and video inspection of sewer lines 15-inches and larger in diameter. Cleaning and inspection of sewer lines is part of the ongoing maintenance program for the Town's wastewater collection system. This work is routinely performed by the Town's wastewater collection crews on sewer lines 12-inches and smaller in size but would require a significant expansion in staffing and equipment for larger sewers. This project provides for this work to be performed on a contract basis with firms having the equipment and expertise to perform this work effectively.

Cleaning sewer lines removes debris and sediment that restricts flow and could ultimately result in sanitary sewer overflows. Video inspection provides important information regarding the condition of sewer lines.

### E. Extend Reclaimed Water Mains - $134,010
**First Year Estimated Operating Costs:** None

This project funds the construction of reclaimed water mains in areas where links to the existing reclaimed water network are missing. The FY 2017 appropriation for this initiative totals $134,010. Eventually, as the reclaimed water system network becomes more developed, the funding need for this program will decrease.

Eliminating gaps between developer-installed lines and the existing system expedites the Town's ability to feed reclaimed water lines with reclaimed water to the maximum extent possible. In cases where gaps exist between existing lines and new developer installed lines, the new lines are temporarily fed with potable water until they can be tied into the system.

### F. Holly Brook – Phases I, II and III Sewer Extension - $269,000
**First Year Estimated Operating Costs:** None

This project provides for the extension of 5,700 linear feet of 8-inch gravity sewer line and installation of service connections to 90 individual properties within the Holly Brook subdivision.

Total project cost is estimated at $2,886,706. Appropriations to date total $2,617,706 and provide for easement acquisition, design and construction. The $269,000 FY 2017 appropriation addresses remaining funding needed for project completion.

The Holly Brook subdivision's request to be annexed by the Town of Cary was approved by the NC Legislature with an effective date of June 30, 2015. The subdivision pursued annexation due to failure of its community sewer system. Annexation into the Town of Cary's utility system means that both water and sewer service will be provided by the Town of Cary. This project addresses the sewer line extension to serve the Holly Brook subdivision.

### G. Lower Swift Creek Parallel Interceptor - $2,000,000
**First Year Estimated Operating Costs:** None

This project provides for easement acquisition, design and construction of one of two parallel line alternatives along the Lower Swift Creek interceptor. Staff is still in the process of monitoring this interceptor, so a final recommendation on how to address surcharging within the existing Lower Swift Creek interceptor has not yet been made. Total project cost is estimated at $3,150,000. Appropriations to date of $1,150,000 support easement acquisition, design and construction for 1,500 linear feet of 36-inch gravity sewer line (known as Alternative 1 in the Lower Swift Creek Preliminary Engineering Review document). The $2,000,000 FY 2017 appropriation provides for the additional easement acquisition, design and construction needed for the installation of 5,500 linear feet of 36-inch sewer line parallel to the existing Swift Creek Interceptor (known as Alternative 2 in the Lower Swift Creek Preliminary Engineering Review document).

A parallel interceptor along the existing Swift Creek Interceptor will decrease the opportunity for surcharging within the existing interceptor during heavy rainfall and other wet weather events. This project previously noted

a funding need in FY 2021, rather than FY 2017. However, field observations along the Swift Creek Interceptor have shown evidence that this line has experienced surcharging during the past year. Staff will continue to conduct detailed flow monitoring and analyze results to decide which alternative to construct. Should continued flow monitoring confirm that the Town does not need to construct Alternative 2, the project budget will be reduced accordingly and funds returned to capital reserve fund balance.

### H. MacGregor Park Pump Station Elimination - $150,000
**First Year Estimated Operating Costs:** None

This project provides for the elimination of the MacGregor Park pump station through the installation of approximately 300 linear feet of new 8-inch gravity sewer line that crosses under US 1 just one mile south of US 64. The new gravity sewer will connect to an existing 8-inch ductile iron pipe within the Regency Creek development on Regency Parkway.

Total project cost is estimated at $360,000. The $210,000 appropriated through FY 2016 supports design and a portion of construction. The remaining $150,000 appropriated in FY 2017 addresses remaining construction funding needs.

As pump stations require a high level of maintenance, and constantly utilize electricity to operate, it is in the Town's interest to eliminate them whenever possible.

### I. North Cary Water Reclamation Facility – Clarifier Equipment Repair and Replacement - $50,000
**First Year Estimated Operating Costs:** None

The North Cary Water Reclamation Facility consists of three biological nutrient removal (BNR) basins and three secondary clarifiers. The BNR basins provide conditions where the bacterial population consumes the available food and nutrients (waste water) prior to gravity separation. Flow from the BNR process reactors moves through pipes into three 130' diameter clarifiers. This is where the bacterial population (bio-mass) separates from the clear water. The primary purpose of the clarifiers is to separate the bio-mass and return it to the BNR tanks while allowing clear water to pass over fixed weirs.

Project cost is estimated at $350,000. The $150,000 appropriated to date, combined with the $50,000 FY 2017 appropriation and a $150,000 FY 2018 programmed funding need in the capital improvements plan, supports the repair of all clarifiers and the replacement of all associated water lines.

The mechanical parts of the clarifiers were last rebuilt in 2002. This project provides phased funding for the predictive maintenance required on the clarifiers and the replacement of galvanized waterlines on the associated BNR trains.

### J. North Cary Water Reclamation Facility – HVAC Replacements – $15,000
**First Year Estimated Operating Costs:** None

This project provides for the replacement of the Administration Building - West's air conditioning unit at the North Cary Water Reclamation Facility. The $15,000 FY 2017 appropriation fully funds this HVAC unit's replacement. The Administration Building – West's unit is 20 years old and has reached the end of its useful life.

### K. North Cary Water Reclamation Facility – Mixer Replacements – $200,000
**First Year Estimated Operating Costs:** None

This project provides for the replacement of 36 mixers located in three separate treatment basins at the North Cary Water Reclamation Facility (NCWRF). Total project cost to replace all 36 mixers is estimated at $700,000. The $300,000 appropriated to date supports replacement of 18 mixers. The $200,000 FY 2017 appropriation replaces another 13 mixers, while $200,000 programmed for FY 2018 would not only replace the remaining 5 mixers, but also fund updated start-up controls and related services for all replaced mixers.

The mixers located at the NCWRF run continuously. This equipment plays an important role in the facility's overall wastewater treatment process by creating physical conditions that support biological removal of

nutrients and other wastewater parameters as required by the Town's National Pollutant Discharge Elimination System (NPDES) permits.

**L. North Cary Water Reclamation Facility – Mobile Engine Driven Pump Replacement – $90,000**
**First Year Estimated Operating Costs:** None

This project provides for replacement of the mobile engine driven pump located at the North Cary Water Reclamation Facility (NCWRF). The $90,000 FY 2017 appropriation fully funds this replacement.

The NCWRF has drainage capabilities in most of its onsite tanks and structures. However, the majority of these drains and associated pipes are undersized and inadequate to reduce tank volumes within a reasonable amount of time. It can take anywhere from one day to several days to drain a single tank, which leads staff to set up temporary pumping to empty tanks for maintenance and routine inspection in a more timely fashion. The facility utilizes two, 6-inch, portable diesel centrifugal pumps that are each more than 20 years old to drain tanks. This project replaces one of the 6-inch pumps with an 8-inch sound attenuated, trailer-mounted pump. This replacement unit will provide the pumping capacity required at the NCWRF in a quiet package that could be deployed to another facility if needed.

**M. North Cary Water Reclamation Facility – Partial and Full Diffused Air System – $4,300,000**
**First Year Estimated Operating Costs:** None

This project supports upgrades to the North Cary Water Reclamation Facility's aeration processes that will help the facility maintain water quality standards while treating the increased flow expected to occur within the next 3 to 5 years. Total project cost is estimated at $6,800,000. Appropriations to date total $2,500,000 and address initial construction needs. The $4,300,000 FY 2017 appropriation fully funds construction and project completion.

Additional aeration at the NCWRF will allow the plant to process another one million gallons per day (MGD) within the existing facility's two train system. This addition will also maintain the viability of a two train operation for at least another 5-7 years. An external consultant reviewed capacity needs associated with the North Cary Water Reclamation Facility and determined that this project is the most efficient way of continuing the two train operation at the facility while meeting near-term capacity needs.

**N. RDU Center Pump Station Force Main Replacement – $1,570,000**
**First Year Estimated Operating Costs:** None

This project provides for the installation of 5,140 linear feet of 8-inch force main to replace the existing RDU Center Pump Station force main as recommended in a condition assessment conducted by external consultants and presented to the Town in September 2015. The $1,570,000 FY 2017 appropriation fully funds the easement acquisition, design and construction needed for project completion.

Recent inspection and condition assessment of critical wastewater force mains identified the RDU Center Force Main as being in poor condition as it has experienced significant loss in pipe wall thickness due to internal corrosion.

**O. Reclaimed Water Line Oversizings – $159,500**
**First Year Estimated Operating Costs:** None

This project provides funding for reimbursements to developers for the cost of reclaimed water lines installed to serve needs beyond those of their individual projects.

Current Town of Cary policy allows developers to be reimbursed for the cost difference between installing infrastructure that serves only their needs and installing infrastructure that meets the Town's need to serve areas outside of the development. Reimbursements to developers are made upon completion and acceptance of the oversized reclaimed water lines.

**P. Sanitary Sewer Oversizings – $190,000**
**First Year Estimated Operating Costs:** None

This project provides funding for reimbursements to developers for the cost of sewer lines installed to serve needs beyond those of their individual projects.

Current Town of Cary policy allows developers to be reimbursed for the cost difference between installing infrastructure that serves only their needs and installing infrastructure that meets the Town's need to serve areas outside of the development. Reimbursements to developers are made upon completion and acceptance of the oversized lines.

**Q. Sewer System Repair/Rehabilitation – $5,985,982**
**First Year Estimated Operating Costs:** None

This project provides for maintenance of the Town's sewer system. Maintenance includes sewer main repair/rehabilitation, inflow/infiltration elimination, manhole repair and force main discharge manhole coating. Underground camera investigations, pipe cleaning and other field observation methods are employed to determine the system's maintenance needs. Repairs funded through this capital project are larger in scope than what can be performed in-house by the Utilities department.

Sewer system rehabilitation eliminates inflow and infiltration into the system and keeps the Town's wastewater collection system operating properly by improving maintenance capability and eliminating structural deficiencies. Sewer lines and manholes in poor condition are sources of infiltration and inflow into the Town's wastewater collection system. Failure to adequately maintain and/or repair such conditions increases the likelihood of service disruption and sewer overflows.

**R. South Cary Water Reclamation Facility – Clarifier Equipment Repair & Replacement - $200,000**
**First Year Estimated Operating Costs:** None

This project provides for phased repairs to the skimming, weirs, rakes, and drive structures with assemblies on the four existing secondary clarifiers at the South Cary Water Reclamation Facility. Total project cost is estimated at $500,000. The $200,000 FY 2017 appropriation provides for significant repairs to one of two clarifiers that have been in operation for 25 years. The $200,000 programmed in FY 2018 supports repairs to the second of the oldest clarifiers, while $100,000 programmed in FY 2019 would address repairs to the two newer clarifiers that are each 16 years old. The manufacturer's recommendation for rebuild/significant repair of the clarifiers is approximately every 15 years.

**S. South Cary Water Reclamation Facility – Demolition of Lagoons – $125,000**
**First Year Estimated Operating Costs:** None

This project provides for the demolition of a storage lagoon at the South Cary Water Reclamation Facility. The demolition process includes grading and excavation to collapse the lagoon and restore a finished grade to the area, as well as removal of infrastructure such as liners and pipes. Total project cost is estimated to be $325,000. Appropriations to date total $200,000. The $125,000 FY 2017 appropriation provides for project completion.

The existing lagoon at the South Cary Water Reclamation Facility (SCWRF) was utilized from the late 1990s through 2006 as an additional storage site for biosolids residuals generated by the wastewater treatment process. Upgrades to the SCWRF have eliminated the need for this storage lagoon leading to staff's decision to remove it from the plant site.

**T. South Cary Water Reclamation Facility – Generator Automated Transfer Switch Replacement - $90,000**
**First Year Estimated Operating Costs:** None

This project provides for design, engineering, purchase and installation of a replacement automated transfer switch (ATS) for one of the back-up power generators at the South Cary Water Reclamation Facility (SCWRF). The $90,000 FY 2017 appropriation fully funds this replacement.

Back-up generators supporting the Town's wastewater treatment processes require automatic transfer switches (ATS) to turn on and off when a power failure is experienced. These switches are integral to contingency operations at the SCWRF as all of the facility's treatment processes may not be supported by back-up power without properly functioning ATS switches. The existing switch being replaced is approximately 28 years old and is displaying indications that replacement is warranted.

**U. South Cary Water Reclamation Facility –**
**Thermal Biosolids Dryer – Dewatered Cake Mixer Repair and Replacement - $100,000**
**First Year Estimated Operating Costs:** None

This project provides for the rebuild and replacement of the internal and drive components of the wet material mixer unit within the facility's thermal biosolids dryer system. The $100,000 FY 2017 appropriation fully funds this replacement. A second rebuild/replacement is anticipated in FY 2022 at a cost of $150,000.

The dewatered cake mixer provides optimum granulation of the wet and recycled biosolids prior to processing. The mixer assembly is subject to wear and deterioration associated with routine operation of the thermal drying processes. Rebuilds involve replacement of the inner components, such as scrapers, plows, metallic liner, bearings, seals and motor and gear reducers.

**V. South Cary Water Reclamation Facility –**
**Thermal Biosolids Dryer – Dewatered Cake Pump - $50,000**
**First Year Estimated Operating Costs:** None

This project provides for the installation of a secondary dewatered cake pump to parallel the existing dewatered cake pump located at the South Cary Water Reclamation Facility (SCWRF). The dewatered cake pump is an essential component of the wet material feed system to the thermal biosolids drying process.

The $175,000 appropriated to date provides initial funding for purchase and installation of the second dewatered cake pump at the South Cary Water Reclamation Facility. The $50,000 FY 2017 appropriation provides remaining funding needed for project completion. The next replacement of this equipment is not anticipated until FY 2027.

The installation of a second dewatered cake pump allows the thermal biosolids drying process to continue operating when repairs must be made to the other pump. Currently, the entire thermal biosolids drying process is out of service when the single dewatered cake pump requires maintenance or repair.

**W. South Cary Water Reclamation Facility –**
**Thermal Biosolids Dryer – Induction Fan Replacement - $100,000**
**First Year Estimated Operating Costs:** None

This project provides for the rebuild and replacement of the induction fan and dampener components of the process air handling equipment located at the South Cary Water Reclamation Facility (SCWRF). The fan and dampener assemblies are subject to wear and deterioration associated with routine operation of the thermal drying processes. The $100,000 FY 2017 appropriation fully funds these replacements. The next replacement of this equipment is not anticipated until FY 2025.

The induction fan provides all of the process air conveyance for the entire drying facility. The current system has been in nearly continuous service since the drying facility began operating in 2005. This system is nearing the end of design life and requires replacement to prevent potential system failure which would impact the drying system serving both the North and South Cary Water Reclamation Facilities.

**X. South Cary Water Reclamation Facility –**
**Thermal Biosolids Dryer – Rotary Drum Replacement - $1,000,000**
**First Year Estimated Operating Costs:** None

This project provides for replacement of the single rotary drum in use as part of the thermal biosolids drying process at the South Cary Water Reclamation Facility (SCWRF).

Project cost is estimated at $1,450,000. The $200,000 appropriated to date funds engineering design services and the preparation of specifications associated with rotary drum replacement. The $1,000,000 FY 2017 appropriation supports purchase and installation of the replacement drum. A $250,000 funding need is noted in FY 2026 of the CIP to initiate the replacement process again at the ten year service mark.

The existing rotary drum drying assembly was purchased and installed at the SCWRF with the startup of the thermal biosolids dryer system in 2005. The rotary drum has a maximum life cycle of 10 – 15 years with routine maintenance. At this time, the rotary drum has already been reconditioned twice due to excessive wear and deterioration.

**Y. Truck, Dump, 10-11 Cubic Yard - Sewer - $127,110**
**First Year Estimated Operating Costs:** None

This project provides for the replacement of one 10-11 cubic yard dump truck (equipment #1976) to be used by the Town's Utilities department. The Town's Fleet Management staff has reviewed the existing dump truck and determined that this piece of equipment has met its life expectancy based on years, hours, maintenance and repair.

**Z. Upper Crabtree Creek Pump Station and Force Main - $2,400,000**
**First Year Estimated Operating Costs:** None

This project supports property acquisition, design and construction of a new facility to manage wet weather peak flows at the North Cary Water Reclamation Facility (NCWRF). This project may consist of the development of a 1.5 million gallon off-line underground storage tank and pump station to return flow to the interceptor during off-peak times, or the development of an up to 6.6 million gallons per day (MGD) pump station and 30,000 linear feet of 20-inch force main to shed excess wet weather flow to the Western Wake Water Reclamation Facility (WWWRF). Final system configuration will be determined after completion of the NCWRF capacity analysis review which is currently being prepared by an outside consultant.

Total project cost is estimated at $21,080,000. Appropriations to date of $680,000 funded a detailed evaluation of the Crabtree interceptor service area which recommended alternate solutions to the utility system's need in this area. The $2,400,000 FY 2017 appropriation supports property acquisition and design of the selected alternative. The $18,000,000 programmed in FY 2018 addresses construction.

This project will serve Town of Morrisville and Town of Cary flows in the NCWRF service area. The storage tank or the pump station would be located along the Crabtree interceptor west of NC54. Under the second option, the pump station would pump excess wet weather waste water flow form the upper Crabtree Interceptor service area to the West Cary regional pump station via the Batchelor Branch interceptor located west of NC55.

**AA. Van with Closed Circuit TV (CCTV) Replacement - Sewer - $304,000**
**First Year Estimated Operating Costs:** None

This project provides for the replacement of one van outfitted with closed circuit television (CCTV) equipment (equipment #1685) to be used by the Town's Utilities department to view sewer line conditions. The Town's Fleet Management staff has reviewed the existing van and determined that this piece of equipment has met its life expectancy based on years, hours, maintenance and repair.

**AB. Western Wake Water Reclamation Facility – Process and Instrumentation Analyzers - $35,000**
**First Year Estimated Operating Costs:** None

This project provides for the replacement or upgrade of the two in-line analyzers utilized at the Western Wake Water Reclamation Facility (WWWRF). The $35,000 FY 2017 appropriation fully funds the needed equipment. Per the Town of Cary and Town of Apex's agreement regarding the Western Wake Water Reclamation Facility, the Town of Apex is responsible for 34% of the project cost while the Town of Cary addresses the remaining 66%.

The secondary treatment process at the WWWRF utilizes two in-line control monitoring instruments in processes associated with the biological reduction of nutrients. The ammonia probes currently in use do not provide consistently accurate reads for activity that is less than 1.0 mg/L. Additionally, the existing phosphorous analyzers are not equipped with the correct sample pump to obtain a representative sample. This project replaces the ammonia probe with an ammonia analyzer and upgrades the pump on the phosphorous analyzer to one that allows a representative sample to be taken.

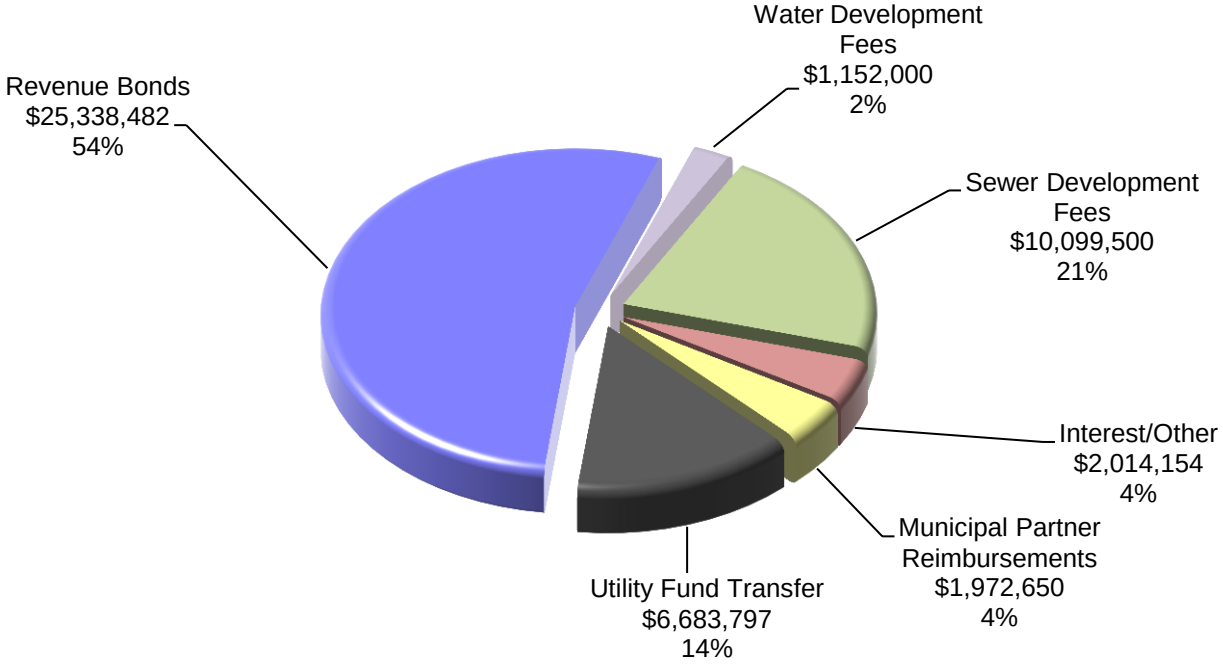
# UTILITY CAPITAL RESERVE SUMMARY

| | Actual 2013 | Actual 2014 | Actual 2015 | Estimated 2016 | Budget 2017 |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Investment Earnings | 627,624 | 872,158 | 885,228 | 1,091,585 | 1,388,123 |
| Unrealized (Loss) Gain on Investment Earnings | (350,941) | (274,213) | (108,323) | (108,323) | (108,323) |
| Net Investment Earnings | 276,683 | 597,945 | 776,905 | 1,022,964 | 1,279,800 |
| Water Development Fee | 5,153,117 | 5,382,286 | 4,356,029 | 3,706,800 | 3,367,698 |
| Sewer Development Fee | 7,864,151 | 8,584,202 | 6,371,970 | 5,801,260 | 5,122,321 |
| Reclaimed Water Development Fee/ Payment in Lieu | --- | 36,225 | 21,950 | 261,895 | --- |
| TOTAL REVENUES | 13,293,951 | 14,600,658 | 11,526,854 | 10,792,919 | 9,769,819 |
| **OTHER FINANCING SOURCES (USES)** | | | | | |
| Water Projects Fund | (7,578,347) | (16,161,729) | (8,802,645) | (9,970,988) | (2,286,119) |
| Sewer Projects Fund | (1,554,331) | (922,209) | 723,046 | (5,351,946) | (10,979,535) |
| Funds Returned to Fund Balance | --- | --- | 724,934 | --- | --- |
| TOTAL OTHER FINANCING SOURCES (USES) | (9,132,678) | (17,083,938) | (7,354,665) | (15,322,934) | (13,265,654) |
| Net Income (Loss) | 4,161,273 | (2,483,280) | 4,172,189 | (4,530,015) | (3,495,835) |
| Net Income (Loss) Adjusted | 4,161,273 | (2,483,280) | 4,172,189 | (4,530,015) | (3,495,835) |
| Fund Equity-Start of Year | 38,943,509 | 43,104,782 | 40,621,502 | 44,793,691 | 40,263,676 |
| Prior Year Equity Adjustment | 4,598,743 | 5,415,026 | --- | --- | --- |
| Adjustment to Accrual | 816,283 | 398,187 | 73,617 | --- | --- |
| *** Net Assets-End of Year** | **48,519,808** | **46,434,715** | **44,867,308** | **40,263,676** | **36,767,841** |
| *** Fund Equity-End of Year** | **43,104,782** | **40,621,502** | **44,793,691** | **40,263,676** | **36,767,841** |
| **** Undesignated Fund Equity-End of Year** | **42,753,841** | **40,347,289** | **44,685,368** | **40,155,353** | **36,659,518** |

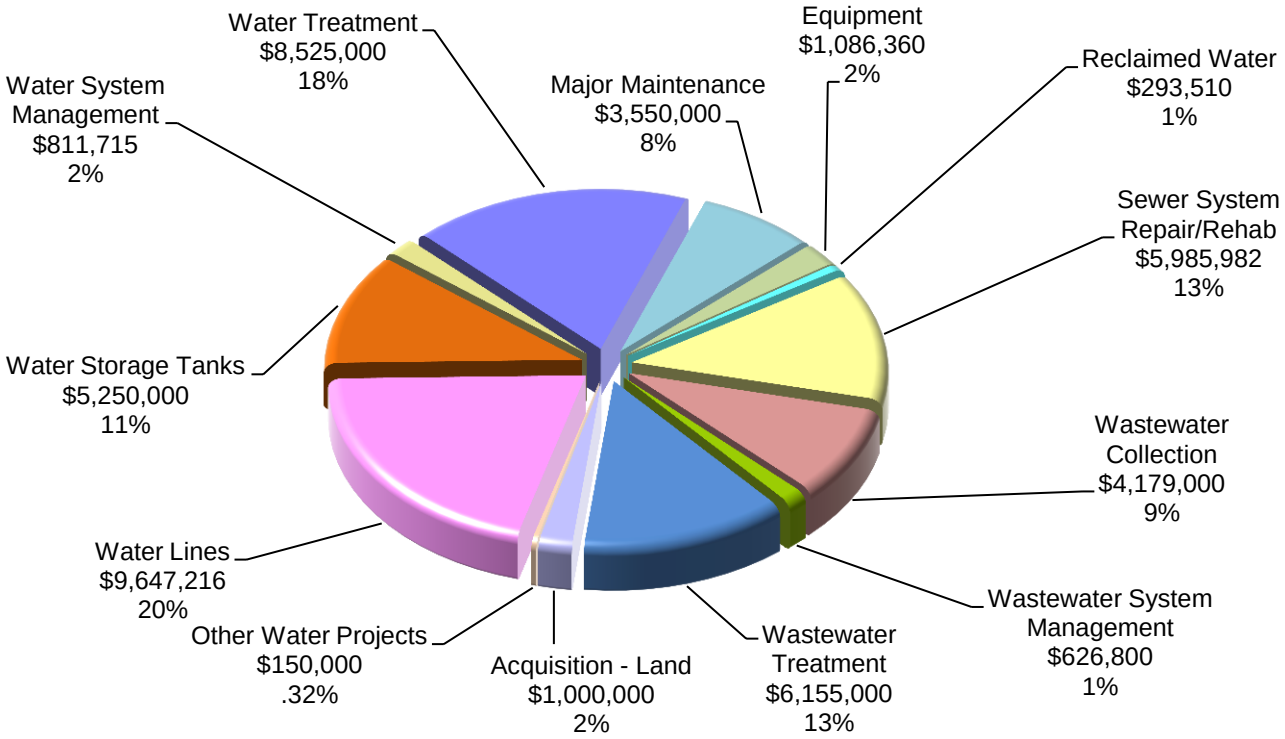
* "Net Assets-End of Year" includes non-expendable accounting adjustments, while "Fund Equity-End of Year" represents available cash reserves.

** "Undesignated Fund Equity-End of Year" represents fund equity available for future appropriation.

# FY 2017 UTILITY CAPITAL IMPROVEMENTS
# FUNDING SOURCES = $47,260,583




# FY 2017 UTILITY CAPITAL IMPROVEMENTS
# EXPENDITURES = $47,260,583



# UTILITY CAPITAL IMPROVEMENTS BUDGET
# BY FUNDING SOURCE

| Project Name | FY 2017 Adopted | Unrestricted Investment Income | Unrestricted Utility Fund Transfer | Restricted Water | Restricted Sewer | Revenue Bonds | Restricted Town of Apex Reimbursement |
|---|---|---|---|---|---|---|---|
| **Water** | | | | | | | |
| Arthur Pierce Road Water Line Connector | 500,000 | - | - | - | - | 500,000 | - |
| Bobcat - Water | 44,177 | - | 44,177 | - | - | - | - |
| Cary-Apex-Chatham Interconnection | 50,000 | 50,000 | - | - | - | - | - |
| Cary-Apex-Holly Springs Interconnection | 100,000 | 100,000 | - | - | - | - | - |
| CAWTF - Clearwell Repainting | 75,000 | 57,750 | - | - | - | - | 17,250 |
| CAWTF - Lake Aeration Mixing | 200,000 | 154,000 | - | - | - | - | 46,000 |
| CAWTF - New Clearwell | 4,750,000 | - | - | - | - | 3,657,500 | 1,092,500 |
| CAWTF - Process Basin Rehabilitation/Restoration | 3,500,000 | - | - | - | - | 2,695,000 | 805,000 |
| Crossroads Ground Storage Tank and Booster Pump Station | 5,000,000 | - | - | - | - | 5,000,000 | - |
| Davis Drive Booster Pump Station Modifications | 125,000 | 125,000 | - | - | - | - | - |
| Elevated Water Storage Tank Repainting - Carpenter Tank | 150,000 | - | 150,000 | - | - | - | - |
| Extend Water Mains | 306,216 | - | 306,216 | - | - | - | - |
| Holly Brook Subdivision Water Lines | 664,000 | - | 664,000 | - | - | - | - |
| Jordan Lake Partnership | 40,000 | 40,000 | - | - | - | - | - |
| Kildaire Farm Road Water Line Reinforcement - Central | 2,500,000 | - | - | - | - | 2,500,000 | - |
| New Water Storage Tank Sites | 1,000,000 | - | - | 1,000,000 | - | - | - |
| Remote Water System Programmable Logic Controller Replacements and SCADA Upgrades | 100,000 | 100,000 | - | - | - | - | - |
| Towerview Court Water Line Interconnection | 75,000 | 75,000 | - | - | - | - | - |
| Truck, Dump, 10-11 Cubic Yard - Water | 127,110 | - | 127,110 | - | - | - | - |
| Truck, Dump, 12 - 14 Cubic Yards - Water | 167,181 | - | 167,181 | - | - | - | - |
| Truck, with Crane, 0-25 Feet - Water | 123,279 | - | 123,279 | - | - | - | - |
| Upgrade Water Lines | 5,000,000 | - | - | - | - | 5,000,000 | - |
| Valve Operating and Excercising Machine | 100,000 | - | 100,000 | - | - | - | - |
| Water Line Oversizings | 152,000 | - | - | 152,000 | - | - | - |
| Water Main Condition Assessment | 50,000 | 50,000 | - | - | - | - | - |
| Water Resource Planning and Management | 196,715 | - | 196,715 | - | - | - | - |
| Water Resources Master Plan | 400,000 | 57,369 | 342,631 | - | - | - | - |
| Water System - Air Release Valve Replacements | 150,000 | 150,000 | - | - | - | - | - |
| Water System - Critical Water Line Locating and Testing | 175,000 | 175,000 | - | - | - | - | - |
| Water System - Valve Replacements | 125,000 | - | 125,000 | - | - | - | - |
| **TOTAL FY 2017 WATER ADOPTED CIB** | **$25,945,678** | **$1,134,119** | **$2,346,309** | **$1,152,000** | **-** | **$19,352,500** | **$1,960,750** |

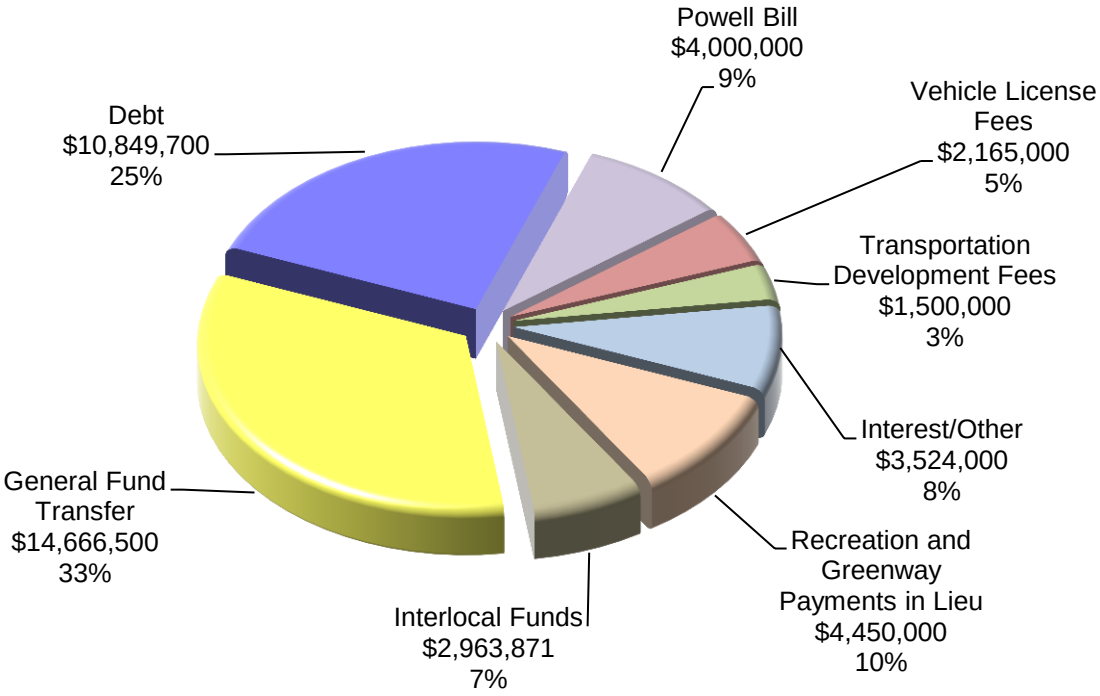
# UTILITY CAPITAL IMPROVEMENTS BUDGET
# BY FUNDING SOURCE

| Project Name | FY 2017 Adopted | Unrestricted Investment Income | Unrestricted Utility Fund Transfer | Restricted Water | Restricted Sewer | Revenue Bonds | Restricted Town of Apex Reimbursement |
|---|---|---|---|---|---|---|---|
| **Sewer** | | | | | | | |
| Basin W12 Regional Pump Station, Gravity Sewer and Force Main | 1,000,000 | - | - | - | 1,000,000 | - | - |
| Bobcat - Sewer | 93,503 | - | 93,503 | - | - | - | - |
| Carystone Pump Station Elimination | 150,000 | 150,000 | - | - | - | - | - |
| Cleaning and Video Survey of Sewer Interceptors | 426,800 | - | 426,800 | - | - | - | - |
| Extend Reclaimed Water Mains | 134,010 | - | - | - | 134,010 | - | - |
| Hollybrook Ph I, II, III Sewer Extension | 269,000 | - | 269,000 | - | - | - | - |
| Lower Swift Creek Parallel Interceptor | 2,000,000 | - | - | - | 2,000,000 | - | - |
| MacGregor Park Pump Station Elimination | 150,000 | 150,000 | - | - | - | - | - |
| NCWRF - Clarifier Equipment Repair and Replacement | 50,000 | - | - | - | 50,000 | - | - |
| NCWRF - HVAC Replacements | 15,000 | 15,000 | - | - | - | - | - |
| NCWRF - Mixer Replacements | 200,000 | 200,000 | - | - | - | - | - |
| NCWRF - Mobile Engine Driven Pump Replacement | 90,000 | - | - | - | 90,000 | - | - |
| NCWRF - Partial and Full Diffused Air System | 4,300,000 | - | - | - | 4,300,000 | - | - |
| RDU Center Pump Station Force Main Replacement | 1,570,000 | - | 1,570,000 | - | - | - | - |
| Reclaimed Water Line Oversizings | 159,500 | - | - | - | 159,500 | - | - |
| Sanitary Sewer Oversizings | 190,000 | - | - | - | 190,000 | - | - |
| SCWRF - Clarifier Equipment Repair and Replacement | 200,000 | - | 200,000 | - | - | - | - |
| SCWRF - Demolition of Lagoons | 125,000 | - | 125,000 | - | - | - | - |
| SCWRF- Generator Automated Transfer Switch Replacement | 90,000 | - | 21,575 | - | 68,425 | - | - |
| SCWRF - Thermal Biosolids Dryer - Dewatered Cake Mixer Repair and Replacement | 100,000 | - | 50,500 | - | 49,500 | - | - |
| SCWRF - Thermal Biosolids Dryer - Dewatered Cake Pump | 50,000 | - | 50,000 | - | - | - | - |
| SCWRF - Thermal Biosolids Dryer - Induction Fan Replacement | 100,000 | - | 100,000 | - | - | - | - |
| SCWRF - Thermal Biosolids Dryer - Rotary Drum Replacement | 1,000,000 | - | 1,000,000 | - | - | - | - |
| Sewer System Repair/Rehabilitation | 5,985,982 | - | - | - | - | 5,985,982 | - |
| Truck, Dump, 10 - 11 Cubic Yard - Sewer | 127,110 | - | 127,110 | - | - | - | - |
| Upper Crabtree Creek Pump Station and Force Main | 2,400,000 | - | - | - | 2,400,000 | - | - |
| Van with CCTV - Sewer (Replacement) | 304,000 | - | 304,000 | - | - | - | - |
| WWWRF - Process Instrumentation Analyzers | 35,000 | - | - | - | 23,100 | - | 11,900 |
| **TOTAL FY 2017 SEWER ADOPTED CIB** | **$21,314,905** | **$515,000** | **$4,337,488** | **-** | **$10,464,535** | **$5,985,982** | **$11,900** |
| **GRAND TOTAL - ADOPTED FY 2017 CIB** | **$47,260,583** | **$1,649,119** | **$6,683,797** | **$1,152,000** | **$10,464,535** | **$25,338,482** | **$1,972,650** |

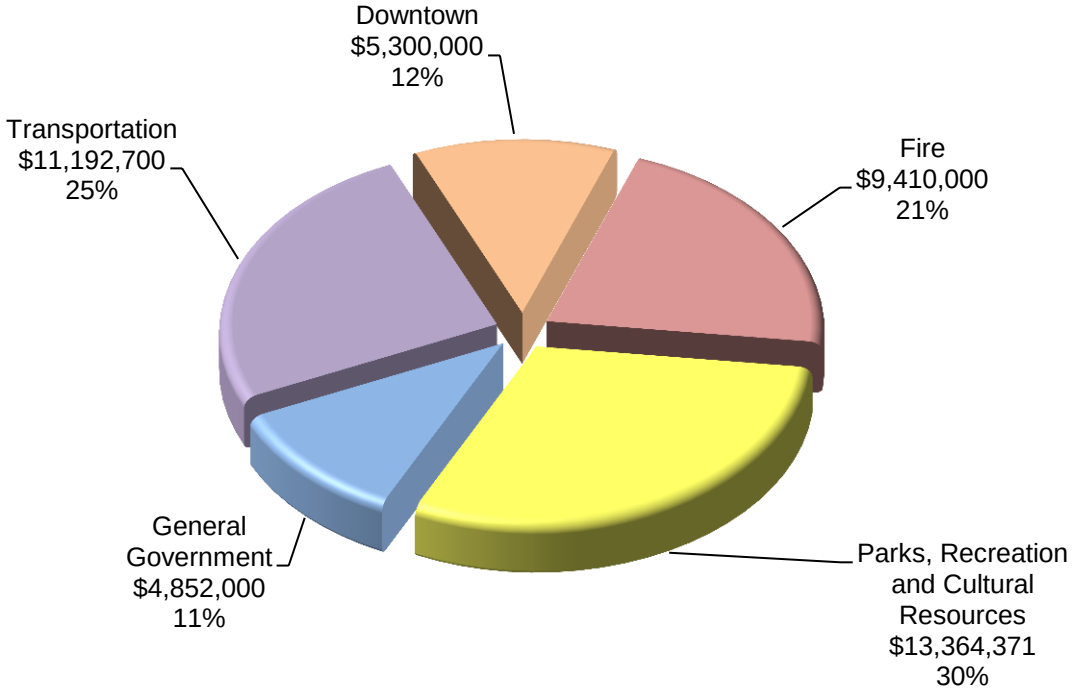
# GENERAL CAPITAL RESERVE SUMMARY

| | Actual 2013 | Actual 2014 | Actual 2015 | Estimated 2016 | Budget 2017 |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Investment Earnings | 435,629 | 653,929 | 739,346 | 871,581 | 1,095,937 |
| Unrealized (Loss) Gain on Investment Earnings | (221,217) | (236,197) | (88,687) | (88,687) | (88,687) |
| Net Investment Earnings | 214,412 | 417,732 | 650,659 | 853,402 | 1,007,250 |
| Transportation Development Fees | 1,290,667 | 1,485,900 | 911,166 | 1,594,871 | 945,198 |
| Vehicle License Fees | 1,103,090 | 1,445,632 | 1,372,801 | 1,136,273 | 1,126,362 |
| Powell Bill | 3,559,419 | 3,677,908 | 3,726,916 | 3,787,821 | 3,749,860 |
| Special Recreation Payment In Lieu | 1,160,443 | 2,577,810 | 3,059,159 | 4,638,421 | --- |
| Parks Contributions | --- | --- | --- | --- | 70,000 |
| Interlocal Revenue | 400,000 | 1,000,000 | 1,000,000 | --- | --- |
| Payment in Lieu of Streets | 509,449 | 625,415 | 1,384,823 | 843,428 | --- |
| Payment in Lieu - Street Lighting | --- | 22,350 | 1,586 | --- | --- |
| Utility Franchise Fee | 620,603 | 602,028 | 619,850 | 581,989 | 569,592 |
| Miscellaneous | --- | 81,512 | --- | --- | --- |
| **TOTAL REVENUES** | **8,858,083** | **11,936,287** | **12,726,960** | **13,436,205** | **7,468,262** |
| **OTHER FINANCING SOURCES (USES)** | | | | | |
| Transfer to Transportation Capital Improv. Fund | (5,057,111) | (5,730,856) | (8,095,838) | (15,259,534) | (7,665,000) |
| Transfer to Fire Capital Improv. Fund | 441,967 | 69,760 | 589,461 | (650,000) | (650,000) |
| Transfer to Parks & Rec. Capital Improv. Fund | (1,818,829) | (1,952,989) | (5,618,795) | (1,539,000) | (6,294,000) |
| Transfer to General Gov't Capital Improv. Fund | 1,150,650 | (1,144,360) | 1,624,922 | (2,277,400) | (880,000) |
| Transfer to General Fund for Debt Service | --- | (4,500,000) | --- | --- | --- |
| Transfer to Downtown Capital Improv. Fund | (50,000) | --- | 2 | --- | (150,000) |
| Funds Returned to Fund Balance | --- | --- | --- | 92,764 | --- |
| Transfers From General Fund | --- | --- | --- | 4,444,534 | --- |
| TOTAL OTHER FINANCING SOURCES | (5,333,323) | (13,258,445) | (11,500,248) | (15,188,636) | (15,639,000) |
| Revenues and Other Sources Over (Under) Expenditures and Other Uses | 3,524,760 | (1,322,158) | 1,226,712 | (1,752,431) | (8,170,738) |
| Fund Balance - Start of Year | 23,954,375 | 27,479,135 | 26,156,977 | 27,383,689 | 25,631,258 |
| Equity Transfers In (Out) | --- | --- | --- | --- | --- |
| **Fund Balance - End of Year** | **27,479,135** | **26,156,977** | **27,383,689** | **25,631,258** | **17,460,520** |
| **Undesignated Fund Balance - End of Year** | **27,257,918** | **25,920,780** | **27,295,002** | **25,542,571** | **17,371,833** |

# FY 2017 GENERAL CAPITAL IMPROVEMENTS FUNDING SOURCES = $44,119,071




# FY 2017 GENERAL CAPITAL IMPROVEMENTS EXPENDITURES = $44,119,071



# GENERAL CAPITAL IMPROVEMENTS BUDGET
# BY FUNDING SOURCE

| Project Name | FY 2017 Adopted | Debt Funding | Unrestricted Investment Income | Unrestricted Utility Franchise Fees | Unrestricted General Fund Transfer | Restricted Transportation | Restricted Park & Greenway | Restricted Interlocal |
|---|---|---|---|---|---|---|---|---|
| **Transportation** | | | | | | | | |
| 2012 Bond - Sidewalk Facilities | 1,027,700 | 1,027,700 | - | - | - | - | - | - |
| Cary Transit (C-Tran) | 15,000 | - | - | - | - | 15,000 | - | - |
| Intersection Improvements | 3,250,000 | - | - | - | - | 3,250,000 | - | - |
| Sidewalk and Pedestrian Improvements | 1,000,000 | - | - | - | 1,000,000 | - | - | - |
| Street Improvement Project | 5,900,000 | - | - | - | 1,500,000 | 4,400,000 | - | - |
| **TOTAL FY 2017 TRANSPORTATION ADOPTED CIB** | **$11,192,700** | **$1,027,700** | **-** | **-** | **$2,500,000** | **$7,665,000** | **-** | **-** |
| **Fire** | | | | | | | | |
| Aerial Ladder Truck (New Company Northwestern Area) | 1,400,000 | 672,000 | - | - | 728,000 | - | - | - |
| Fire Pumper Replacement | 650,000 | - | - | 650,000 | - | - | - | - |
| Fire Station #9 (Walnut Street) | 7,150,000 | 7,150,000 | - | - | - | - | - | - |
| Thermal Imaging Camera Replacement | 210,000 | - | - | - | 210,000 | - | - | - |
| **TOTAL FY 2017 FIRE ADOPTED CIB** | **$9,410,000** | **$7,822,000** | **-** | **650,000** | **$938,000** | **-** | **-** | **-** |
| **Parks, Recreation and Cultural Resources** | | | | | | | | |
| Athletic Field Fencing Amenities Replacement | 72,000 | - | 72,000 | - | - | - | - | - |
| Athletic Field Fencing Repair/Replacement | 96,000 | - | 96,000 | - | - | - | - | - |
| Black Creek Greenway Renovations - Phases I, II & V | 75,000 | - | - | - | 75,000 | - | - | - |
| Brooks Park Outfield Drainage Project | 450,000 | - | 450,000 | - | - | - | - | - |
| Cary Tennis Park Court Renovations | 275,000 | - | 275,000 | - | - | - | - | - |
| Cary Tennis Park - Interlocal | 1,486,371 | - | - | - | - | - | 250,000 | 1,236,371 |
| DT - Downtown Park Future Phases Master Plan | 100,000 | - | - | - | 100,000 | - | - | - |
| Greenway Resurfacing Projects | 262,000 | - | - | - | 262,000 | - | - | - |
| Kids Together Playground - Misting Garden | 130,000 | - | 90,000 | - | - | - | 40,000 | - |
| MacDonald Woods Park Restrooms | 300,000 | - | - | - | 300,000 | - | - | - |
| Mills Park Community Center Planning Funding | 50,000 | | - | - | - | - | 50,000 | - |
| Morris Branch (P-006) Neighborhood Park | 100,000 | - | - | - | - | - | 100,000 | - |
| Park and Greenway Renovations | 125,000 | - | 125,000 | - | - | - | - | - |
| Park and Greenway Facility Sign Plan | 45,000 | - | 45,000 | - | - | - | - | - |
| Playground Surface Repairs/Replacement | 83,000 | - | 83,000 | - | - | - | - | - |
| Public Art - Carpenter Park | 60,000 | - | 30,000 | - | - | - | 30,000 | - |
| Public Art - Kids Together Playground - Misting Garden | 40,000 | - | - | - | 40,000 | - | - | - |
| Recreational Facility Improvements | 330,000 | - | 288,000 | - | 42,000 | - | - | - |
| Recreational Facility Sound System Replacements | 90,000 | - | - | - | 90,000 | - | - | - |
| Tennis Court Fencing Repair/Replacement | 60,000 | - | 60,000 | - | - | - | - | - |
| Tennis Court Renovations | 160,000 | - | 160,000 | - | - | - | - | - |
| USA Baseball National Training Facility Improvements - Interlocal | 4,925,000 | - | - | - | 3,197,500 | - | - | 1,727,500 |
| Western Cary Disc Golf | 50,000 | - | - | - | - | - | 50,000 | - |
| White Oak Creek Greenway - MacArthur Park Section | 4,000,000 | - | - | - | - | - | 4,000,000 | - |
| **TOTAL FY 2017 PRCR ADOPTED CIB** | **$13,364,371** | **-** | **$1,774,000** | **-** | **$4,106,500** | **-** | **$4,520,000** | **$2,963,871** |

# GENERAL CAPITAL IMPROVEMENTS BUDGET
# BY FUNDING SOURCE

| Project Name | FY 2017 Adopted | Debt Funding | Unrestricted Investment Income | Unrestricted Utility Franchise Fees | Unrestricted General Fund Transfer | Restricted Transportation | Restricted Park & Greenway | Restricted Interlocal |
|---|---|---|---|---|---|---|---|---|
| **General Government** | | | | | | | | |
| AH - Downtown Rehab and Façade Improvement Program | 75,000 | - | - | 75,000 | - | - | - | - |
| AH - Minimum Housing Demolition | 25,000 | - | - | 25,000 | - | - | - | - |
| AH - Owner Occupied Housing Rehab and Façade Improvement Program | 150,000 | - | - | 150,000 | - | - | - | - |
| Application Software Replacement | 575,000 | - | - | - | 575,000 | - | - | - |
| Cary TV 11 Equipment Replacement | 197,000 | - | - | - | 197,000 | - | - | - |
| Evidence Room Expansion or Relocation | 2,200,000 | 2,000,000 | 200,000 | - | - | - | - | - |
| Heavy Equipment Replacement Project | 300,000 | - | - | - | 300,000 | - | - | - |
| Roof Assessment and Rehabilitation Program | 400,000 | - | 400,000 | - | - | - | - | - |
| Sanitation and Recycling Truck Replacement | 900,000 | - | - | - | 900,000 | - | - | - |
| Upgrade Pedestrian Crossings - Relocation of Push Buttons | 30,000 | - | - | 30,000 | - | - | - | - |
| **TOTAL FY 2017 GENERAL GOVERNMENT ADOPTED CIB** | **$4,852,000** | **$2,000,000** | **$600,000** | **$280,000** | **$1,972,000** | **-** | **-** | **-** |
| **Downtown** | | | | | | | | |
| DT - Downtown Development Opportunities | 5,000,000 | - | - | - | 5,000,000 | - | - | - |
| DT - Downtown Improvements | 300,000 | - | 150,000 | - | 150,000 | - | - | - |
| **TOTAL FY 2017 DOWNTOWN ADOPTED CIB** | **$5,300,000** | **-** | **150,000** | **-** | **$5,150,000** | **-** | **-** | **-** |
| **GRAND TOTAL - FY 2017 ADOPTED CIB** | **$44,119,071** | **$10,849,700** | **$2,524,000** | **$930,000** | **$14,666,500** | **$7,665,000** | **$4,520,000** | **$2,963,871** |

# CUMULATIVE IMPACTS OF FYS 2017 – 2027 CAPITAL IMPROVEMENTS BUDGET/PLAN PROJECTS ON THE OPERATING BUDGET

An important criterion to consider when developing a capital improvements budget/plan is the financial impact that a completed capital project will have on a municipality's operating budget. While some completed projects may have little to no staffing or operating/maintenance costs associated with them (i.e. the replacement of a culvert), others may bear considerable annual costs (i.e. the opening of a newly constructed fire station) that must be borne by the Town's operating budget.

The Town of Cary's capital budgeting process is such that costs of this nature are estimated for each project during project request development. Staffing costs (known as personnel costs) and operating and maintenance (O&M) costs are estimated in current fiscal year dollars and note the costs associated with staffing, operating, and maintaining the capital item during its first full year of operation. Schedules are then developed applying a 5% inflation rate per year to provide a more accurate accounting of future year operating budget impacts that the project will likely have on the operating funds.

The Town of Cary's operating impact forecasts are based on five key assumptions. These assumptions should be referenced when interpreting the tables and graphs outlining the cumulative impacts of the Town of Cary's current capital improvements plan on the Town's operating budget for the next ten years.

1. Operating impacts are defined as any staffing or maintenance needs associated with a completed capital project that must be met on an annual basis in order to run or maintain the item, facility or asset.

2. Operating impacts associated with capital projects coming on-line during FY 2017 are incorporated within the Town of Cary's Annual Operating Budget.

3. Operating impacts contained within these schedules are cumulative. For example, operating impacts beginning in FY 2018 are factored into the following years' impact figures.

4. Operating impacts are effective the first year that the project is complete and fully functioning.

5. Inflation for operating costs is calculated at 5% per year. The Town bases its inflation factor on construction, building and materials cost indices and is intentionally conservative (higher than current levels).

# CUMULATIVE IMPACTS OF FYS 2017 - 2027 CAPITAL IMPROVEMENTS BUDGET/PLAN PROJECTS ON FUTURE OPERATING BUDGETS (INCLUDES ONLY PROJECTS WITH IDENTIFIED OPERATING IMPACTS)

Note: Operating impacts associated with capital projects coming on-line during FY 2017 are incorporated within the Town of Cary's Annual Operating Budget.
Operating impacts contained within this schedule are effective the first year that a project is complete and fully functioning.

| | | Intentionally Conservative Annual Inflation Percentage | 5% | Plan Yr | Plan Yr | Plan Yr | Plan Yr | Plan Yr | Plan Yr | Plan Yr | Plan Yr | Plan Yr | Plan Yr |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Project Category** | **Project Type** | **Project Title** | **Total Projected Personnel Cost Related to Projects in CIP** | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 |
| FIRE | Fire Apparatus | Aerial Ladder Truck Company (New Company Northwestern Area) | 14,988,723 | 1,244,826 | 1,301,281 | 1,357,736 | 1,414,190 | 1,470,645 | 1,527,100 | 1,583,554 | 1,640,009 | 1,696,464 | 1,752,918 |
| FIRE | Stations with Pumpers | Fire Station 10 (O'Kelly Chapel Road) | 13,389,750 | - | 1,267,750 | 1,322,750 | 1,377,750 | 1,432,750 | 1,487,750 | 1,542,750 | 1,597,750 | 1,652,750 | 1,707,750 |
| FIRE | Stations with Pumpers | Fire Station 11 (White Oak Church Road) | 4,958,250 | - | - | - | - | - | - | - | 1,597,750 | 1,652,750 | 1,707,750 |
| FIRE | Stations with Pumpers | Fire Station 12 (West Lake/Middle Creek) | 3,513,250 | - | - | - | - | - | - | - | - | 1,727,875 | 1,785,375 |
| GENERAL | Special Facilities for Operations | Garmon Operations Center Facility Improvements - Phase II | 39,944 | - | - | - | - | - | 7,439 | 7,714 | 7,989 | 8,264 | 8,539 |
| PARKS | Community Centers | Mills Park Community Center | 3,546,000 | - | - | - | - | - | - | 841,500 | 871,500 | 901,500 | 931,500 |
| PARKS | Parks | Green Level High School Park | 76,375 | - | - | - | - | - | - | - | - | 37,563 | 38,813 |
| PARKS | Parks | Macedonia Lake Neighborhood Park | 90,150 | - | - | - | - | - | - | - | 29,050 | 30,050 | 31,050 |
| PARKS | Parks | Morris Branch (P-006) Neighborhood Park | 171,300 | - | - | - | - | 26,050 | 27,050 | 28,050 | 29,050 | 30,050 | 31,050 |
| PARKS | Special Facilities | Cary Tennis Park Expansion - Interlocal | 649,941 | 53,978 | 56,426 | 58,874 | 61,322 | 63,770 | 66,218 | 68,666 | 71,114 | 73,562 | 76,010 |
| PARKS | Special Facilities | Safety Town for Kids | 225,375 | - | - | - | - | - | - | - | 72,625 | 75,125 | 77,625 |
| PARKS | Special Facilities | TCAP - Digital Arts Center | 388,125 | - | - | - | - | - | - | - | - | - | 388,125 |
| | | **Total Estimated Personnel Impacts** | **42,037,183** | **1,298,804** | **2,625,457** | **2,739,360** | **2,853,262** | **2,993,215** | **3,115,557** | **4,072,234** | **5,916,837** | **7,885,952** | **8,536,505** |

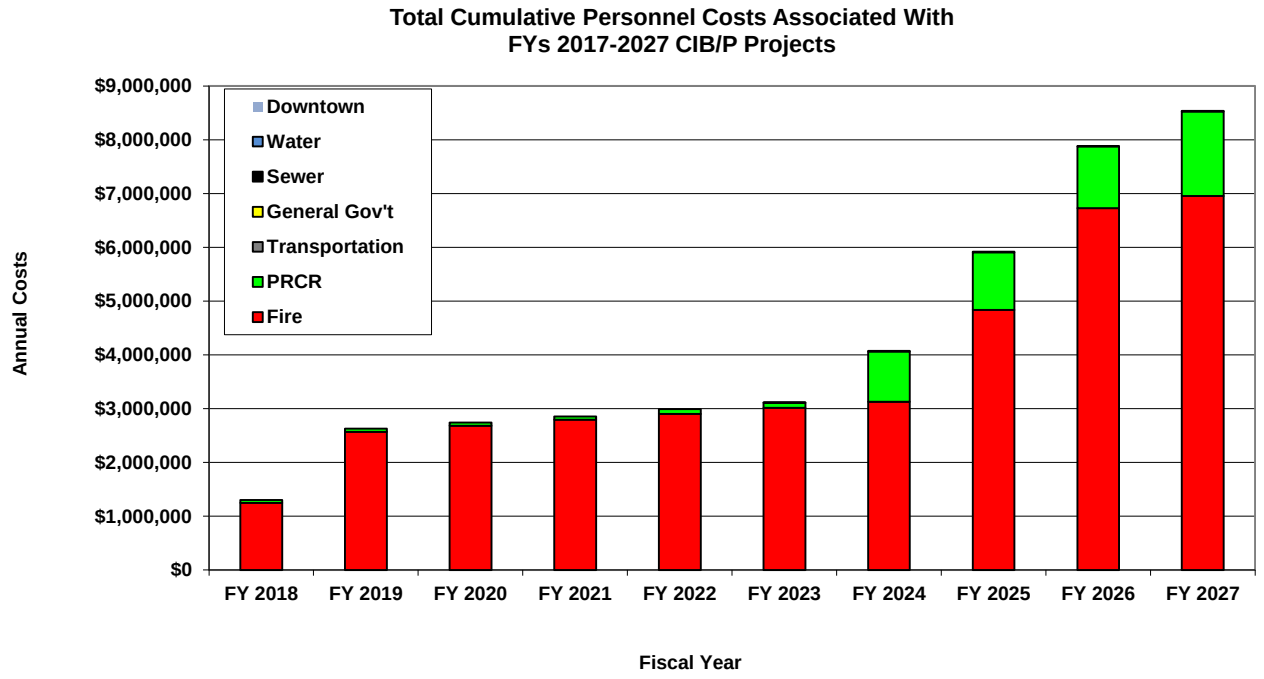
| | | Intentionally Conservative Annual Inflation Percentage | 5% | Plan Yr | Plan Yr | Plan Yr | Plan Yr | Plan Yr | Plan Yr | Plan Yr | Plan Yr | Plan Yr | Plan Yr |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Project Category** | **Project Type** | **Project Title** | **Total Projected O&M Cost Related to Projects in CIP** | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 |
| FIRE | Fire Apparatus | Aerial Ladder Truck Company (New Company Northwestern Area) | 377,674 | 31,366 | 32,789 | 34,211 | 35,634 | 37,056 | 38,479 | 39,901 | 41,324 | 42,746 | 44,169 |
| FIRE | Stations with Pumpers | Fire Station 9 (Walnut St.) | 650,475 | 54,023 | 56,473 | 58,923 | 61,373 | 63,823 | 66,273 | 68,723 | 71,173 | 73,623 | 76,073 |
| FIRE | Stations with Pumpers | Fire Station 10 (O'Kelly Chapel Road) | 596,453 | - | 56,473 | 58,923 | 61,373 | 63,823 | 66,273 | 68,723 | 71,173 | 73,623 | 76,073 |
| FIRE | Stations with Pumpers | Fire Station 11 (White Oak Church Road) | 225,375 | - | - | - | - | - | - | - | 72,625 | 75,125 | 77,625 |
| FIRE | Stations with Pumpers | Fire Station 11 Pumper | 90,110 | - | - | - | - | - | - | 21,384 | 22,146 | 22,909 | 23,671 |
| FIRE | Stations with Pumpers | West Lake Area - Middle Creek - Pumper | 110,731 | - | - | - | - | - | 20,622 | 21,384 | 22,146 | 22,909 | 23,671 |
| FIRE | Stations with Pumpers | Fire Station 12 (West Lake/Middle Creek) | 152,750 | - | - | - | - | - | - | - | - | 75,125 | 77,625 |
| FIRE | Stations with Pumpers | Fire Station 12 Pumper | 68,726 | - | - | - | - | - | - | - | 22,146 | 22,909 | 23,671 |
| GENERAL | Special Facilities for Operations | Garmon Operations Center Facility Improvements - Phase II | 1,132,950 | - | - | - | - | - | 210,990 | 218,790 | 226,590 | 234,390 | 242,190 |
| PARKS | Community Centers | Mills Park Community Center | 8,865,000 | - | - | - | - | - | - | 2,103,750 | 2,178,750 | 2,253,750 | 2,328,750 |
| PARKS | Greenways | Dutchman's Branch Greenway - Phase I | 43,575 | - | - | - | - | - | 8,115 | 8,415 | 8,715 | 9,015 | 9,315 |
| PARKS | Greenways | Middle Creek School Park/Greenway | 47,280 | - | - | - | - | - | - | 11,220 | 11,620 | 12,020 | 12,420 |
| PARKS | Greenways | O'Kelly Chapel Road Streetside Trail | 43,575 | - | - | - | - | - | 8,115 | 8,415 | 8,715 | 9,015 | 9,315 |
| PARKS | Greenways | Piney Plains Greenway - Phase II | 43,575 | - | - | - | - | - | 8,115 | 8,415 | 8,715 | 9,015 | 9,315 |
| PARKS | Greenways | Speight Branch Greenway - Phase II | 54,090 | - | - | - | - | - | - | - | 17,430 | 18,030 | 18,630 |
| PARKS | Greenways | White Oak Creek Greenway - MacArthur Park Section | 48,690 | - | 4,610 | 4,810 | 5,010 | 5,210 | 5,410 | 5,610 | 5,810 | 6,010 | 6,210 |
| PARKS | Parks | Dunham Park Improvements | 72,803 | - | - | - | - | 11,071 | 11,496 | 11,921 | 12,346 | 12,771 | 13,196 |
| PARKS | Parks | Green Level High School Park | 381,875 | - | - | - | - | - | - | - | - | 187,813 | 194,063 |
| PARKS | Parks | Kids Together Playground - Misting Garden | 66,375 | 5,513 | 5,763 | 6,013 | 6,263 | 6,513 | 6,763 | 7,013 | 7,263 | 7,513 | 7,763 |
| PARKS | Parks | MacDonald Woods Park Restrooms | 86,288 | 7,166 | 7,491 | 7,816 | 8,141 | 8,466 | 8,791 | 9,116 | 9,441 | 9,766 | 10,091 |
| PARKS | Parks | Macedonia Lake Neighborhood Park | 360,600 | - | - | - | - | - | - | - | 116,200 | 120,200 | 124,200 |
| PARKS | Parks | Western Cary Disc Golf | 577,463 | 47,959 | 50,134 | 52,309 | 54,484 | 56,659 | 58,834 | 61,009 | 63,184 | 65,359 | 67,534 |
| PARKS | Parks | Morris Branch (P-006) Neighborhood Park | 513,900 | - | - | - | - | 78,150 | 81,150 | 84,150 | 87,150 | 90,150 | 93,150 |
| PARKS | Public Art | Public Art - Carpenter Park | 19,913 | 1,654 | 1,729 | 1,804 | 1,879 | 1,954 | 2,029 | 2,104 | 2,179 | 2,254 | 2,329 |
| PARKS | Public Art | Public Art - Kids Together Playground - Misting Garden | 6,638 | 551 | 576 | 601 | 626 | 651 | 676 | 701 | 726 | 751 | 776 |
| PARKS | Public Art | Public Art - TCAP - Digital Arts Center | 155,250 | - | - | - | - | - | - | - | - | - | 155,250 |
| PARKS | Renovations - Park and Greenway | Dunham Park Improvements | 83,449 | - | - | - | 10,646 | 11,071 | 11,496 | 11,921 | 12,346 | 12,771 | 13,196 |
| PARKS | Special Facilities | Cary Tennis Park Expansion - Interlocal | 1,319,578 | 109,592 | 114,562 | 119,532 | 124,503 | 129,473 | 134,443 | 139,413 | 144,383 | 149,353 | 154,323 |
| PARKS | Special Facilities | Safety Town for Kids | 45,075 | - | - | - | - | - | - | - | 14,525 | 15,025 | 15,525 |
| PARKS | Special Facilities | TCAP - Digital Arts Center | 305,500 | - | - | - | - | - | - | - | - | 150,250 | 155,250 |
| PARKS | Special Facilities | USA Baseball National Training Facility Improvements - Interlocal | 398,250 | 33,075 | 34,575 | 36,075 | 37,575 | 39,075 | 40,575 | 42,075 | 43,575 | 45,075 | 46,575 |
| PARKS | Special Facilities | WakeMed Soccer Park Facility Improvements - Interlocal | 59,955 | - | - | - | - | 9,118 | 9,468 | 9,818 | 10,168 | 10,518 | 10,868 |
| PARKS | Special Projects | Park, Greenway and Facility Sign Plan Implementation | 13,275 | 1,103 | 1,153 | 1,203 | 1,253 | 1,303 | 1,353 | 1,403 | 1,453 | 1,503 | 1,553 |
| TRANSPORTATION | Control Systems | Signal System - Camera Coverage Expansion | 6,086 | - | 576 | 601 | 626 | 651 | 676 | 701 | 726 | 751 | 776 |
| WATER | Other Water Projects | Aquastar Additional Infrastructure | 19,635 | - | - | - | 2,505 | 2,605 | 2,705 | 2,805 | 2,905 | 3,005 | 3,105 |
| WATER | Water Storage Tanks | Kilmayne Water Storage Tank | 198,360 | - | - | 21,645 | 22,545 | 23,445 | 24,345 | 25,245 | 26,145 | 27,045 | 27,945 |
| | | **Total Estimated Operating & Maintenance Impacts** | **17,241,293** | **292,001** | **366,902** | **404,465** | **434,434** | **550,115** | **827,189** | **2,994,123** | **3,343,792** | **3,872,084** | **4,156,189** |
| | | **Total Estimated Operating Impacts** | **59,278,476** | **1,590,805** | **2,992,359** | **3,143,824** | **3,287,696** | **3,543,330** | **3,942,746** | **7,066,357** | **9,260,629** | **11,758,036** | **12,692,694** |

# CUMULATIVE IMPACTS OF FYS 2017- 2027
# CAPITAL IMPROVEMENTS BUDGET/PLAN PROJECTS
# ON FUTURE OPERATING BUDGETS
# (BY OPERATING EXPENDITURE CATEGORY)

**PERSONNEL IMPACTS -** *presented by Capital Project Type*

| Fiscal Year of Impact | Water | Sewer | Transportation | Fire | PRCR | General Gov't | Downtown | Total |
|---|---|---|---|---|---|---|---|---|
| **FY 2018** | - | - | - | 1,244,826 | 53,978 | - | - | **1,298,804** |
| **FY 2019** | - | - | - | 2,569,031 | 56,426 | - | - | **2,625,457** |
| **FY 2020** | - | - | - | 2,680,486 | 58,874 | - | - | **2,739,360** |
| **FY 2021** | - | - | - | 2,791,940 | 61,322 | - | - | **2,853,262** |
| **FY 2022** | - | - | - | 2,903,395 | 89,820 | - | - | **2,993,215** |
| **FY 2023** | - | - | - | 3,014,850 | 93,268 | 7,439 | - | **3,115,557** |
| **FY 2024** | - | - | - | 3,126,304 | 938,216 | 7,714 | - | **4,072,234** |
| **FY 2025** | - | - | - | 4,835,509 | 1,073,339 | 7,989 | - | **5,916,837** |
| **FY 2026** | - | - | - | 6,729,839 | 1,147,850 | 8,264 | - | **7,885,952** |
| **FY 2027** | - | - | - | 6,953,793 | 1,574,173 | 8,539 | - | **8,536,505** |
| **Total** | **-** | **-** | **-** | **36,849,973** | **5,147,266** | **39,944** | **-** | **42,037,183** |

Note: Personnel impacts associated with capital projects coming on-line during FY 2017 are incorporated within the Town of Cary's Annual Operating Budget.
Personnel impacts contained within this schedule are effective the first year that a project is complete and fully functioning.



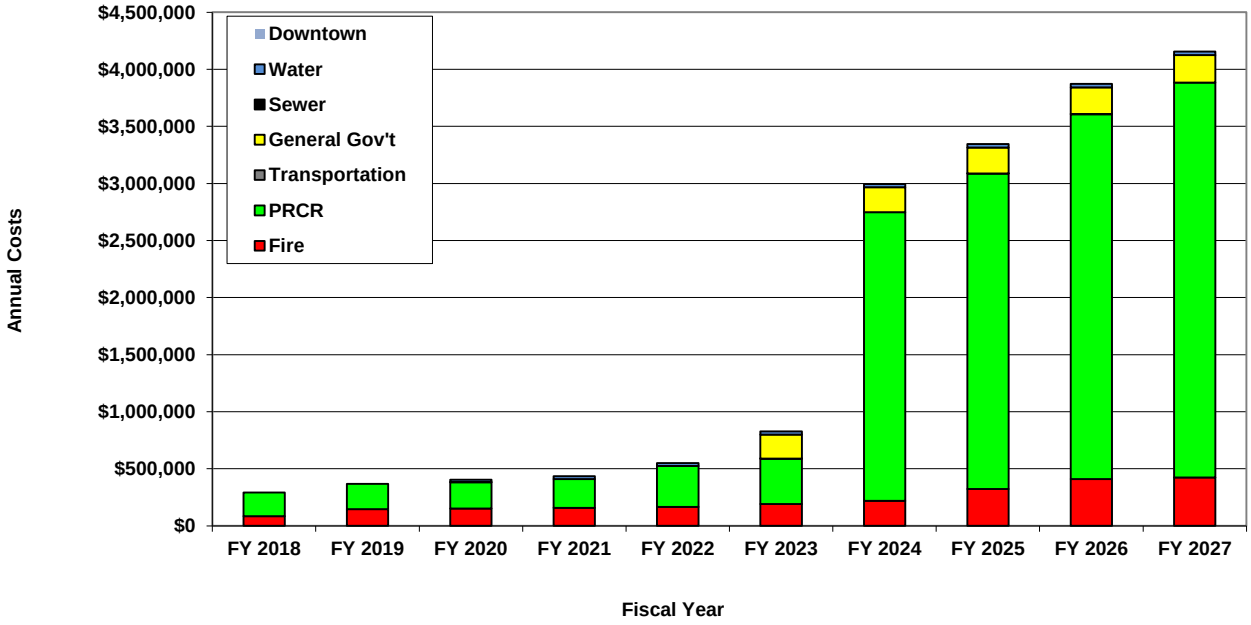
# CUMULATIVE IMPACTS OF FYS 2017- 2027
# CAPITAL IMPROVEMENTS BUDGET/PLAN PROJECTS
# ON FUTURE OPERATING BUDGETS
# (BY OPERATING EXPENDITURE CATEGORY)

**OPERATING & MAINTENANCE IMPACTS -** *presented by Capital Project Type*

| Fiscal Year of Impact | Water | Sewer | Transportation | Fire | PRCR | General Gov't | Downtown | Total |
|---|---|---|---|---|---|---|---|---|
| **FY 2018** | - | - | - | 85,389 | 206,612 | - | - | **292,001** |
| **FY 2019** | - | - | 576 | 145,734 | 220,592 | - | - | **366,902** |
| **FY 2020** | 21,645 | - | 601 | 152,056 | 230,162 | - | - | **404,465** |
| **FY 2021** | 25,050 | - | 626 | 158,379 | 250,379 | - | - | **434,434** |
| **FY 2022** | 26,050 | - | 651 | 164,701 | 358,713 | - | - | **550,115** |
| **FY 2023** | 27,050 | - | 676 | 191,645 | 396,828 | 210,990 | - | **827,189** |
| **FY 2024** | 28,050 | - | 701 | 220,114 | 2,526,468 | 218,790 | - | **2,994,123** |
| **FY 2025** | 29,050 | - | 726 | 322,732 | 2,764,693 | 226,590 | - | **3,343,792** |
| **FY 2026** | 30,050 | - | 751 | 408,967 | 3,197,926 | 234,390 | - | **3,872,084** |
| **FY 2027** | 31,050 | - | 776 | 422,577 | 3,459,596 | 242,190 | - | **4,156,189** |
| **Total** | **217,995** | **-** | **6,086** | **2,272,293** | **13,611,969** | **1,132,950** | **-** | **17,241,293** |

Note: Operating impacts associated with capital projects coming on-line during FY 2017 are incorporated within the Town of Cary's Annual Operating Budget. Operating impacts contained within this schedule are effective the first year that a project is complete and fully functioning.

**Total Cumulative Operating and Maintenance Costs Associated With FYs 2017-2027 CIB/P Projects**

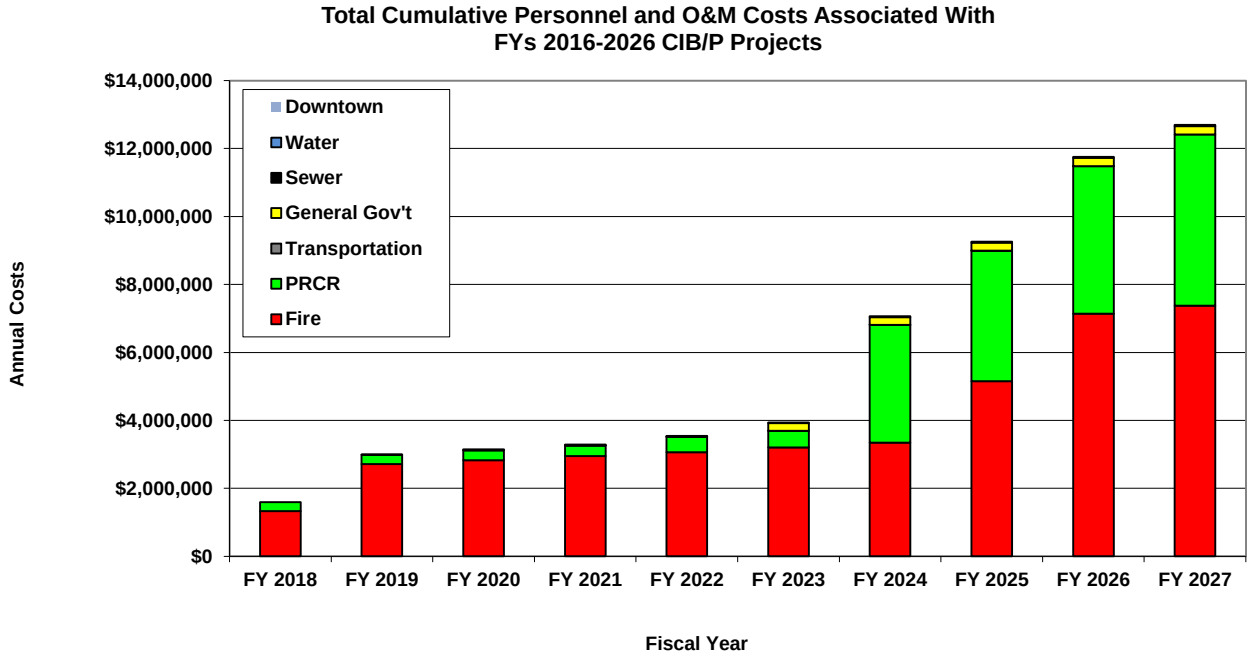


# CUMULATIVE IMPACTS OF FYS 2017- 2027
# CAPITAL IMPROVEMENTS BUDGET/PLAN PROJECTS
# ON FUTURE OPERATING BUDGETS
# (BY OPERATING EXPENDITURE CATEGORY)

**COMBINED IMPACTS (Personnel and O&M) -** *presented by Capital Project Type*

| Fiscal Year of Impact | Water | Sewer | Transportation | Fire | PRCR | General Gov't | Downtown | Total |
|---|---|---|---|---|---|---|---|---|
| **FY 2018** | - | - | - | 1,330,215 | 260,590 | - | - | **1,590,805** |
| **FY 2019** | - | - | 576 | 2,714,764 | 277,018 | - | - | **2,992,359** |
| **FY 2020** | 21,645 | - | 601 | 2,832,542 | 289,037 | - | - | **3,143,824** |
| **FY 2021** | 25,050 | - | 626 | 2,950,319 | 311,701 | - | - | **3,287,696** |
| **FY 2022** | 26,050 | - | 651 | 3,068,096 | 448,533 | - | - | **3,543,330** |
| **FY 2023** | 27,050 | - | 676 | 3,206,495 | 490,096 | 218,429 | - | **3,942,746** |
| **FY 2024** | 28,050 | - | 701 | 3,346,418 | 3,464,684 | 226,504 | - | **7,066,357** |
| **FY 2025** | 29,050 | - | 726 | 5,158,241 | 3,838,032 | 234,579 | - | **9,260,629** |
| **FY 2026** | 30,050 | - | 751 | 7,138,806 | 4,345,775 | 242,654 | - | **11,758,036** |
| **FY 2027** | 31,050 | - | 776 | 7,376,370 | 5,033,769 | 250,729 | - | **12,692,694** |
| **Total** | **217,995** | **-** | **6,086** | **39,122,266** | **18,759,235** | **1,172,894** | **-** | **59,278,476** |

Note: Impacts associated with capital projects coming on-line during FY 2017 are incorporated within the Town of Cary's Annual Operating Budget.
Impacts contained within this schedule are effective the first year that a project is complete and fully functioning.



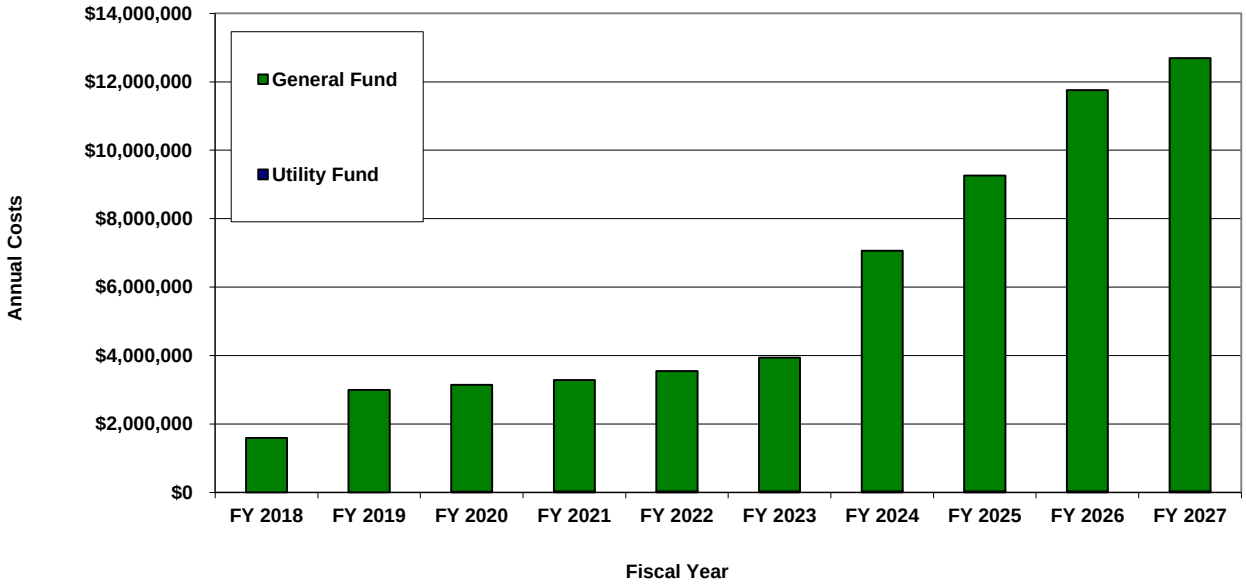
# CUMULATIVE IMPACTS OF FYS 2017- 2027
# CAPITAL IMPROVEMENTS BUDGET/PLAN PROJECTS
# ON FUTURE OPERATING BUDGETS

**COMBINED IMPACTS (Personnel and O&M) -** *presented by Operating Fund*

| Fiscal Year of Impact | Utility Fund | General Fund | Total |
|---|---|---|---|
| **FY 2018** | - | 1,590,805 | **1,590,805** |
| **FY 2019** | - | 2,992,359 | **2,992,359** |
| **FY 2020** | 21,645 | 3,122,179 | **3,143,824** |
| **FY 2021** | 25,050 | 3,262,646 | **3,287,696** |
| **FY 2022** | 26,050 | 3,517,280 | **3,543,330** |
| **FY 2023** | 27,050 | 3,915,696 | **3,942,746** |
| **FY 2024** | 28,050 | 7,038,307 | **7,066,357** |
| **FY 2025** | 29,050 | 9,231,579 | **9,260,629** |
| **FY 2026** | 30,050 | 11,727,986 | **11,758,036** |
| **FY 2027** | 31,050 | 12,661,644 | **12,692,694** |
| **Total** | **217,995** | **59,060,481** | **59,278,476** |

Note: Impacts associated with capital projects coming on-line during FY 2017 are incorporated within the Town of Cary's Annual Operating Budget. Impacts contained within this schedule are effective the first year that a project is complete and fully functioning.

**Total Operating Impacts (Personnel and O&M) of Projects Contained Within the FYs 2017 - 2027 CIB/P - by Operating Fund**



# CAPITAL PROJECT SPENDING STATUS
# ACTIVE PROJECTS AS OF JUNE 30, 2016

| Project Category | Appropriations-to-Date | Expenditures-to-Date | Balance-to-Date | Percent Spent* |
|---|---|---|---|---|
| Water | 203,954,474 | 126,438,717 | 77,515,757 | 62% |
| Sewer | 381,994,244 | 296,394,943 | 85,599,301 | 78% |
| ***Total Utility Capital Projects*** | ***585,948,718*** | ***422,833,661*** | ***163,115,057*** | ***72%*** |
| Transportation | 152,969,190 | 79,764,296 | 73,204,894 | 52% |
| Fire | 12,721,000 | 7,681,326 | 5,039,674 | 60% |
| Parks, Recreation and Cultural Resources | 73,998,366 | 51,503,738 | 21,017,628 | 70% |
| General Government | 39,875,493 | 27,922,375 | 11,953,118 | 70% |
| Downtown | 11,549,903 | 723,891 | 10,826,012 | 6% |
| ***Total General Capital Projects*** | ***291,113,952*** | ***167,595,625*** | ***122,041,326*** | ***58%*** |
| **GRAND TOTAL** | **877,062,670** | **590,429,286** | **285,156,384** | **67%** |

*Projects noting 100% spending remain open until any warranty period is complete and encumbrances are liquidated or closed.

**WATER PROJECTS**

| Project Number | Project Name | Appropriations-to-Date | Expenditures-to-Date | Balance-to-Date | Percent Spent* |
|---|---|---|---|---|---|
| WT1054 | Holly Springs Rd Water Line | 1,750,000 | 1,740,330 | 9,670 | 99% |
| WT1070 | Water Resource Planning and Management | 851,860 | 555,178 | 296,682 | 65% |
| WT1097 | NC55 Water Line Extension - Phase II | 2,337,000 | 9,562 | 2,327,438 | 0.4% |
| WT1116 | MM - Utility Merger Study | 1,225,140 | 1,188,673 | 36,467 | 97% |
| WT1123 | Aquastar | 17,835,310 | 17,802,018 | 33,292 | 100% |
| WT1128 | Green Level Church Road Water Line - Phase I | 1,051,000 | 1,050,073 | 927 | 100% |
| WT1129 | Green Level West Road Water Line - Phase I | 3,571,000 | 2,794,639 | 776,361 | 78% |
| WT1135 | MM - Upgrade Water Lines - FY 2007 | 1,031,720 | 399,083 | 632,637 | 39% |
| WT1138 | Water Line Upgrades - FY 2007 | 396,000 | 396,000 | - | 100% |
| WT1142 | Wimberly Road Water Line | 4,306,000 | 269,400 | 4,036,600 | 6% |
| WT1148 | CAWTF - Phase III Expansion and Improvements - 56 MGD | 77,500,000 | 73,814,014 | 3,685,986 | 95% |
| WT1156 | Water System Monitoring Protection | 608,000 | 1,000 | 607,000 | 0.2% |
| WT1157 | TCAP - Streetscape Water Upgrades | 1,313,000 | 800,314 | 512,686 | 61% |
| WT1161 | Cary Parkway SW Water Line Reinforcement | 8,650,000 | 834,174 | 7,815,826 | 10% |
| WT1163 | CAWTF - Lake Aeration Mixing System | 3,726,000 | 724,577 | 3,001,424 | 19% |
| WT1166 | Holt Road to Davis Drive Waterline Connection | 1,920,000 | 39,725 | 1,880,275 | 2% |
| WT1167 | Large Valve Repair/Replacement - FY 2009 | 200,000 | 138,515 | 61,485 | 69% |
| WT1171 | CAWTF - NC540 Water Conflicts | 4,606,460 | 4,139,085 | 467,375 | 90% |
| WT1172 | Old Apex Rd Waterline Reinforcement | 1,694,000 | 6,978 | 1,687,022 | 0.4% |
| WT1177 | Jordan Lake Partnership | 327,500 | 214,516 | 112,984 | 66% |
| WT1178 | Jenks Carpenter Rd - Holt Rd Waterline Reinforcement | 3,053,000 | 21,150 | 3,031,850 | 1% |
| WT1182 | MM - Upgrade Water Lines - FY 2011 | 436,000 | - | 436,000 | - |
| WT1189 | Western Cary Water Storage Tank | 9,310,000 | 2,163,686 | 7,146,314 | 23% |
| WT1191 | Water Main Condition Assessment Program | 275,000 | 126,160 | 148,840 | 46% |
| WT1193 | Long Range Water Resources Plan | 1,111,210 | 1,002,419 | 108,791 | 90% |
| WT1194 | CAWTF - Raw Water Pipeline | 22,250,000 | 1,840,780 | 20,409,220 | 8% |
| WT1195 | Cary/Raleigh Water System Interconnection | 1,313,000 | 921,923 | 391,077 | 70% |
| WT1198 | Old Apex Tank Flow Meter and Control Valve and Vault | 125,000 | 104,875 | 20,125 | 84% |
| WT1199 | Old Apex Tank Study and Improvements | 630,000 | 373,880 | 256,120 | 59% |
| WT1200 | Pressure Zone Separation Control Valve | 25,000 | 3,437 | 21,563 | 14% |
| WT1205 | Water System Pressure Monitoring | 100,000 | - | 100,000 | - |
| WT1206 | CAWTF - Air Release Valve Upgrades for 42" Waterline | 1,075,000 | 92,260 | 982,740 | 9% |
| WT1207 | Cary Parkway and NC 54 Water Line Connection | 200,000 | 5,986 | 194,015 | 3% |
| WT1209 | CAWTF - Raw Water Line Cleaning | 200,000 | 104,388 | 95,612 | 52% |
| WT1212 | Green Level West Water Line - Phase III | 2,400,000 | - | 2,400,000 | - |
| WT1213 | Harrison Elevated Water Tank Renovation | 800,000 | 655,856 | 144,144 | 82% |
| WT1214 | Kilmayne Water Storage Tank | 7,000,000 | 1,999,676 | 5,000,324 | 29% |
| WT1216 | Plumtree Tank Modifications | 2,050,000 | 1,406,522 | 643,478 | 69% |
| WT1217 | Water Line Upgrades - FY 2013 | 831,600 | 831,599 | 1 | 100% |
| WT1219 | Water System Water Quality Enhancements | 150,000 | - | 150,000 | - |
| WT1220 | Water Line Relocations NCDOT U4716 | 258,961 | 258,961 | - | 100% |
| WT1221 | CAWTF - Residual Transfer Pump Replacements | 250,000 | - | 250,000 | - |
| WT1222 | Water Main Extension - FY 2014 | 250,000 | 250,000 | - | 100% |
| WT1223 | Kit Creek Road Water Line Connection | 725,000 | 48,747 | 676,253 | 7% |
| WT1225 | Water Line Upgrades - FY 2014 | 1,000,000 | 999,999 | 1 | 100% |
| WT1227 | Morrisville Parkway Utility Agreement NCDOT | 238,504 | 238,504 | - | 100% |
| WT1228 | Aquastar - Additional Infrastructure | 75,000 | - | 75,000 | - |
| WT1230 | CAWTF - Improvements - FY2015 | 105,000 | 48,515 | 56,485 | 46% |
| WT1231 | CAWTF - Clearwell Repainting | 100,000 | 4,200 | 95,800 | 4% |
| WT1232 | CAWTF - Ozone Generator Reconditioning | 200,000 | 191,209 | 8,791 | 96% |
| WT1233 | Remote Water System Programmable Logic Controller Replacements and SCADA Upgrades | 50,000 | 4,906 | 45,094 | 10% |
| WT1234 | Water Line Upgrades - FY 2015 | 600,000 | 530,709 | 69,291 | 88% |
| WT1236 | CAWTF - Equipment Storage Building | 50,000 | - | 50,000 | - |
| WT1237 | CAWTF - Gas Spectrometer | 175,000 | 171,274 | 3,726 | 98% |
| WT1238 | CAWTP - Improvements - FY 2016 | 30,000 | - | 30,000 | - |
| WT1239 | CAWTF - Jordan Lake Capacity Allocation | 655,743 | - | 655,743 | - |
| WT1240 | CAWTF - New Clearwell | 650,000 | - | 650,000 | - |
| WT1241 | CAWTF - Process Basin Rehabilitation | 500,000 | - | 500,000 | - |
| WT1242 | Crossroads Storage Tank and Pump Station | 600,000 | - | 600,000 | - |
| WT1243 | Water Main Extension - FY 2016 | 302,777 | 18,930 | 283,847 | 6% |
| WT1244 | Holly Brook Water Line | 2,112,439 | 202,220 | 1,910,219 | 10% |

**WATER PROJECTS - CONTINUED**

| Project Number | Project Name | Appropriations-to-Date | Expenditures-to-Date | Balance-to-Date | Percent Spent* |
|---|---|---|---|---|---|
| WT1245 | Kildaire Farm Water Line Reinforcement Central | 600,000 | 5,950 | 594,050 | 1% |
| WT1246 | Throttling Valve at Surles Court Pump Station | 100,000 | - | 100,000 | - |
| WT1247 | Water Line Upgrades - FY 2016 | 5,000,000 | 4,312,408 | 687,592 | 86% |
| WT1248 | Water Line Oversizings - FY 2016 | 145,000 | - | 145,000 | - |
| WT1249 | Water Resources Master Plan | 100,000 | - | 100,000 | - |
| WT1250 | Water System - Water Line Locating and Testing | 175,000 | 175,000 | - | 100% |
| WT1251 | Water System Valve Replacements - FY 2016 | 125,000 | - | 125,000 | - |
| WT5017 | Annex - Franklin Heights Waterline | 416,250 | 404,734 | 11,516 | 97% |
| WT5018 | Annex - Pink Acres | 130,000 | - | 130,000 | - |
| | **TOTAL WATER PROJECTS** | **203,954,474** | **126,438,717** | **77,515,757** | **62%** |

**SEWER PROJECTS**

| Project Number | Project Name | Appropriations-to-Date | Expenditures-to-Date | Balance-to-Date | Percent Spent* |
|---|---|---|---|---|---|
| SW1091 | Force Main Discharge Manhole Coverings | 215,600 | 215,600 | - | 100% |
| SW1102 | NCWRF - Odor Control | 1,982,960 | 1,544,483 | 438,477 | 78% |
| SW1105 | Western Cary Collection System Odor Control | 930,000 | 929,999 | 1 | 100% |
| SW1115 | Kit Creek Basin Sanitary Sewers | 971,548 | 47,500 | 924,048 | 5% |
| SW1121 | Wastewater SCADA | 1,266,694 | 1,115,122 | 151,572 | 88% |
| SW1123 | WWRWMF - New Water Reclamation Facility | 136,678,379 | 135,686,849 | 991,530 | 99% |
| SW1124 | WWRWMF - Effluent Pump Station | 8,957,953 | 7,047,226 | 1,910,727 | 79% |
| SW1125 | WWRWMF - Project Management | 2,595,224 | 2,151,830 | 443,394 | 83% |
| SW1127 | MM - Telemetry Upgrade - Morrisville Wastewater Pump Stations | 160,000 | 160,000 | - | 100% |
| SW1130 | Green Level Interceptor | 7,510,969 | 7,226,893 | 284,076 | 96% |
| SW1132 | MM - Kit Creek Basin Sanitary Sewers | 5,471,452 | 3,004,444 | 2,467,008 | 55% |
| SW1134 | MM - Replace/Rehabilitate Sewer Mains - FY 2007 | 1,161,300 | 1,161,300 | - | 100% |
| SW1138 | NW Area/Jordan Lake Reclaimed Water - Phase II | 7,457,176 | 5,048,954 | 2,408,222 | 68% |
| SW1143 | WWRWMF - Western Cary Pump Station Upgrades | 11,279,482 | 9,176,397 | 2,103,085 | 81% |
| SW1144 | WWRWMF - Western Cary Force Main South | 9,943,176 | 6,351,764 | 3,591,412 | 64% |
| SW1145 | WWRWMF - Western Reedy Branch Gravity Sewer Interceptor | 12,304,175 | 6,661,551 | 5,642,624 | 54% |
| SW1146 | WWRWMF - Beaver Creek Pump Station | 20,157,682 | 16,019,378 | 4,138,304 | 79% |
| SW1147 | WWRWMF - Beaver Creek Force Main | 27,492,027 | 17,145,781 | 10,346,246 | 62% |
| SW1148 | WWRWMF - SCADA | 3,570,954 | 3,526,550 | 44,404 | 99% |
| SW1154 | Biosolid Aeration System Improvements | 2,500,000 | 2,091,512 | 408,488 | 84% |
| SW1155 | Crabtree/York Interceptor Improvements | 475,000 | 263,317 | 211,683 | 55% |
| SW1156 | Force Main Inspection and Rehabilitation - FY 2008 | 3,600,000 | 3,108,250 | 491,750 | 86% |
| SW1157 | MM - NW Cary Wastewater Conveyance to WWRWMF | 818,000 | 818,000 | - | 100% |
| SW1159 | MM - Replace/Rehabilitate Sewer Mains - FY 2008 | 580,650 | 580,650 | - | 100% |
| SW1170 | Swift Creek Pump Station Parallel Force Main | 11,181,773 | 11,039,007 | 142,766 | 99% |
| SW1171 | Swift Creek Regional Pump Station Improvements | 1,590,000 | 1,092,343 | 497,657 | 69% |
| SW1172 | Town Hall Drive Pump Station | 215,000 | 215,000 | - | 100% |
| SW1174 | Walnut Creek Pump Station Electrical Improvements | 450,000 | 443,617 | 6,383 | 99% |
| SW1175 | Wastewater Pump Station Improvements | 2,398,227 | 1,260,763 | 1,137,464 | 53% |
| SW1176 | Wastewater Pump Station Parallel Force Main | 13,525,000 | 4,150,001 | 9,374,999 | 31% |
| SW1177 | TCAP - Streetscape Sewer Upgrades | 1,278,000 | 638,637 | 639,363 | 50% |
| SW1178 | WWRWMF - Beaver Creek Gravity Sewer | 2,065,000 | 1,375,753 | 689,247 | 67% |
| SW1179 | WWRWMF - Beaver Creek Trunk Sewer | 4,800,000 | 3,404,354 | 1,395,646 | 71% |
| SW1180 | WWRWMF - Holly Spring Effluent Force Main | 39,374 | 38,524 | 850 | 98% |
| SW1181 | WWRWMF - Effluent Pipeline - Phase I | 2,385,901 | 1,674,573 | 711,328 | 70% |
| SW1182 | WWRWMF - Effluent Pipeline - Phase II | 30,720,840 | 23,592,045 | 7,128,795 | 77% |
| SW1184 | Carystone Pump Station Elimination | 260,000 | 1,405 | 258,595 | 1% |
| SW1186 | MacGregor Park Pump Station Elimination | 210,000 | 4,240 | 205,760 | 2% |
| SW1191 | Paramount Pump Station Elimination | 2,010,000 | 29,268 | 1,980,732 | 1% |
| SW1200 | WWRWMF - Water and Sewer Policy Implementation | 2,358,645 | 2,348,676 | 9,969 | 100% |
| SW1202 | Force Main Inspection and Rehabilitation - FY 2010 | 2,500,000 | - | 2,500,000 | 0% |
| SW1203 | Cleaning and Video Surveying of Sewer Interceptors | 2,009,500 | 1,140,810 | 868,690 | 57% |
| SW1211 | Updated Reclaimed Water System Master Plan | 350,000 | 270,600 | 79,400 | 77% |
| SW1212 | Repair/Rehabilitate Sewer System - FY 2011 | 1,233,540 | 1,233,540 | - | 100% |
| SW1217 | SCWRF - Headworks Upgrades | 525,000 | 450,143 | 74,857 | 86% |
| SW1223 | Reclaimed Water Main Extensions - FY 2012 | 105,000 | - | 105,000 | - |
| SW1224 | Glenridge Pump Station Improvements | 175,000 | 72,361 | 102,639 | 41% |
| SW1226 | Kensington Pump Station to Gravity Sewer | 65,000 | 49,960 | 15,040 | 77% |
| SW1229 | NCWRF - Contingency Upgrades | 355,000 | 348,376 | 6,624 | 98% |
| SW1232 | Sewer System Repair/Rehabilitation - FY 2012 | 1,294,052 | 1,293,991 | 61 | 100% |
| SW1234 | Wastewater Collection System Odor Control | 175,000 | 175,000 | - | 100% |
| SW1235 | Kit Creek Pump Station Improvements | 1,300,000 | 1,300,000 | - | 100% |
| SW1237 | Miscellaneous Pump Station Grinder Exchange/Rebuild | 240,000 | 236,501 | 3,499 | 99% |
| SW1238 | Morris Branch Pump Station Improvements | 800,000 | 800,000 | - | 100% |
| SW1239 | Upper Crabtree Creek Pump Station and Force Main | 680,000 | 254,400 | 425,600 | 37% |
| SW1240 | Walnut Creek Pump Station Check Valve | 265,000 | 123,121 | 141,879 | 46% |
| SW1241 | Extend Reclaimed Water Mains - FY 2013 | 110,250 | - | 110,250 | - |
| SW1245 | Sewer System Repair/Rehabilitation - FY 2013 | 500,000 | 500,000 | - | 100% |
| SW1247 | Lower Swift Creek Parallel Interceptor | 1,150,000 | 81,695 | 1,068,305 | 7% |
| SW1249 | Nancy Branch Interceptor Capacity | 1,400,000 | - | 1,400,000 | - |
| SW1251 | SCWRF - Demolition of Lagoons | 200,000 | 52,500 | 147,500 | 26% |
| SW1252 | Force Main Easement Clearing | 200,000 | 83,548 | 116,452 | 42% |
| SW1254 | NCWRF - Mixer Replacement | 300,000 | 289,831 | 10,169 | 97% |
| SW1256 | Copperleaf Reserve Easement Acquisition | 205,000 | 113,178 | 91,822 | 55% |
| SW1257 | Blanche Dr Sewer Improvements | 175,000 | - | 175,000 | - |

**SEWER PROJECTS - CONTINUED**

| Project Number | Project Name | Appropriations-to-Date | Expenditures-to-Date | Balance-to-Date | Percent Spent* |
|---|---|---|---|---|---|
| SW1258 | Blanche Dr Pump Station Expansion - Inflow/Infiltration Reduction | 1,200,000 | - | 1,200,000 | - |
| SW1259 | Holly Springs Rd Sewer Rehabilitation | 365,000 | 300,795 | 64,205 | 82% |
| SW1260 | MM - Aviation Pump Station Upgrade and York Interceptor Basin Study | 1,650,000 | 262,300 | 1,387,700 | 16% |
| SW1263 | NCWRF - SCADA Conversion | 1,250,000 | 4,860 | 1,245,140 | 0.4% |
| SW1264 | Sewer Flow Management Modeling | 300,000 | 30,000 | 270,000 | 10% |
| SW1265 | SCWRF - High Efficiency Turbo Blower Replacement - FY 2014 | 250,000 | 237,040 | 12,960 | 95% |
| SW1266 | SCWRF - Facility Improvements | 435,000 | 256,020 | 178,980 | 59% |
| SW1268 | Wastewater System Flow Study | 175,000 | 175,000 | - | 100% |
| SW1269 | Jack Branch Interceptor | 1,150,000 | 6,940 | 1,143,060 | 1% |
| SW1270 | Lynn's Branch Parallel Interceptor | 250,000 | - | 250,000 | - |
| SW1272 | NCWRF - Pavement Repairs | 50,000 | 10,712 | 39,288 | 21% |
| SW1274 | NCWRF - Variable Frequency Drive Replacement | 200,000 | 157,531 | 42,469 | 79% |
| SW1275 | Reclaimed Water Line Oversizings - FY 2015 | 144,700 | 24,726 | 119,974 | 17% |
| SW1276 | Reclaimed Water Blowoff Metering | 210,000 | 9,165 | 200,835 | 4% |
| SW1279 | Sewer System Repair/Rehabilitation - FY 2015 | 1,600,000 | 1,231,122 | 368,878 | 77% |
| SW1280 | SCWRF - Aeration Basin and Air Header Repairs | 175,000 | 111,234 | 63,766 | 64% |
| SW1282 | SCWRF - Ultra Violet System Restoration and Power Surge Suppression | 200,000 | 170,121 | 29,879 | 85% |
| SW1284 | Basin W12 Regional Pump Station, Gravity Sewer and Force Main | 800,000 | - | 800,000 | - |
| SW1285 | Crane Truck 1.5 Ton | 82,000 | 82,000 | - | 100% |
| SW1286 | Reclaimed Water Main Extension - FY 2016 | 127,628 | - | 127,628 | - |
| SW1287 | Terrace II Pump Station Elimination | 250,000 | - | 250,000 | - |
| SW1288 | Hollybrook - Phases I - III Sewer Extension | 2,617,706 | 467,600 | 2,150,106 | 18% |
| SW1289 | NCWRF - Administration Building Roof Replacement | 240,000 | 237,940 | 2,060 | 99% |
| SW1290 | NCWRF - Capacity Analysis and Re-Rating | 2,500,000 | 30,000 | 2,470,000 | 1% |
| SW1291 | NCWRF - Clarifier Equipment Repair and Replacement | 150,000 | - | 150,000 | - |
| SW1292 | NCWRF - Diffuser and Air Replacement | 500,000 | 34,536 | 465,464 | 7% |
| SW1294 | NCWRF - Valve Replacements | 225,000 | 109,056 | 115,944 | 48% |
| SW1295 | NCWRF - Variable Frequency Drive Replacement | 200,000 | - | 200,000 | - |
| SW1296 | Pump Station Variable Frequency Drive Replacement | 125,000 | - | 125,000 | - |
| SW1297 | Reclaimed Water Line Oversizings - FY 2016 | 150,000 | 30,830 | 119,170 | 21% |
| SW1298 | Sanitary Sewer Oversizings - FY 2016 | 185,000 | - | 185,000 | - |
| SW1299 | SCWRF - Roof Replacement | 74,300 | - | 74,300 | - |
| SW1300 | SCWRF - Dryer - Centrifuge Rebuild | 175,000 | - | 175,000 | - |
| SW1301 | SCWRF - Dryer - Dewatered Cake Pump | 175,000 | 43,900 | 131,100 | 25% |
| SW1302 | SCWRF - Dryer - Drum Replacement | 200,000 | - | 200,000 | - |
| SW1303 | Sewer System Repair/Rehabilitation - FY 2016 | 2,730,407 | 387,324 | 2,343,083 | 14% |
| SW5017 | Annex - Franklin Heights Sewer Line | 787,000 | 718,121 | 68,879 | 91% |
| SW5018 | Annex - Pink Acres | 215,000 | 4,960 | 210,040 | 2% |
| | **TOTAL SEWER PROJECTS** | **381,994,244** | **296,394,943** | **85,599,301** | **78%** |

**TRANSPORTATION PROJECTS**

| Project Number | Project Name | Appropriations-to-Date | Expenditures-to-Date | Balance-to-Date | Percent Spent* |
|---|---|---|---|---|---|
| ST1073 | Tryon Road and Piney Plains Road - Ph I | 14,617,000 | 14,554,888 | 62,112 | 100% |
| ST1084 | Kildaire Farm Road Widening | 9,776,201 | 9,627,117 | 149,084 | 98% |
| ST1092 | Tryon Road Widening - Phase II | 9,309,573 | 9,199,622 | 109,951 | 99% |
| ST1107 | Traffic Calming | 927,808 | 526,606 | 401,202 | 57% |
| ST1116 | Sidewalk Improvements - FY 2004 | 500,000 | 500,000 | - | 100% |
| ST1123 | Morrisville Parkway Extension - Ph III | 13,185,000 | 4,561,304 | 8,623,696 | 35% |
| ST1129 | Traffic Signals - FY 2005 | 200,000 | 183,690 | 16,310 | 92% |
| ST1131 | Thoroughfare Street Lighting | 250,000 | 176,359 | 73,641 | 71% |
| ST1143 | Traffic Signals - FY 2006 | 243,818 | 222,356 | 21,462 | 91% |
| ST1146 | Annexation Areas - Street Repaving | 400,000 | 387,938 | 12,062 | 97% |
| ST1147 | Sidewalk Improvements - FY 2007 | 1,000,000 | 1,000,000 | - | 100% |
| ST1157 | Traffic Signals - FY 2007 | 300,000 | 214,931 | 85,069 | 72% |
| ST1158 | TCAP - Walker Street Extension | 7,200,632 | 1,705,775 | 5,494,857 | 24% |
| ST1173 | Traffic Signals - FY 2008 | 229,967 | 5,375 | 224,592 | 2% |
| ST1179 | Sidewalk Improvements - FY 2009 | 1,000,000 | 1,000,000 | - | 100% |
| ST1187 | Traffic Signals - FY 2009 | 300,000 | 266,582 | 33,418 | 89% |
| ST1196 | Sidewalk Improvements - FY 2011 | 500,000 | 500,000 | - | 100% |
| ST1198 | Traffic Signals - FY 2011 | 400,000 | 85,572 | 314,428 | 21% |
| ST1204 | Carpenter Fire Station Road/CSX Rail Grade Separation | 18,220,000 | 1,701,630 | 16,518,370 | 9% |
| ST1206 | Green Level West Road Widening | 14,000,000 | 1,756,463 | 12,243,537 | 13% |
| ST1207 | Reedy Creek Road Improvements | 600,000 | 582,467 | 17,533 | 97% |
| ST1208 | Walnut Street Improvements | 7,000,000 | 5,020,125 | 1,979,875 | 72% |
| ST1209 | Green Level Church Road Improvement - Austin Pond Road to Green Hope School Road | 679,842 | 660,249 | 19,593 | 97% |
| ST1210 | Sidewalk Improvements - FY 2012 | 500,000 | 500,000 | - | 100% |
| ST1211 | Bicycle Facility Implementation - FY 2012 | 20,000 | 8,867 | 11,133 | 44% |
| ST1214 | Rail and Community Cohesion Impact Studies | 665,000 | 376,843 | 288,157 | 57% |
| ST1217 | Traffic Signals - FY 2012 | 200,000 | 38,146 | 161,854 | 19% |
| ST1220 | Morrisville Parkway Interchange | 3,125,000 | 1,252,434 | 1,872,566 | 40% |
| ST1222 | Cary Transit - FY 2013 | 251,000 | - | 251,000 | 0% |
| ST1223 | Sidewalk Improvements - FY 2013 | 500,000 | 117,040 | 382,960 | 23% |
| ST1224 | Bicycle Facility Implementation - FY 2013 | 20,000 | 9,471 | 10,529 | 47% |
| ST1225 | Cary Signal Software Upgrades | 150,000 | 148,766 | 1,234 | 99% |
| ST1226 | Traffic Signals - FY 2013 | 250,000 | - | 250,000 | - |
| ST1227 | Bridge/Culvert Repairs - FY 2013 | 56,309 | - | 56,309 | - |
| ST1230 | Cary Parkway - Evans Road to N Harrison Avenue | 2,800,000 | 22,557 | 2,777,443 | 1% |
| ST1231 | Cary Parkway and High House Road Intersection | 3,920,000 | 381,331 | 3,538,669 | 10% |
| ST1232 | Tryon/Regency Parkway Intersection | 600,000 | 2,211 | 597,789 | 0.4% |

**TRANSPORTATION PROJECTS - CONTINUED**

| Project Number | Project Name | Appropriations-to-Date | Expenditures-to-Date | Balance-to-Date | Percent Spent* |
|---|---|---|---|---|---|
| ST1234 | Green Level West - Sidewalk | 25,000 | 25,000 | - | 100% |
| ST1235 | Traffic Signal - Cary Glen/Carpenter Fire Station Road | 250,000 | 163,294 | 86,706 | 65% |
| ST1237 | Intersection Improvements - Reduce Congestion | 3,000,000 | 596,134 | 2,403,866 | 20% |
| ST1238 | DT - Streetscape Improvements - Academy Street/Dry Avenue | 8,000,000 | 7,219,364 | 780,636 | 90% |
| ST1239 | Signal System - 2012 Bond | 2,900,000 | 2,527,927 | 372,073 | 87% |
| ST1240 | Sidewalks - 2012 Bond | 804,300 | 159,797 | 644,503 | 20% |
| ST1241 | Bicycle Facility Improvements - 2012 Bond | 975,700 | 507,016 | 468,684 | 52% |
| ST1243 | Street Improvements - FY 2015 | 5,000,000 | 4,999,999 | 1 | 100% |
| ST1244 | Sidewalk Improvements - FY 2015 | 600,000 | 72 | 599,928 | 0.01% |
| ST1245 | Lake Pine Widening and Sidewalk Improvements | 133,000 | 133,000 | - | 100% |
| ST1246 | Spot Improvements - Level of Service, Safety and Citizen Concerns - FY 2015 | 250,000 | 46,690 | 203,310 | 19% |
| ST1247 | Traffic Signals FY2015 | 250,000 | 6 | 249,994 | 0.002% |
| ST1248 | Morrisville Parkway Interchange - NCTA | 5,100,000 | - | 5,100,000 | - |
| ST1249 | Yates Store Road Through Montvale | 500,000 | - | 500,000 | - |
| ST1251 | Intersection Improvements - FY 2016 | 1,000,000 | 58,568 | 941,432 | 6% |
| ST1252 | Morrisville Parkway - Carpenter Upchurch Road Intersection | 1,200,000 | 52,020 | 1,147,980 | 4% |
| ST1253 | Sidewalk and Pedestrian Improvements - FY 2016 | 780,000 | - | 780,000 | - |
| ST1254 | Traffic Signal System Camera Coverage Expansion | 350,000 | - | 350,000 | - |
| ST1255 | Spot Improvements - FY 2016 | 200,000 | - | 200,000 | - |
| ST1256 | Street Improvements - FY 2016 | 6,000,000 | 5,557,569 | 442,431 | 93% |
| ST1257 | Green Level Church Road at Horton Creek | 300,000 | 250,000 | 50,000 | 83% |
| ST6000 | STM - Storm Drainage - MAIN | 970,040 | - | 970,040 | - |
| ST6020 | STM - 111 Prince William Ln | 33,000 | 31,281 | 1,719 | 95% |
| ST6025 | STM - Green Level Church Road | 109,000 | 35,701 | 73,299 | 33% |
| ST6028 | STM - Creighton Ct | 54,000 | 20,014 | 33,986 | 37% |
| ST6029 | STM - Greg Dr at Key West Mews | 18,000 | 8,000 | 10,000 | 44% |
| ST6030 | STM - Walnut St Near Warren Ave | 95,000 | 3,685 | 91,315 | 4% |
| ST6032 | STM - Stonewater Glen | 125,000 | 40,207 | 84,793 | 32% |
| ST6033 | STM - Queensferry Drainage | 5,000 | 1,266 | 3,734 | 25% |
| ST6034 | STM - Trailing Fig Culvert Repair | 20,000 | 14,450 | 5,550 | 72% |
| ST6035 | STM - Vinecrest Court | 25,000 | 16,520 | 8,480 | 66% |
| | **TOTAL TRANSPORTATION PROJECTS** | **152,969,190** | **79,764,296** | **73,204,894** | **52%** |

**FIRE PROJECTS**

| Project Number | Project Name | Appropriations-to-Date | Expenditures-to-Date | Balance-to-Date | Percent Spent* |
|---|---|---|---|---|---|
| FR1027 | Fire Station #2A - East Chatham Street | 7,797,000 | 4,994,884 | 2,802,116 | 64% |
| FR1038 | Traffic Signal Pre-emption - Phase II | 221,000 | 102,906 | 118,094 | 47% |
| FR1043 | Fire Pumper Replacement - #1706 | 678,000 | 608,028 | 69,972 | 90% |
| FR1044 | Fire Station - Northwestern Cary | 925,000 | 791,030 | 133,970 | 86% |
| FR1046 | Fire Pumper Replacement - #1834 | 650,000 | 608,267 | 41,733 | 94% |
| FR1047 | Fire Station - Southwestern Cary | 800,000 | - | 800,000 | - |
| FR1048 | Fire Station #9 - Walnut Street Area | 750,000 | - | 750,000 | - |
| FR1049 | Fire Pumper Replacement - #1957 | 650,000 | 555,711 | 94,289 | 85% |
| FR1050 | Fire Station #2 Foundation Repairs | 250,000 | 20,500 | 229,500 | 8% |
| | **TOTAL FIRE PROJECTS** | **12,721,000** | **7,681,326** | **5,039,674** | **60%** |

**PARKS, RECREATION AND CULTURAL RESOURCES PROJECTS**

| Project Number | Project Name | Appropriations-to-Date | Expenditures-to-Date | Balance-to-Date | Percent Spent* |
|---|---|---|---|---|---|
| PR1039 | Greenway Land and Open Space | 1,480,300 | 1,258,468 | 221,832 | 85% |
| PR1057 | White Oak Greenway - Phases III and IV | 4,609,000 | 4,608,999 | 1 | 100% |
| PR1074 | Jack Smith Park | 4,540,345 | 4,196,673 | 343,672 | 92% |
| PR1095 | New Hope Church Road Trailhead Park | 2,075,431 | 1,970,176 | 105,255 | 95% |
| PR1109 | TCAP - Cary Elementary Renovation Project | 13,969,123 | 13,806,440 | 162,683 | 99% |
| PR1111 | Mills Park | 1,810,000 | 1,620,967 | 189,033 | 90% |
| PR1128 | AM Howard Farm | 150,000 | 87,289 | 62,711 | 58% |
| PR1129 | Black Creek Greenway Renovation - Phases I and II | 300,000 | 276,230 | 23,770 | 92% |
| PR1134 | Hemlock Bluffs Renovation | 247,000 | 228,749 | 18,251 | 93% |
| PR1140 | Public Art - TCAP Walker Street | 100,000 | 96,800 | 3,200 | 97% |
| PR1142 | MacDonald Woods Renovation | 410,000 | 402,848 | 7,152 | 98% |
| PR1143 | Roberts Road Park | 250,000 | - | 250,000 | - |
| PR1144 | Carpenter Neighborhood Park | 2,983,000 | 2,910,909 | 72,091 | 98% |
| PR1146 | Sertoma Amphitheatre and Restroom Renovation | 200,000 | - | 200,000 | - |
| PR1150 | Annie Jones Greenway Renovation | 531,751 | 524,486 | 7,265 | 99% |
| PR1151 | Old Reedy Creek Road Trailhead and Park | 1,105,000 | 747,384 | 357,616 | 68% |
| PR1155 | Cary Tennis Park Court Renovations | 100,000 | 100,000 | - | 100% |
| PR1156 | Greenway Connection - Morrisville Trail | 130,000 | 120,946 | 9,054 | 93% |
| PR1158 | PRCR Venue Wayfinding Signage | 243,000 | 153,379 | 89,621 | 63% |
| PR1159 | Park Greenway and Facility Sign Plan | 325,000 | 288,521 | 36,479 | 89% |
| PR1164 | USAB Facility Improvements - Interlocal | 1,530,000 | 28,000 | 1,502,000 | 2% |
| PR1166 | Crabtree Creek Greenway | 5,398,000 | 534,988 | 4,863,012 | 10% |
| PR1169 | Weldon Ridge Greenway | 175,000 | 153,375 | 21,625 | 88% |
| PR1172 | Greenway Resurfacing - FY 2013 | 343,670 | 276,295 | 67,375 | 80% |
| PR1177 | Community Garden | 25,000 | 25,000 | - | 100% |
| PR1180 | Park and Greenway Renovation - FY 2013 | 200,000 | 89,807 | 110,193 | 45% |
| PR1182 | Cary Tennis Park Court Renovations | 925,000 | 859,478 | 65,522 | 93% |
| PR1184 | Mills Park - Phase II | 1,070,000 | 148,060 | 921,940 | 14% |
| PR1185 | DT - Downtown Park | 5,639,000 | 5,241,347 | 397,653 | 93% |

**PARKS, RECREATION AND CULTURAL RESOURCES PROJECTS - CONTINUED**

| Project Number | Project Name | Appropriations-to-Date | Expenditures-to-Date | Balance-to-Date | Percent Spent* |
|---|---|---|---|---|---|
| PR1186 | White Oak Greenway - American Tobacco Trail Section | 6,305,462 | 430,666 | 5,874,796 | 7% |
| PR1187 | Panther Branch Greenway - Cameron Pond | 2,405,840 | 120,508 | 2,285,332 | 5% |
| PR1188 | Sports Turf Fields | 2,601,355 | 2,293,471 | 307,884 | 88% |
| PR1189 | Landscape Architect - BONDS | 362,510 | 260,143 | 102,367 | 72% |
| PR1190 | Artificial Turf Fields | 1,918,450 | 1,677,861 | 240,589 | 87% |
| PR1193 | Cary Tennis Park Expansion - Interlocal | 5,021,629 | 4,403,492 | 618,137 | 88% |
| PR1195 | Greenway Resurfacing - FY 2014 | 362,500 | 211,391 | 151,109 | 58% |
| PR1197 | Park and Greenway Renovation - FY 2014 | 140,000 | 78,520 | 61,480 | 56% |
| PR1202 | Soccer Park Improvements - Phase II - Interlocal | 1,150,000 | 748,768 | 401,232 | 65% |
| PR1203 | Carpenter Park Memorial | 50,000 | 49,743 | 257 | 99% |
| PR1205 | Annie Jones Greenway Stabilization | 75,000 | 2,203 | 72,797 | 3% |
| PR1211 | Park and Greenway Renovations - FY 2015 | 226,000 | 186,857 | 39,143 | 83% |
| PR1213 | White Oak Creek Greenway Trailhead | 185,000 | - | 185,000 | - |
| PR1214 | Public Art - DT - Downtown Park | 161,000 | 147,500 | 13,500 | 92% |
| PR1215 | Crescent Green Bridge Repair | 142,000 | 137,000 | 5,000 | 96% |
| PR1218 | Hinshaw Greenway Renovation | 200,000 | - | 200,000 | - |
| PR1220 | Koka Booth Amphitheatre Improvements - FY 2016 | 350,000 | - | 350,000 | - |
| PR1221 | Meeting Place Pocket Park | 75,000 | | 75,000 | - |
| PR1222 | Park and Greenway Renovation - FY 2016 | 255,000 | - | 255,000 | - |
| PR1223 | Playground Surface Repairs - FY 2016 | 57,000 | 56,895 | 105 | 100% |
| PR1224 | Sand Based Athletic Field Renovation - FY 2016 | 275,000 | 254,643 | 20,357 | 93% |
| PR1225 | Restroom Replacement - FY 2016 | 135,000 | 132,676 | 2,324 | 98% |
| PR1226 | Ritter Park Shade Structure | 25,000 | 21,529 | 3,471 | 86% |
| PR1227 | Sertoma Amphitheater Improvements | 200,000 | - | 200,000 | - |
| PR1230 | WakeMed Soccer Park Improvements - FY 2016 | 220,000 | 35,010 | 184,990 | 16% |
| PR1231 | Cary Tennis Park - Lighting and Scoreboard | 55,000 | 51,762 | 3,238 | 94% |
| PR1232 | DT - Public Art - Parking Deck | 180,000 | 153,100 | 26,900 | 85% |
| | **TOTAL PARKS, RECREATION AND CULTURAL RESOURCES PROJECTS** | **73,998,366** | **51,503,738** | **21,017,628** | **70%** |

**GENERAL GOVERNMENT PROJECTS**

| Project Number | Project Name | Appropriations-to-Date | Expenditures-to-Date | Balance-to-Date | Percent Spent* |
|---|---|---|---|---|---|
| GG1066 | Radio System Upgrade | 9,746,448 | 8,550,071 | 1,196,377 | 88% |
| GG1075 | Sanitation and Recycling Truck Replacement | 14,445,965 | 10,102,962 | 4,343,003 | 70% |
| GG1078 | Replacement of the Computer-Aided Dispatch (CAD) System | 1,700,000 | 1,583,927 | 116,073 | 93% |
| GG1082 | PAMDR - Unnamed Tributary Swift Creek - Phase II | 1,438,882 | 1,438,882 | - | 100% |
| GG1106 | Fiber Optics Cable Plan | 100,000 | 61,236 | 38,764 | 61% |
| GG1109 | Historic Preservation Implementation | 25,000 | 13,614 | 11,386 | 54% |
| GG1111 | Work Order Management/311 | 850,000 | 802,745 | 47,255 | 94% |
| GG1112 | One Solution Software | 1,467,000 | 668,910 | 798,090 | 46% |
| GG1113 | Conference Room Technology Upgrades | 188,100 | 53,790 | 134,310 | 29% |
| GG1114 | Equipment Wash Station - WakeMed Soccer Park and USA Baseball Facility | 260,000 | 248,982 | 11,018 | 96% |
| GG1116 | Fiber Optics Extension to Western Cary | 250,000 | 60,009 | 189,992 | 24% |
| GG1119 | Public Works and Utilities Facility Improvements - Phase I - Dixon | 750,000 | 123,420 | 626,580 | 16% |
| GG1121 | Application Software Replacement - FY 2015 - Arc Info | 80,000 | 77,323 | 2,677 | 97% |
| GG1126 | Garmon Operations Center Improvements - Phase II | 350,000 | 34,282 | 315,718 | 10% |
| GG1129 | Parking Lot Resurfacing - FY 2015 | 169,650 | 140,207 | 29,443 | 83% |
| GG1130 | Storm Water Condition Assessment - FY 2015 | 750,000 | 148,800 | 601,200 | 20% |
| GG1132 | Town Website Overhaul | 505,000 | 312,376 | 192,624 | 62% |
| GG1135 | Pedestrian Crossing Upgrades | 60,000 | - | 60,000 | - |
| GG1136 | Fire Station #4 - Roof Replacement | 200,000 | 200,000 | - | 100% |
| GG1138 | Facility Security | 100,000 | - | 100,000 | - |
| GG1139 | Heavy Equipment Replacement | 1,100,000 | 1,087,463 | 12,537 | 99% |
| GG1141 | Parking Lot Resurfacing - FY 2016 | 124,650 | 57,960 | 66,690 | 46% |
| GG1142 | Relamping Town Facilities | 125,000 | 25,000 | 100,000 | 20% |
| GG1143 | Cary Green Program - NRWF/Wells | 54,078 | 10,083 | 43,995 | 19% |
| GG4000 | AH - Affordable Housing - Main Project | 88,063 | - | 88,063 | - |
| GG4001 | AH - Housing Rehabilitation | 515,211 | 416,340 | 98,871 | 81% |
| GG4002 | AH - Downtown Rehabilitation and Façade Improvements | 215,441 | 190,272 | 25,169 | 88% |
| GG4004 | AH - Affordable Housing Administration | 49,145 | 49,145 | - | 100% |
| GG4005 | AH - Minimum Housing Demolition | 74,500 | 26,389 | 48,111 | 35% |
| GG5000 | Land - Land Banking (Main) | 725,704 | - | 725,704 | - |
| GG5001 | Land - Miscellaneous Unassigned Expenditures | 138,980 | 138,980 | - | 100% |
| GG5018 | Land - 7017 Carpenter Fire Station Road | 5,000 | 900 | 4,100 | 18% |
| GG6000 | STM - Town Property Storm Drainage Project - Main | 728,860 | - | 728,860 | - |
| GG6006 | STM - 112 Summer Lakes Dr | 479,595 | 105,459 | 374,136 | 22% |
| GG6007 | STM - 322 Willow St | 746,321 | 665,196 | 81,125 | 89% |
| GG6008 | STM - 1516 Kilarney | 282,000 | 65,457 | 216,543 | 23% |
| GG7000 | STM - Storm Water - Private - MAIN | 442,230 | 11,694 | 430,537 | 3% |
| GG7009 | STM - 937 Ralph - Twiss/Clark | 49,670 | 49,669 | 1 | 100% |
| GG7011 | STM - King George Stream Restoration | 40,000 | - | 40,000 | - |
| GG7014 | STM - Park James at Kirkfield | 25,000 | 17,430 | 7,570 | 70% |
| GG7015 | STM - Joel Ct at Bayoak Dr | 25,000 | 18,010 | 6,990 | 72% |
| GG7016 | STM - West High near Jodhpur | 50,000 | 42,896 | 7,104 | 86% |
| GG7017 | STM - Two Creeks Near Plaintree | 25,000 | 16,530 | 8,470 | 66% |
| GG7018 | STM - Trimble Ct | 330,000 | 305,967 | 24,033 | 93% |
| | **TOTAL GENERAL GOVERNMENT PROJECTS** | **39,875,493** | **27,922,375** | **11,953,118** | **70%** |

**DOWNTOWN PROJECTS**

| Project Number | Project Name | Appropriations-to-Date | Expenditures-to-Date | Balance-to-Date | Percent Spent* |
|---|---|---|---|---|---|
| DT1000 | DT - Downtown Available Funds | 1,853,790 | - | 1,853,790 | - |
| DT1108 | DT - Business Improvement District Development Fees | 700,399 | 188,326 | 512,073 | 27% |
| DT1117 | DT - Mayton Inn Access Road | 106,124 | 106,123 | 1 | 100% |
| DT1123 | DT - Library Parking Facility | 1,214,590 | 104,490 | 1,110,100 | 9% |
| DT1124 | DT - 212 E Cedar Parking Lot | 225,000 | 163,453 | 61,547 | 73% |
| DT1127 | DT - Land - Downtown Park | 5,000 | 1,299 | 3,701 | 26% |
| DT1128 | DT - Midtown Square Sidewalk | 250,000 | - | 250,000 | - |
| DT1129 | DT - Library Parking Structure | 7,150,000 | 116,650 | 7,033,350 | 2% |
| DT1130 | DT - 118, 120 & 124 Park Street Demolitions | 45,000 | 43,550 | 1,450 | 97% |
| | **TOTAL DOWNTOWN PROJECTS** | **11,549,903** | **723,891** | **10,826,012** | **6%** |

# PROJECTS CLOSED OR PENDING CLOSURE AS OF JUNE 30, 2016

| PROJECT # | ESTIMATED FINAL PROJECT COST | PROJECT DESCRIPTION |
|---|---|---|
| **WATER PROJECTS** | | |
| WT1094 | 8,160 | Annexation Lines - Water |
| WT1149 | 163,111 | Large Valve Repair/Replacement - FY 2008 |
| WT1184 | 850,000 | Penny Road and Birklands Drive Water Line Connector |
| WT1187 | 481,300 | Water Line Upgrades - FY 2011 |
| WT1201 | 792,000 | Upgrade Water Lines - FY 2012 |
| WT1203 | 253,126 | Water Main Rehabilitation |
| | **2,547,697** | **TOTAL CLOSED OR PENDING CLOSURE WATER PROJECTS** |
| **SEWER PROJECTS** | | |
| SW1053 | 1,408,914 | Walnut Creek Flow Diversion |
| SW1087 | 9,007 | Annexation Lines - Sewer |
| SW1103 | 1,612,483 | Northwestern Area Reclaimed Water - Phase I |
| SW1112 | 3,031,991 | South Cary Water Reclamation Facility - Odor Control |
| SW1163 | 2,704,546 | Northwestern Cary Force Main Diversion |
| SW1206 | 49,000 | Reedy Creek Regional Pump Station, Force Main, Interceptor and Pump Station Eliminations |
| SW1218 | 868,959 | Storage Capacity for Reclaimed Water System - SCWRF |
| SW1222 | 422,145 | Back-Up Generator Power - SCWRF Treatment Processes |
| SW1243 | 13,807 | Reclaimed Water Chlorine Booster Study |
| SW1267 | 97,783 | Valve Replacement and Water Line Extension - NCWRF |
| SW1271 | 137,795 | NCWRF - Band Screen Repair and Replacement |
| SW1273 | 39,684 | NCWRF - Storage Building |
| SW1281 | 64,238 | SCWRF - Thermal Dyer Repair to Pellet Recycle System |
| SW1283 | 98,320 | Wastewater System Flow Monitoring - Replace Flow Meters |
| SW1293 | 17,365 | NCWRF - HVAC Replacement |
| | **10,576,037** | **TOTAL CLOSED OR PENDING CLOSURE SEWER PROJECTS** |
| **TRANSPORTATION PROJECTS** | | |
| ST1082 | 11,180,788 | Fiber Optic Traffic Signal System |
| ST1085 | 11,011,900 | McCrimmon Parkway Road Improvements - Green Level Church Road Widening |
| ST1184 | 120,000 | Railroad Grade Crossing Repairs - FY 2009 |
| ST1190 | 3 | US 1/64 Edinburgh Intersection Improvements |
| ST1193 | 60,855 | Northwestern Cary Intersection Improvements |
| ST1199 | 9,000 | Bridge/Culvert Repairs - FY 2011 |
| ST1200 | 120,000 | Railroad Grade Crossing Repairs - FY 2011 |
| ST1201 | 1,070,289 | Street Improvements - FY 2011 |
| ST1205 | 1,693,232 | Downtown Cary Roundabouts |
| ST1213 | - | Connectivity Annual Project - FY 2012 |
| ST1215 | 1,480,882 | Street Improvement Project - FY 2012 |

# PROJECTS CLOSED OR PENDING CLOSURE AS OF JUNE 30, 2016

| PROJECT # | ESTIMATED FINAL PROJECT COST | PROJECT DESCRIPTION |
|---|---|---|
| **TRANSPORTATION PROJECTS - CONTINUED** | | |
| ST1228 | 212,904 | Railroad Crossing Repairs - FY 2013 |
| ST1229 | 2,000,000 | Street Improvement Project - FY 2013 |
| ST1236 | 5,000,000 | Street Improvements (Resurfacing) - Bond Funded |
| ST1242 | 3,870,880 | Street Improvement Project - FY 2014 |
| ST1250 | - | Cary Transit (C-Tran) - FY 2016 |
| ST6002 | 26,771 | STM - Ralph Drive/Penny Lane |
| ST6007 | 10,247 | STM - Fox View Place |
| ST6008 | 82,831 | STM - Miramar Court at Marilyn |
| ST6011 | 439,235 | STM - Roundtree Court |
| ST6012 | 107,905 | STM - Abernathy Court at Kilarney |
| ST6026 | 47,596 | STM - 1512 Fairbanks Culvert Replacement |
| ST6027 | 33,359 | STM - Doylin Drive Drainage |
| ST6031 | 5,185 | Reton Court Drainage Improvements |
| | **38,583,862** | **TOTAL CLOSED OR PENDING CLOSURE TRANSPORTATION PROJECTS** |
| **FIRE** | | |
| | There are no Fire capital projects closing as of June 30, 2016 | |
| | **-** | **TOTAL CLOSED OR PENDING CLOSURE FIRE PROJECTS** |
| **PARKS, RECREATION AND CULTURAL RESOURCES PROJECTS** | | |
| PR1118 | 557,610 | NC55 Trail Connection - Batchelor Tunnel |
| PR1122 | 246,330 | Symphony Lake Greenway Bridge |
| PR1125 | 1,847,795 | Pamlico Drive - Higgins Greenway Extension |
| PR1147 | 72,406 | Sk8 Cary Improvements |
| PR1153 | 6,060,846 | Soccer Park Facility Expansion |
| PR1167 | 27,731 | Greenway Road Crossings and Connections - FY 2013 |
| PR1179 | 35,000 | Public Art - New Hope Church Road Trailhead Park |
| PR1194 | 236 | Chapel Hill Road Pedestrian Improvements (U-5530 IA) |
| PR1208 | 36,102 | Indoor Athletic Court Resurfacing - FY 2015 |
| PR1216 | 80,777 | Athletic Field Fencing Amenities Replacement - FY 2016 |
| PR1217 | 70,826 | Athletic Field Fencing Repair/Replacement - FY 2016 |
| PR1219 | - | Indoor Athletic Court Resurfacing - FY 2016 |
| PR1228 | 36,332 | Tennis Court Fencing Replacement - FY 2016 |
| PR1229 | 152,820 | Tennis Court Renovations - FY 2016 |
| PR1233 | 30,000 | USAB Safety Netting |
| | **9,254,811** | **TOTAL CLOSED OR PENDING CLOSURE PRCR PROJECTS** |

# PROJECTS CLOSED OR PENDING CLOSURE AS OF JUNE 30, 2016

| PROJECT # | ESTIMATED FINAL PROJECT COST | PROJECT DESCRIPTION |
|---|---|---|
| **GENERAL GOVERNMENT PROJECTS** | | |
| GG1061 | 441,870 | Pamlico Drive - Nitrogen BMP System |
| GG1092 | 36,798 | EECBG - Charging Stations |
| GG1102 | 338,909 | EPA - Climate Showcase Community |
| GG1103 | 95,950 | Environmental Monitoring Software |
| GG1120 | 150,715 | Clean Fuel Advanced Technology |
| GG1127 | 180,247 | HVAC Replacement and Maintenance - FY 2015 |
| GG1128 | 48,710 | Jordan Hall Building Repairs |
| GG1131 | 21,287 | Town Facility Office Renovations |
| GG1133 | 130,000 | Tractor Trailer - 15 Ton |
| GG1134 | 85,904 | Tractor with Attachments |
| GG1137 | 63,763 | Facility Interior and Exterior Painting - FY 2016 |
| GG1140 | 121,226 | HVAC Replacement and Maintenance - FY 2016 |
| GG4003 | 255,000 | Affordable Housing - Jones House Rehabilitation |
| GG5003 | 7,469,797 | TCAP Land - Town Center Park |
| GG5010 | 695,015 | Land - Western Cary Stream Restoration |
| GG6002 | 78,089 | STM - 317 Holloway Street |
| GG6003 | 389,766 | STM - 417 S West Street |
| GG6004 | 168,154 | STM - 114 Woodlands Drive |
| GG6009 | 852,410 | STM - Waldo Street |
| | **11,623,610** | **TOTAL CLOSED OR PENDING CLOSURE GENERAL GOVERNMENT PROJECTS** |
| **DOWNTOWN** | | |
| DT1101 | 5,887,717 | DT - Chatham Theater |
| DT1103 | 483,818 | DT - Chatham Street Improvement |
| DT1112 | 50,000 | DT - Relocation Mayton and Waldo Rood Houses |
| DT1113 | 150,000 | DT - Mayton Inn Predevelopment Streetscape |
| DT1118 | 257,309 | DT - Mitchell Pharmacy Upfits |
| DT1119 | 330,263 | DT - 122 E Chatham Upfits |
| DT1125 | 332,208 | DT - 307 S. Harrison Avenue |
| DT1126 | 5,172 | DT - Walker Townes Closing |
| DT1200 | 303,065 | DT - Downtown Signage |
| | **7,799,552** | **TOTAL CLOSED OR PENDING CLOSURE DOWNTOWN PROJECTS** |
| | **80,385,569** | **GRAND TOTAL - CLOSED OR PENDING CLOSURE PROJECTS** |

# Town of Cary Capital Listing

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **DOWNTOWN** | | | | | | | | | | | | | |
| **Special Projects** | | | | | | | | | | | | | |
| DT - Downtown Improvements | 1,515,320 | 1,215,320 | 300,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| DT-Development Opportunities | 5,000,000 | 0 | 5,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Special Projects** | 6,515,320 | 1,215,320 | 5,300,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of All DOWNTOWN** | 6,515,320 | 1,215,320 | 5,300,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

**Total of Project Category from FY2017 Through FY2027 = 5,300,000**

# Town of Cary Capital Listing

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **FIRE** | | | | | | | | | | | | | |
| **Equipment** | | | | | | | | | | | | | |
| Self Contained Breathing Apparatus (SCBA) Replacement | 2,000,000 | 0 | 0 | 0 | 0 | 0 | 2,000,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Equipment** | 2,000,000 | 0 | 0 | 0 | 0 | 0 | 2,000,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Fire Apparatus** | | | | | | | | | | | | | |
| Aerial Ladder Replacement | 4,150,000 | 0 | 0 | 0 | 2,750,000 | 1,400,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Aerial Ladder Truck (New Company NW Area) | 1,400,000 | 0 | 1,400,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fire Pumper Replacement | 1,378,000 | 0 | 650,000 | 0 | 0 | 0 | 728,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fire Station 10 Pumper (O'Kelly Chapel Rd) | 800,000 | 0 | 0 | 0 | 0 | 0 | 0 | 800,000 | 0 | 0 | 0 | 0 | 0 |
| Fire Station 11 Pumper (White Oak Church Rd.) | 800,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 800,000 | 0 | 0 | 0 | 0 |
| Fire Station 12 Pumper (West Lake/ Middle Creek) | 815,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 815,000 | 0 | 0 | 0 |
| **Total of Fire Apparatus** | 9,343,000 | 0 | 2,050,000 | 0 | 2,750,000 | 1,400,000 | 728,000 | 800,000 | 800,000 | 815,000 | 0 | 0 | 0 |
| **Special Projects** | | | | | | | | | | | | | |
| Thermal Imaging Camera Replacement | 470,400 | 0 | 210,000 | 0 | 0 | 0 | 0 | 0 | 0 | 260,400 | 0 | 0 | 0 |
| **Total of Special Projects** | 470,400 | 0 | 210,000 | 0 | 0 | 0 | 0 | 0 | 0 | 260,400 | 0 | 0 | 0 |
| **Stations with Pumpers** | | | | | | | | | | | | | |
| Fire Station 10 (O'Kelly Chapel Rd.)* | 9,248,000 | 925,000 | 0 | 0 | 0 | 750,000 | 7,000,000 | 573,000 | 0 | 0 | 0 | 0 | 0 |
| Fire Station 11 (White Oak Church Rd.) | 9,388,500 | 800,000 | 0 | 0 | 0 | 0 | 0 | 795,000 | 7,793,500 | 0 | 0 | 0 | 0 |
| Fire Station 12 (West Lake/ Middle Creek) | 9,350,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 840,000 | 8,510,000 | 0 | 0 | 0 |
| Fire Station 13 (Lewter Shop Rd. @ 751) | 10,836,500 | 0 | 0 | 0 | 0 | 0 | 0 | 1,300,000 | 0 | 0 | 0 | 885,000 | 8,651,500 |
| Fire Station 14 (RDU/Pleasant Grove Ch. Rd.) | 2,347,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,417,000 | 0 | 0 | 0 | 930,000 |
| Fire Station 15 (Ernest Jones Rd. & Mt. Pisgah Ch. Rd.) | 2,438,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,486,000 | 0 | 0 | 952,500 |
| Fire Station 9 (Walnut St.) | 7,900,000 | 750,000 | 7,150,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Stations with Pumpers** | 51,508,500 | 2,475,000 | 7,150,000 | 0 | 0 | 750,000 | 7,000,000 | 2,668,000 | 10,050,500 | 9,996,000 | 0 | 885,000 | 10,534,000 |
| **Total of All FIRE** | 63,321,900 | 2,475,000 | 9,410,000 | 0 | 2,750,000 | 2,150,000 | 9,728,000 | 3,468,000 | 10,850,500 | 11,071,400 | 0 | 885,000 | 10,534,000 |

**Total of Project Category from FY2017 Through FY2027 = 60,846,900**

*Some or all of the funding for this project would come from a planned, but not adopted, general obligation bond referendum tentatively planned for voter approval in November 2018. The list of projects designated for bond funding in this CIP is preliminary and may change as the Town Council makes decisions about which projects are to be included in the referendum.

# Town of Cary Capital Listing

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **GENERAL** | | | | | | | | | | | | | |
| **Equipment** | | | | | | | | | | | | | |
| Cary TV 11 Equipment Replacement - FY 2017 | 197,000 | 0 | 197,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Heavy Equipment Replacement Project | 4,350,000 | 1,100,000 | 300,000 | 300,000 | 400,000 | 450,000 | 450,000 | 450,000 | 450,000 | 0 | 450,000 | 0 | 0 |
| Sanitation and Recycling Truck Replacement | 27,479,873 | 14,445,965 | 900,000 | 945,000 | 992,250 | 1,041,863 | 1,093,956 | 1,148,653 | 1,206,086 | 1,266,390 | 1,329,710 | 1,480,000 | 1,630,000 |
| **Total of Equipment** | 32,026,873 | 15,545,965 | 1,397,000 | 1,245,000 | 1,392,250 | 1,491,863 | 1,543,956 | 1,598,653 | 1,656,086 | 1,266,390 | 1,779,710 | 1,480,000 | 1,630,000 |
| **Major Maintenance** | | | | | | | | | | | | | |
| ADA Improvements at Town Facilities | 335,350 | 0 | 0 | 335,350 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Painting Interior and Exterior | 898,000 | 0 | 0 | 70,000 | 0 | 85,000 | 85,000 | 205,000 | 115,000 | 90,000 | 90,000 | 83,000 | 75,000 |
| HVAC Replacements and Major Maintenance | 1,252,800 | 0 | 0 | 120,000 | 0 | 70,000 | 20,000 | 90,000 | 187,800 | 175,000 | 210,000 | 230,000 | 150,000 |
| Parking Lot Resurfacing and Renovations | 1,298,000 | 0 | 0 | 101,000 | 0 | 115,000 | 95,000 | 80,000 | 142,000 | 175,000 | 210,000 | 230,000 | 150,000 |
| Roof Assessment and Rehabilitation Program | 2,490,000 | 0 | 400,000 | 0 | 300,000 | 200,000 | 600,000 | 0 | 330,000 | 330,000 | 0 | 330,000 | 0 |
| Upgrade Pedestrian Crossings (Relocation of Push Buttons) | 150,000 | 60,000 | 30,000 | 30,000 | 30,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Major Maintenance** | 6,424,150 | 60,000 | 430,000 | 656,350 | 330,000 | 470,000 | 800,000 | 375,000 | 774,800 | 770,000 | 510,000 | 873,000 | 375,000 |
| **Planning** | | | | | | | | | | | | | |
| AH - Downtown Rehab and Façade Improvement Program | 790,441 | 215,441 | 75,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| AH - Minimum Housing Demolition | 412,000 | 74,500 | 25,000 | 0 | 25,000 | 0 | 37,500 | 37,500 | 37,500 | 37,500 | 37,500 | 50,000 | 50,000 |
| AH - Owner-Occupied Housing Rehabilitation Program | 2,340,211 | 515,211 | 150,000 | 150,000 | 150,000 | 150,000 | 175,000 | 175,000 | 175,000 | 175,000 | 175,000 | 175,000 | 175,000 |
| Historic Preservation Implementation Activities | 201,000 | 25,000 | 0 | 21,000 | 10,000 | 0 | 10,000 | 35,000 | 10,000 | 35,000 | 10,000 | 35,000 | 10,000 |
| **Total of Planning** | 3,743,652 | 830,152 | 250,000 | 221,000 | 235,000 | 200,000 | 272,500 | 297,500 | 272,500 | 297,500 | 272,500 | 310,000 | 285,000 |
| **Special Facilities** | | | | | | | | | | | | | |
| Evidence Room Expansion or Relocation | 2,200,000 | 0 | 2,200,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Special Facilities** | 2,200,000 | 0 | 2,200,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Special Facilities for Operations** | | | | | | | | | | | | | |
| Garmon Operations Center - Facility Improvements Phase II | 3,470,000 | 350,000 | 0 | 1,600,000 | 0 | 0 | 0 | 1,520,000 | 0 | 0 | 0 | 0 | 0 |
| **Total of Special Facilities for Operations** | 3,470,000 | 350,000 | 0 | 1,600,000 | 0 | 0 | 0 | 1,520,000 | 0 | 0 | 0 | 0 | 0 |

# Town of Cary Capital Listing

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **GENERAL** | | | | | | | | | | | | | |
| **Special Projects** | | | | | | | | | | | | | |
| Application Software Replacement Project | 800,000 | 0 | 575,000 | 225,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Jordan Lake Retrofits | 2,250,000 | 0 | 0 | 0 | 0 | 100,000 | 350,000 | 0 | 600,000 | 600,000 | 600,000 | 0 | 0 |
| Relamping Town Facilities | 225,000 | 125,000 | 0 | 100,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Special Projects** | 3,275,000 | 125,000 | 575,000 | 325,000 | 0 | 100,000 | 350,000 | 0 | 600,000 | 600,000 | 600,000 | 0 | 0 |
| **Storm Drainage** | | | | | | | | | | | | | |
| Storm Drainage Project - Private Assistance | 4,042,230 | 442,230 | 0 | 300,000 | 0 | 300,000 | 0 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Storm Drainage Project - Town Properties | 4,984,692 | 584,692 | 0 | 400,000 | 0 | 400,000 | 0 | 600,000 | 600,000 | 600,000 | 600,000 | 600,000 | 600,000 |
| Stormwater Condition Assessment and Rehabilitation Program | 3,500,000 | 0 | 0 | 500,000 | 0 | 500,000 | 0 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 0 |
| **Total of Storm Drainage** | 12,526,922 | 1,026,922 | 0 | 1,200,000 | 0 | 1,200,000 | 0 | 1,600,000 | 1,600,000 | 1,600,000 | 1,600,000 | 1,600,000 | 1,100,000 |
| **Total of All GENERAL** | 63,666,597 | 17,938,039 | 4,852,000 | 5,247,350 | 1,957,250 | 3,461,863 | 2,966,456 | 5,391,153 | 4,903,386 | 4,533,890 | 4,762,210 | 4,263,000 | 3,390,000 |

**Total of Project Category from FY2017 Through FY2027 = 45,728,558**

# Town of Cary Capital Listing

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **PARKS** | | | | | | | | | | | | | |
| **Community Centers** | | | | | | | | | | | | | |
| Mills Park Community Center* | 17,500,000 | 0 | 0 | 0 | 0 | 1,500,000 | 15,000,000 | 1,000,000 | 0 | 0 | 0 | 0 | 0 |
| **Total of Community Centers** | 17,500,000 | 0 | 0 | 0 | 0 | 1,500,000 | 15,000,000 | 1,000,000 | 0 | 0 | 0 | 0 | 0 |
| **Equipment** | | | | | | | | | | | | | |
| Recreational Facility Sound System Replacements | 90,000 | 0 | 90,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Equipment** | 90,000 | 0 | 90,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Greenways** | | | | | | | | | | | | | |
| Black Creek Greenway Renovation - Phases I, II & V | 4,025,000 | 300,000 | 75,000 | 1,650,000 | 0 | 0 | 2,000,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Dutchman's Branch Greenway - Phase I | 1,150,000 | 0 | 0 | 0 | 0 | 0 | 0 | 1,150,000 | 0 | 0 | 0 | 0 | 0 |
| Hinshaw Greenway Renovation | 1,700,000 | 200,000 | 0 | 0 | 0 | 0 | 1,500,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Middle Creek School/Park Greenway | 957,000 | 0 | 0 | 0 | 0 | 0 | 30,000 | 927,000 | 0 | 0 | 0 | 0 | 0 |
| O'Kelley Chapel Road Street-Side Trail | 1,300,000 | 0 | 0 | 0 | 0 | 0 | 300,000 | 1,000,000 | 0 | 0 | 0 | 0 | 0 |
| Piney Plains Greenway - Phase II | 1,400,000 | 0 | 0 | 0 | 0 | 400,000 | 1,000,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Speight Branch Greenway - Phase II | 3,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 500,000 | 0 | 2,500,000 | 0 | 0 | 0 |
| White Oak Creek Greenway - MacArthur Park Section | 4,000,000 | 0 | 4,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Greenways** | 17,532,000 | 500,000 | 4,075,000 | 1,650,000 | 0 | 400,000 | 4,830,000 | 3,577,000 | 0 | 2,500,000 | 0 | 0 | 0 |
| **Major Maintenance** | | | | | | | | | | | | | |
| Athletic Field Bleacher Replacement | 361,000 | 0 | 0 | 48,000 | 78,000 | 25,000 | 0 | 20,000 | 20,000 | 40,000 | 40,000 | 40,000 | 50,000 |
| Athletic Field Fencing Amenities Replacement (Windscreen, Safety Cap, Padding, Netting) | 696,000 | 0 | 72,000 | 0 | 97,500 | 0 | 45,000 | 97,500 | 74,000 | 50,000 | 100,000 | 110,000 | 50,000 |
| Athletic Field Fencing Repair / Replacement | 904,000 | 0 | 96,000 | 0 | 88,000 | 0 | 105,000 | 95,000 | 110,000 | 105,000 | 95,000 | 105,000 | 105,000 |
| Athletic Field Lighting Replacement | 2,100,000 | 0 | 0 | 0 | 440,000 | 0 | 665,000 | 0 | 490,000 | 0 | 505,000 | 0 | 0 |
| Greenway Resurfacing Projects | 3,666,000 | 0 | 262,000 | 250,000 | 320,000 | 520,000 | 340,000 | 554,000 | 150,000 | 315,000 | 555,000 | 400,000 | 0 |
| Indoor Athletic Court Resurfacing | 240,000 | 0 | 0 | 0 | 0 | 0 | 0 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| Playground Surface Repairs/Replacement | 866,000 | 0 | 83,000 | 83,000 | 60,000 | 85,000 | 85,000 | 63,000 | 75,000 | 80,000 | 80,000 | 87,000 | 85,000 |
| Professional Level Sand Based Athletic Field Renovation | 2,175,000 | 0 | 0 | 550,000 | 0 | 0 | 0 | 650,000 | 650,000 | 0 | 0 | 325,000 | 0 |
| Sports Turf Field Replacement | 5,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,000,000 |
| Tennis Court Fencing Repair / Replacement | 642,500 | 0 | 60,000 | 0 | 125,000 | 0 | 137,500 | 110,000 | 70,000 | 0 | 0 | 70,000 | 70,000 |
| Tennis Court Renovations | 1,616,200 | 0 | 160,000 | 72,000 | 173,000 | 160,000 | 80,000 | 202,000 | 187,200 | 96,000 | 202,800 | 187,200 | 96,000 |
| **Total of Major Maintenance** | 18,266,700 | 0 | 733,000 | 1,003,000 | 1,381,500 | 790,000 | 1,457,500 | 1,831,500 | 1,866,200 | 726,000 | 1,617,800 | 1,364,200 | 5,496,000 |

*Some or all of the funding for this project would come from a planned, but not adopted, general obligation bond referendum tentatively planned for voter approval in November 2018. The list of projects designated for bond funding in this CIP is preliminary and may change as the Town Council makes decisions about which projects are to be included in the referendum.

# Town of Cary Capital Listing

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **PARKS** | | | | | | | | | | | | | |
| **Parks** | | | | | | | | | | | | | |
| Green Level High School Park (P-007) | 10,890,000 | 0 | 0 | 0 | 0 | 0 | 0 | 990,000 | 0 | 9,900,000 | 0 | 0 | 0 |
| Kids Together Playground - Misting Garden | 130,000 | 0 | 130,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Macedonia Lake Neighborhood Park (P-002) | 3,950,000 | 0 | 0 | 0 | 0 | 0 | 0 | 450,000 | 3,500,000 | 0 | 0 | 0 | 0 |
| Morris Branch (P-006) Neighborhood Park | 4,600,000 | 0 | 100,000 | 500,000 | 0 | 4,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Western Cary Disc Golf | 50,000 | 0 | 50,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Parks** | 19,620,000 | 0 | 280,000 | 500,000 | 0 | 4,000,000 | 0 | 1,440,000 | 3,500,000 | 9,900,000 | 0 | 0 | 0 |
| **Parks - Community** | | | | | | | | | | | | | |
| DT - Downtown Park Future Phases Master Plan | 100,000 | 0 | 100,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Parks - Community** | 100,000 | 0 | 100,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Parks - Neighborhood** | | | | | | | | | | | | | |
| MacDonald Woods Park Restroom | 300,000 | 0 | 300,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Parks - Neighborhood** | 300,000 | 0 | 300,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Public Art** | | | | | | | | | | | | | |
| Public Art - Carpenter Park | 60,000 | 0 | 60,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Public Art - Kids Together Playground - Misting Garden | 40,000 | 0 | 40,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Public Art** | 100,000 | 0 | 100,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Renovations - Park & Greenway** | | | | | | | | | | | | | |
| Annie Jones Park Tennis Court Renovations | 650,000 | 0 | 0 | 50,000 | 0 | 600,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Brooks Park Outfield Drainage Project | 450,000 | 0 | 450,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Dunham Park Improvements | 1,050,000 | 0 | 0 | 150,000 | 0 | 900,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Godbold Park Renovation (Playground, Tennis Courts, Restroom) | 1,975,000 | 0 | 0 | 0 | 0 | 0 | 0 | 225,000 | 0 | 1,750,000 | 0 | 0 | 0 |
| Middle Creek Tennis Court Replacement | 1,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 150,000 | 0 | 850,000 | 0 | 0 |
| Park and Greenway Renovations | 6,750,000 | 0 | 125,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 825,000 | 825,000 | 825,000 | 825,000 | 825,000 |
| Recreational Facility Improvements | 1,230,000 | 0 | 330,000 | 0 | 400,000 | 0 | 0 | 500,000 | 0 | 0 | 0 | 0 | 0 |
| Restroom Replacement | 1,350,000 | 0 | 0 | 0 | 300,000 | 300,000 | 0 | 0 | 350,000 | 0 | 0 | 0 | 400,000 |
| **Total of Renovations - Park & Greenway** | 14,455,000 | 0 | 905,000 | 700,000 | 1,200,000 | 2,300,000 | 500,000 | 1,225,000 | 1,325,000 | 2,575,000 | 1,675,000 | 825,000 | 1,225,000 |

# Town of Cary Capital Listing

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **PARKS** | | | | | | | | | | | | | |
| **Special Facilities** | | | | | | | | | | | | | |
| Cary Tennis Park Court Renovations | 3,135,000 | 925,000 | 275,000 | 450,000 | 0 | 0 | 1,485,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cary Tennis Park Improvements - Interlocal | 6,508,000 | 5,021,629 | 1,486,371 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Koka Booth Amphitheatre Improvements | 2,800,000 | 350,000 | 0 | 0 | 350,000 | 0 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 0 |
| Mills Park Community Center Planning Funding | 50,000 | 0 | 50,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Safety Town for Kids | 600,000 | 0 | 0 | 0 | 0 | 0 | 0 | 100,000 | 500,000 | 0 | 0 | 0 | 0 |
| TCAP - Digital Arts Center | 1,170,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 20,000 | 150,000 | 1,000,000 | 0 | 0 |
| USA Baseball National Training Facility Improvements - Interlocal | 6,455,000 | 1,530,000 | 4,925,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| WakeMed Soccer Park - Facility Improvements - Interlocal | 3,150,000 | 1,150,000 | 0 | 0 | 0 | 2,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| WakeMed Soccer Park - Video Board Replacement | 750,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 750,000 | 0 | 0 |
| **Total of Special Facilities** | 24,618,000 | 8,976,629 | 6,736,371 | 450,000 | 350,000 | 2,000,000 | 1,835,000 | 450,000 | 870,000 | 500,000 | 2,100,000 | 350,000 | 0 |
| **Special Projects** | | | | | | | | | | | | | |
| Park, Greenway and Facility Sign Plan Implementation | 520,000 | 325,000 | 45,000 | 50,000 | 0 | 0 | 0 | 50,000 | 0 | 50,000 | 0 | 0 | 0 |
| **Total of Special Projects** | 520,000 | 325,000 | 45,000 | 50,000 | 0 | 0 | 0 | 50,000 | 0 | 50,000 | 0 | 0 | 0 |
| **Total of All PARKS** | 113,101,700 | 9,801,629 | 13,364,371 | 4,353,000 | 2,931,500 | 10,990,000 | 23,622,500 | 9,573,500 | 7,561,200 | 16,251,000 | 5,392,800 | 2,539,200 | 6,721,000 |

**Total of Project Category from FY2017 Through FY2027 = 103,300,071**

# Town of Cary Capital Listing

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **SEWER** | | | | | | | | | | | | | |
| **Equipment** | | | | | | | | | | | | | |
| Backhoe with Loader - Sewer | 324,432 | 0 | 0 | 0 | 129,735 | 0 | 0 | 0 | 0 | 0 | 194,697 | 0 | 0 |
| Bobcat, Skid Loader - Sewer | 93,503 | 0 | 93,503 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Truck with Crane, 0-25 Feet - Sewer | 128,947 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 128,947 | 0 | 0 | 0 | 0 |
| Truck, Catch Basin, Jet - Sewer | 346,604 | 0 | 0 | 0 | 0 | 0 | 346,604 | 0 | 0 | 0 | 0 | 0 | 0 |
| Truck, Catch Basin, Vacuum Jet - Sewer | 1,245,000 | 0 | 0 | 400,000 | 415,000 | 430,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Truck, Dump, 10-11 Cubic Yard - Sewer | 127,110 | 0 | 127,110 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Truck, Dump, 12-14 Cubic Yards - Sewer | 233,077 | 0 | 0 | 0 | 0 | 0 | 0 | 233,077 | 0 | 0 | 0 | 0 | 0 |
| Van with CCTV - Sewer (Replacement) | 304,000 | 0 | 304,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Equipment** | 2,802,673 | 0 | 524,613 | 400,000 | 544,735 | 430,000 | 346,604 | 233,077 | 128,947 | 0 | 194,697 | 0 | 0 |
| **Major Maintenance** | | | | | | | | | | | | | |
| South Cary Water Reclamation Facility - HVAC Replacement | 56,400 | 0 | 0 | 56,400 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Major Maintenance** | 56,400 | 0 | 0 | 56,400 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

# Town of Cary Capital Listing

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **SEWER** | | | | | | | | | | | | | |
| **Pump Stations and Force Mains** | | | | | | | | | | | | | |
| Aviation Pump Station Upgrade | 3,100,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,100,000 | 0 |
| Basin W12 Regional Pump Station, Gravity Sewer & Force Main | 5,800,000 | 800,000 | 1,000,000 | 4,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Batchelor Road Pump Station, Interceptor, and Force Main | 1,900,500 | 0 | 0 | 0 | 0 | 0 | 186,000 | 1,714,500 | 0 | 0 | 0 | 0 | 0 |
| Bells Lake Road Pump Station, Interceptor, and Force Main | 4,042,950 | 0 | 0 | 0 | 0 | 0 | 0 | 222,250 | 3,820,700 | 0 | 0 | 0 | 0 |
| Dutchman's Branch Regional Pump Station, Force Main and Interceptor | 4,800,000 | 800,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,000,000 | 0 | 0 | 0 |
| KCPS and MBRPS Force Main Parallel along Green Level Church Road | 5,000,000 | 0 | 0 | 0 | 0 | 0 | 5,000,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| MacGregor Park Pump Station Elimination | 360,000 | 210,000 | 150,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reedy Creek Regional Pump Station Force Main, Interceptor and Pump Station Eliminations | 11,100,000 | 900,000 | 0 | 0 | 0 | 0 | 2,500,000 | 7,700,000 | 0 | 0 | 0 | 0 | 0 |
| Rocky Branch Pump Station, Interceptor, and Force Main | 3,370,000 | 0 | 0 | 0 | 0 | 0 | 2,620,000 | 750,000 | 0 | 0 | 0 | 0 | 0 |
| Swift Creek Pump Station - Pump Replacements | 1,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000,000 | 0 |
| Upper Crabtree Creek Pump Station and Force Main | 21,080,000 | 680,000 | 2,400,000 | 18,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| White Oak Church Road Pump Station, Interceptor, and Force Main | 1,500,000 | 0 | 0 | 0 | 0 | 0 | 150,000 | 1,350,000 | 0 | 0 | 0 | 0 | 0 |
| **Total of Pump Stations and Force Mains** | 63,053,450 | 3,390,000 | 3,550,000 | 22,000,000 | 0 | 0 | 10,456,000 | 11,736,750 | 3,820,700 | 4,000,000 | 0 | 4,100,000 | 0 |
| **Reclaimed Water** | | | | | | | | | | | | | |
| Extend Reclaimed Water Mains | 1,466,977 | 0 | 134,010 | 0 | 0 | 0 | 162,889 | 171,033 | 179,588 | 188,567 | 197,995 | 207,895 | 225,000 |
| Reclaimed Water Line Oversizings | 2,192,565 | 0 | 159,500 | 167,475 | 175,849 | 184,642 | 193,874 | 200,000 | 206,000 | 212,180 | 218,545 | 224,500 | 250,000 |
| Reclaimed Water System Master Plan Update | 250,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 250,000 | 0 | 0 | 0 | 0 |
| **Total of Reclaimed Water** | 3,909,542 | 0 | 293,510 | 167,475 | 175,849 | 184,642 | 356,763 | 371,033 | 635,588 | 400,747 | 416,540 | 432,395 | 475,000 |
| **Sewer System Repair/Rehab** | | | | | | | | | | | | | |
| Sewer System Repair/Rehabilitation | 43,655,246 | 0 | 5,985,982 | 5,428,112 | 6,423,628 | 5,782,659 | 5,171,865 | 5,808,000 | 1,674,000 | 1,719,000 | 1,764,000 | 1,898,000 | 2,000,000 |
| **Total of Sewer System Repair/Rehab** | 43,655,246 | 0 | 5,985,982 | 5,428,112 | 6,423,628 | 5,782,659 | 5,171,865 | 5,808,000 | 1,674,000 | 1,719,000 | 1,764,000 | 1,898,000 | 2,000,000 |

# Town of Cary Capital Listing

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **SEWER** | | | | | | | | | | | | | |
| **Waste Water Collection** | | | | | | | | | | | | | |
| Carystone Pump Station Elimination | 410,000 | 260,000 | 150,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Crabtree Interceptor Parallel | 6,500,000 | 0 | 0 | 0 | 0 | 0 | 6,500,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Holly Brook Ph I, II, III Sewer Extension | 2,886,706 | 2,617,706 | 269,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| I-40 Pump Station Improvements | 200,000 | 0 | 0 | 200,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Lower Swift Creek Parallel Interceptor | 3,150,000 | 1,150,000 | 2,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| RDU Center Pump Station Force Main Replacement | 1,570,000 | 0 | 1,570,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Sanitary Sewer Oversizings | 2,125,000 | 0 | 190,000 | 195,000 | 200,000 | 205,000 | 210,000 | 215,000 | 220,000 | 225,000 | 230,000 | 235,000 | 0 |
| Upper Swift Creek Parallel Interceptor | 780,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 780,000 | 0 | 0 | 0 | 0 |
| **Total of Waste Water Collection** | 17,621,706 | 4,027,706 | 4,179,000 | 395,000 | 200,000 | 205,000 | 6,710,000 | 215,000 | 1,000,000 | 225,000 | 230,000 | 235,000 | 0 |
| **Waste Water System Management** | | | | | | | | | | | | | |
| Biosolids and Residuals Master Plan | 300,000 | 0 | 0 | 0 | 0 | 0 | 300,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cleaning and Video Survey of Sewer Interceptors | 8,040,050 | 2,009,500 | 426,800 | 448,200 | 470,500 | 494,100 | 518,800 | 544,750 | 572,000 | 600,600 | 630,600 | 662,100 | 662,100 |
| Force Main Easement Clearing Project - Survey and Clear | 400,000 | 200,000 | 0 | 0 | 100,000 | 0 | 100,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous Pump Station Grinder Exchange Rebuild / Replace | 690,000 | 240,000 | 0 | 150,000 | 0 | 0 | 150,000 | 0 | 0 | 150,000 | 0 | 0 | 0 |
| North Cary Water Reclamation Facility - Mixer Replacements | 700,000 | 300,000 | 200,000 | 200,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Pump Station Variable Frequency Drive (VFD) Replacements | 500,000 | 125,000 | 0 | 0 | 125,000 | 0 | 0 | 125,000 | 0 | 0 | 125,000 | 0 | 0 |
| SCADA (Supervisory and Data Acquisition Control) at the Tier II Wastewater Pump Stations | 500,000 | 0 | 0 | 0 | 500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Sewer Flow Management Modeling Scenarios | 450,000 | 300,000 | 0 | 150,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Wastewater Collection System Master Plan Update | 500,000 | 0 | 0 | 250,000 | 0 | 0 | 0 | 0 | 250,000 | 0 | 0 | 0 | 0 |
| Wastewater System Flow Monitoring - Replace Flow Meters | 131,550 | 0 | 0 | 0 | 0 | 0 | 0 | 131,550 | 0 | 0 | 0 | 0 | 0 |
| **Total of Waste Water System Management** | 12,211,600 | 3,174,500 | 626,800 | 1,198,200 | 1,195,500 | 494,100 | 1,068,800 | 801,300 | 822,000 | 750,600 | 755,600 | 662,100 | 662,100 |

# Town of Cary Capital Listing

## SEWER

### Waste Water Treatment

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| North Cary Water Reclamation Facility - Administration Building Roof Replacement | 240,000 | 240,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| North Cary Water Reclamation Facility - Alternate Treated Wastewater Discharge | 500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 150,000 | 350,000 | 0 |
| North Cary Water Reclamation Facility - Band Screen Repair and Replacement | 900,000 | 150,000 | 0 | 0 | 0 | 0 | 0 | 0 | 750,000 | 0 | 0 | 0 | 0 |
| North Cary Water Reclamation Facility - Clarifier Equipment Repair and Replacement | 350,000 | 150,000 | 50,000 | 150,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| North Cary Water Reclamation Facility - Grit Removal and Headworks Improvements | 2,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 250,000 | 1,750,000 | 0 | 0 | 0 | 0 |
| North Cary Water Reclamation Facility - HVAC Replacements | 45,000 | 0 | 15,000 | 0 | 30,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| North Cary Water Reclamation Facility - Improvements for Continuous Three Train Operation | 50,000 | 0 | 0 | 50,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| North Cary Water Reclamation Facility - Inductively Coupled Plasma Mass Spectrometer Replacement | 225,000 | 0 | 0 | 0 | 0 | 0 | 0 | 225,000 | 0 | 0 | 0 | 0 | 0 |
| North Cary Water Reclamation Facility - Influent Pump Station Screen Replacements | 500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 500,000 | 0 | 0 |
| North Cary Water Reclamation Facility - Mobile Engine Driven Pump Replacement | 90,000 | 0 | 90,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| North Cary Water Reclamation Facility - Partial-and-Full_DiffusedAirSystem | 6,800,000 | 2,500,000 | 4,300,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| North Cary Water Reclamation Facility - Programmable Logic Controller Replacements | 2,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 500,000 | 500,000 | 500,000 | 500,000 | 0 |
| North Cary Water Reclamation Facility - Return Activated Sludge Pump Replacements | 250,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 250,000 | 0 | 0 | 0 |
| North Cary Water Reclamation Facility - Submersible Influent Pump Replacement | 450,000 | 0 | 0 | 0 | 0 | 0 | 150,000 | 150,000 | 150,000 | 0 | 0 | 0 | 0 |
| North Cary Water Reclamation Facility - Tertiary Filter Cells Addition | 2,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 250,000 | 1,750,000 | 0 | 0 |
| North Cary Water Reclamation Facility - Variable Frequency Drive Replacement | 600,000 | 200,000 | 0 | 0 | 0 | 200,000 | 200,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| South Cary Water Reclamation Facility - Programmable Logic Controller Replacements | 1,000,000 | 0 | 0 | 0 | 0 | 0 | 500,000 | 500,000 | 0 | 0 | 0 | 0 | 0 |
| South Cary Water Reclamation Facility - Aeration Basin Blower Replacements | 650,000 | 0 | 0 | 325,000 | 0 | 0 | 325,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| South Cary Water Reclamation Facility - Aeration Basin Recycle Pump Replacements | 240,000 | 0 | 0 | 80,000 | 80,000 | 80,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| South Cary Water Reclamation Facility - Centrifuge Replacement Project | 2,500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 225,000 | 2,275,000 | 0 | 0 | 0 |
| South Cary Water Reclamation Facility - Clarifier Equipment Repair and Replacement | 750,000 | 0 | 200,000 | 200,000 | 100,000 | 0 | 0 | 0 | 0 | 250,000 | 0 | 0 | 0 |
| South Cary Water Reclamation Facility - Demolition of Lagoons | 325,000 | 200,000 | 125,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| South Cary Water Reclamation Facility - Flow Equalization Study | 650,000 | 0 | 0 | 150,000 | 0 | 500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

# Town of Cary Capital Listing

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **SEWER** | | | | | | | | | | | | | |
| South Cary Water Reclamation Facility - Generator Automated Transfer Switch Replacement | 90,000 | 0 | 90,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| South Cary Water Reclamation Facility - Gravity Belt Thickener Rebuild | 400,000 | 0 | 0 | 150,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 250,000 | 0 |
| South Cary Water Reclamation Facility - Headworks Equipment Improvements | 350,000 | 0 | 0 | 0 | 0 | 0 | 0 | 350,000 | 0 | 0 | 0 | 0 | 0 |
| South Cary Water Reclamation Facility - Inductively Coupled Plasma Mass Spectrometer Replacement | 225,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 225,000 | 0 | 0 | 0 |
| South Cary Water Reclamation Facility - Plant Drain Pump Station Improvements | 125,000 | 0 | 0 | 0 | 125,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| South Cary Water Reclamation Facility - Polishing Pond Liner Replacement | 250,000 | 0 | 0 | 0 | 250,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| South Cary Water Reclamation Facility - RAS/WAS Pump Station Improvements | 350,000 | 0 | 0 | 0 | 0 | 350,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| South Cary Water Reclamation Facility - Reclaimed Pump Station Rebuild and Replacement | 225,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 225,000 | 0 | 0 |
| South Cary Water Reclamation Facility - Screen Replacement | 400,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 400,000 | 0 | 0 | 0 |
| South Cary Water Reclamation Facility - Thermal Biosolids Dryer - Centrifuge Rebuild | 350,000 | 175,000 | 0 | 0 | 0 | 175,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| South Cary Water Reclamation Facility - Thermal Biosolids Dryer - Dewatered Cake Mixer Repair and Replacement | 250,000 | 0 | 100,000 | 0 | 0 | 0 | 0 | 150,000 | 0 | 0 | 0 | 0 | 0 |
| South Cary Water Reclamation Facility - Thermal Biosolids Dryer - Dewatered Cake Pump | 475,000 | 175,000 | 50,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 250,000 |
| South Cary Water Reclamation Facility - Thermal Biosolids Dryer - Induction Fan Replacement | 225,000 | 0 | 100,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 125,000 | 0 | 0 |
| South Cary Water Reclamation Facility - Thermal Biosolids Dryer - Rotary Drum Replacement | 1,450,000 | 200,000 | 1,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 250,000 | 0 |
| South Cary Water Reclamation Facility - Variable Frequency Drive Replacements | 600,000 | 0 | 0 | 200,000 | 200,000 | 0 | 0 | 200,000 | 0 | 0 | 0 | 0 | 0 |
| Western Wake Water Reclamation Facility - Biofilter Media Replacement for Odor Control | 300,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 300,000 | 0 | 0 | 0 |
| Western Wake Water Reclamation Facility - Carbon Replacement for Odor Control North Odor Control and Solid Handling Facility | 140,000 | 0 | 0 | 0 | 0 | 70,000 | 0 | 0 | 0 | 0 | 70,000 | 0 | 0 |
| Western Wake Water Reclamation Facility - Clarifier Rake Arm System (wear strip and bearing replacement) | 90,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 90,000 |
| Western Wake Water Reclamation Facility - Drag Conveyor Replacement | 250,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 250,000 | 0 | 0 |
| Western Wake Water Reclamation Facility - NCRY and ARCY Pump Rebuild/Replace | 88,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 22,000 | 22,000 | 22,000 | 22,000 | 0 |
| Western Wake Water Reclamation Facility - Process Instrumentation Analyzers | 35,000 | 0 | 35,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Western Wake Water Reclamation Facility - Rebuild Jet Aeration and Post Aeration Pumps | 332,000 | 0 | 0 | 0 | 0 | 0 | 83,000 | 83,000 | 83,000 | 83,000 | 0 | 0 | 0 |
| Western Wake Water Reclamation Facility - Rebuild Mechanical Screen and Grinder | 92,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 92,000 | 0 |

# Town of Cary Capital Listing

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **SEWER** | | | | | | | | | | | | | |
| Western Wake Water Reclamation Facility - Rebuild/Replace Mixers | 244,000 | 0 | 0 | 0 | 0 | 0 | 61,000 | 61,000 | 61,000 | 61,000 | 0 | 0 | 0 |
| **Total of Waste Water Treatment** | 30,451,000 | 3,990,000 | 6,155,000 | 1,305,000 | 785,000 | 1,375,000 | 1,319,000 | 1,969,000 | 3,541,000 | 4,616,000 | 3,592,000 | 1,464,000 | 340,000 |
| **WWRWMF** | | | | | | | | | | | | | |
| Western Wake Water Reclamation Facility - Western Wake Regional Wastewater Management Facility - Phase II | 500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 500,000 | 0 | 0 |
| **Total of WWRWMF** | 500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 500,000 | 0 | 0 |
| **Total of All SEWER** | 174,261,617 | 14,582,206 | 21,314,905 | 30,950,187 | 9,324,712 | 8,471,401 | 25,429,032 | 21,134,160 | 11,622,235 | 11,711,347 | 7,452,837 | 8,791,495 | 3,477,100 |

**Total of Project Category from FY2017 Through FY2027 = 159,679,411**

# Town of Cary Capital Listing

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **TRANSPORTATION** | | | | | | | | | | | | | |
| **Alternate Modes** | | | | | | | | | | | | | |
| 2012 Bond - Sidewalk Facilities | 1,832,000 | 804,300 | 1,027,700 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bicycle Facilities Implementation | 255,000 | 0 | 0 | 25,000 | 0 | 25,000 | 25,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Cary Transit (C-Tran) | 205,000 | 0 | 15,000 | 15,000 | 15,000 | 15,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 25,000 |
| Connectivity Annual Project | 500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 500,000 |
| Sidewalk and Pedestrian Improvements | 11,775,000 | 0 | 1,000,000 | 1,000,000 | 1,000,000 | 1,375,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,200,000 | 1,200,000 | 1,000,000 | 1,000,000 |
| **Total of Alternate Modes** | 14,567,000 | 804,300 | 2,042,700 | 1,040,000 | 1,015,000 | 1,415,000 | 1,045,000 | 1,050,000 | 1,050,000 | 1,250,000 | 1,250,000 | 1,050,000 | 1,555,000 |
| **Control Systems** | | | | | | | | | | | | | |
| School Zone Flasher Integration in the signal system | 450,000 | 0 | 0 | 0 | 0 | 0 | 0 | 450,000 | 0 | 0 | 0 | 0 | 0 |
| Signal System - Camera Coverage Expansion | 1,200,000 | 350,000 | 0 | 0 | 400,000 | 0 | 0 | 0 | 0 | 450,000 | 0 | 0 | 0 |
| Thoroughfare Street Lights | 300,000 | 0 | 0 | 0 | 0 | 300,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic Signal Changes to Flashing Yellow Arrow | 700,000 | 0 | 0 | 0 | 0 | 0 | 0 | 200,000 | 0 | 200,000 | 0 | 300,000 | 0 |
| Traffic Signalization Projects | 3,500,000 | 0 | 0 | 400,000 | 0 | 300,000 | 550,000 | 0 | 650,000 | 0 | 750,000 | 0 | 850,000 |
| **Total of Control Systems** | 6,150,000 | 350,000 | 0 | 400,000 | 400,000 | 600,000 | 550,000 | 650,000 | 650,000 | 650,000 | 750,000 | 300,000 | 850,000 |
| **Major Maintenance** | | | | | | | | | | | | | |
| Bridge Replacements | 3,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 750,000 | 0 | 1,000,000 | 0 | 1,250,000 |
| Bridge/Culvert Repairs | 785,000 | 0 | 0 | 85,000 | 0 | 0 | 100,000 | 0 | 150,000 | 0 | 200,000 | 0 | 250,000 |
| Street Improvement Project | 82,425,000 | 0 | 5,900,000 | 6,500,000 | 6,750,000 | 7,375,000 | 7,150,000 | 7,500,000 | 7,750,000 | 8,000,000 | 8,250,000 | 8,500,000 | 8,750,000 |
| **Total of Major Maintenance** | 86,210,000 | 0 | 5,900,000 | 6,585,000 | 6,750,000 | 7,375,000 | 7,250,000 | 7,500,000 | 8,650,000 | 8,000,000 | 9,450,000 | 8,500,000 | 10,250,000 |

# Town of Cary Capital Listing

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **TRANSPORTATION** | | | | | | | | | | | | | |
| **Road Capacity** | | | | | | | | | | | | | |
| Carpenter Fire Station Road Widening (NC55 to East of Cameron Pond) | 9,700,000 | 0 | 0 | 1,100,000 | 2,500,000 | 6,100,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cary Parkway Extension (North Harrison Avenue to Trinity Road) | 7,500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000,000 | 1,500,000 | 5,000,000 |
| Chapel Hill Road - N. Academy to Reedy Creek* | 6,200,000 | 0 | 0 | 0 | 0 | 350,000 | 5,850,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Chapel Hill Road Widening - (N. Academy to south of NW Maynard Road) | 6,750,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 750,000 | 2,000,000 | 4,000,000 | 0 | 0 |
| Chapel Hill Road Widening - Phase III (NW Maynard Road to Morrisville ETJ) | 11,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000,000 | 2,000,000 | 8,000,000 | 0 |
| Green Level Church Road - McCrimmon Parkway to O'Kelly Chapel Road | 8,500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,250,000 | 1,750,000 | 5,500,000 | 0 |
| Holly Springs Road Widening - Cary Parkway to Jones Franklin Road | 4,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 500,000 | 500,000 | 3,000,000 | 0 | 0 |
| Intersection Improvements | 15,250,000 | 0 | 3,250,000 | 0 | 0 | 1,250,000 | 4,000,000 | 0 | 0 | 0 | 1,000,000 | 1,000,000 | 4,750,000 |
| Louis Stephens Drive Extension - Gray Marble to Little Drive in RTP | 7,250,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 750,000 | 2,000,000 | 4,500,000 | 0 | 0 |
| McCrimmon Parkway Extension - NC55 to Louis Stephens Drive | 26,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 2,000,000 | 4,000,000 | 20,000,000 | 0 | 0 | 0 |
| Morrisville Parkway Extension - Phase III - NC55 to Green Level Church Road | 24,885,000 | 13,185,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,200,000 | 1,500,000 | 9,000,000 |
| Penny Road Widening - Ederlee Drive to Kildaire Farm Road | 4,700,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 450,000 | 1,250,000 | 3,000,000 |
| Reedy Creek Road Widening - Northeast Maynard Road to North Harrison Avenue** | 9,750,000 | 600,000 | 0 | 0 | 9,150,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TCAP - South Harrison Avenue Extension | 9,250,000 | 0 | 0 | 0 | 0 | 0 | 0 | 1,250,000 | 3,000,000 | 5,000,000 | 0 | 0 | 0 |
| **Total of Road Capacity** | 150,735,000 | 13,785,000 | 3,250,000 | 1,100,000 | 11,650,000 | 7,700,000 | 9,850,000 | 3,250,000 | 9,000,000 | 31,750,000 | 18,900,000 | 18,750,000 | 21,750,000 |
| **Special Projects** | | | | | | | | | | | | | |
| Spot Improvements (Based on Levels of Service, Safety and Citizen Concerns) | 2,462,500 | 0 | 0 | 225,000 | 150,000 | 250,000 | 0 | 275,000 | 287,500 | 300,000 | 312,500 | 325,000 | 337,500 |
| **Total of Special Projects** | 2,462,500 | 0 | 0 | 225,000 | 150,000 | 250,000 | 0 | 275,000 | 287,500 | 300,000 | 312,500 | 325,000 | 337,500 |
| **Storm Drainage** | | | | | | | | | | | | | |
| Street Storm Drainage System Rehabilitation | 3,600,901 | 600,901 | 0 | 250,000 | 250,000 | 0 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 400,000 |
| **Total of Storm Drainage** | 3,600,901 | 600,901 | 0 | 250,000 | 250,000 | 0 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 400,000 |
| **Total of All TRANSPORTATION** | 263,725,401 | 15,540,201 | 11,192,700 | 9,600,000 | 20,215,000 | 17,340,000 | 19,045,000 | 13,075,000 | 19,987,500 | 42,300,000 | 31,012,500 | 29,275,000 | 35,142,500 |

**Total of Project Category from FY2017 Through FY2027 = 248,185,200**

*Some or all of the funding for this project would come from a planned, but not adopted, general obligation bond referendum tentatively planned for voter approval in November 2018. The list of projects designated for bond funding in this CIP is preliminary and may change as the Town Council makes decisions about which projects are to be included in the referendum.

** Council has indicated that it will reconsider this project in October 2016 and evaluate it against capacity projects on the Not Programmed/Not Planned list.

# Town of Cary Capital Listing

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **WATER** | | | | | | | | | | | | | |
| **Acquisition - Land** | | | | | | | | | | | | | |
| New Water Storage Tank Sites | 2,250,000 | 0 | 1,000,000 | 0 | 0 | 0 | 1,250,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Acquisition - Land** | 2,250,000 | 0 | 1,000,000 | 0 | 0 | 0 | 1,250,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Equipment** | | | | | | | | | | | | | |
| Backhoe, with Loader - Water | 206,379 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 206,379 |
| Bobcat - Water | 44,177 | 0 | 44,177 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Forklift, Industrial, Power Slide - Water | 32,700 | 0 | 0 | 32,700 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Pump, Vacuum, Tire Mounted - Water | 254,422 | 0 | 0 | 0 | 0 | 0 | 118,648 | 0 | 0 | 0 | 0 | 135,774 | 0 |
| Truck with Crane, 0-25 Feet - Water | 523,035 | 0 | 123,279 | 126,977 | 0 | 134,374 | 0 | 138,405 | 0 | 0 | 0 | 0 | 0 |
| Truck, Dump, 10-11 Cubic Yard - Water | 127,110 | 0 | 127,110 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Truck, Dump, 12-14 Cubic Yards - Water | 344,995 | 0 | 167,181 | 0 | 0 | 177,814 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Truck, Tractor - Water | 273,008 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 273,008 |
| Valve Operating and Exercising Machine | 100,000 | 0 | 100,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Equipment** | 1,905,826 | 0 | 561,747 | 159,677 | 0 | 312,188 | 118,648 | 138,405 | 0 | 0 | 0 | 135,774 | 479,387 |
| **Other Water Projects** | | | | | | | | | | | | | |
| Aquastar Additional Infrastructure | 225,000 | 75,000 | 0 | 0 | 0 | 75,000 | 0 | 0 | 0 | 0 | 75,000 | 0 | 0 |
| Cary-Apex-Chatham Interconnection | 150,000 | 0 | 50,000 | 100,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cary-Apex-Holly Springs Interconnection Improvements | 400,000 | 0 | 100,000 | 300,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Other Water Projects** | 775,000 | 75,000 | 150,000 | 400,000 | 0 | 75,000 | 0 | 0 | 0 | 0 | 75,000 | 0 | 0 |

# Town of Cary Capital Listing

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **WATER** | | | | | | | | | | | | | |
| **Water Lines** | | | | | | | | | | | | | |
| Arthur Pierce Road Water Line Connector | 500,000 | 0 | 500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Carpenter Fire Station Road Waterline Connection | 260,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 260,000 | 0 |
| Extend Water Mains | 3,309,973 | 0 | 306,216 | 302,447 | 301,310 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 |
| Holly Brook Subdivision Waterlines | 2,776,439 | 2,112,439 | 664,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Horton's Creek Road Parallel Waterline | 950,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 100,000 | 850,000 | 0 | 0 |
| Kildaire Farm Road Water Line Reinforcement - Central | 3,100,000 | 600,000 | 2,500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Maynard Road Water Line Reinforcement - Southeast | 1,590,000 | 0 | 0 | 1,590,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Maynard Road Water Line Reinforcement - Southwest Phase II | 520,000 | 0 | 0 | 520,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Maynard Road Water Line Reinforcement - Southwest Phase I | 1,380,000 | 0 | 0 | 0 | 0 | 1,380,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| McCrimmon Parkway Connections | 800,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 800,000 | 0 |
| Morrisville Parkway Water Line Connections | 350,000 | 0 | 0 | 350,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Optimist Farm Road Water Line - West | 888,000 | 310,000 | 0 | 0 | 0 | 578,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Pierce Olive Road Water Line | 2,269,000 | 1,070,000 | 0 | 0 | 0 | 1,199,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Pleasant Grove Church Road Water Line Reinforcement | 1,635,000 | 0 | 0 | 0 | 0 | 1,635,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Stephenson Road Water Line and Ten-Ten Rd Water Line West | 700,000 | 0 | 0 | 0 | 125,000 | 575,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Towerview Court Water Line Interconnection | 75,000 | 0 | 75,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Tryon Road Waterline Upsizing | 1,220,000 | 0 | 0 | 220,000 | 0 | 1,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Upgrade Water Lines | 73,500,000 | 0 | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 6,500,000 | 7,000,000 | 8,000,000 | 8,000,000 | 8,000,000 | 8,000,000 | 8,000,000 |
| Water Line Oversizings | 2,036,000 | 0 | 152,000 | 160,000 | 168,000 | 176,000 | 185,000 | 195,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| Water System - Air Release Valve Replacements | 450,000 | 0 | 150,000 | 150,000 | 150,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Water System - Critical Water Line Locating and Testing | 2,100,000 | 175,000 | 175,000 | 175,000 | 175,000 | 175,000 | 175,000 | 175,000 | 175,000 | 175,000 | 175,000 | 175,000 | 175,000 |
| Water System - Valve Replacements | 1,375,000 | 0 | 125,000 | 125,000 | 125,000 | 125,000 | 125,000 | 125,000 | 125,000 | 125,000 | 125,000 | 125,000 | 125,000 |
| White Oak Church Road Water Line | 2,362,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,362,500 | 0 | 0 | 0 |
| **Total of Water Lines** | 104,146,912 | 4,267,439 | 9,647,216 | 8,592,447 | 6,044,310 | 12,143,000 | 7,285,000 | 7,795,000 | 8,800,000 | 11,262,500 | 9,650,000 | 9,860,000 | 8,800,000 |

# Town of Cary Capital Listing

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **WATER** | | | | | | | | | | | | | |
| **Water Storage Tanks** | | | | | | | | | | | | | |
| Crossroads Ground Storage Tank and Booster Pump Station | 5,600,000 | 600,000 | 5,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Elevated Water Storage Tank Repainting – Carpenter Tank | 750,000 | 0 | 150,000 | 600,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Harrison Elevated Water Tank Renovation | 1,100,000 | 800,000 | 0 | 300,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Kilmayne Water Storage Tank | 7,750,000 | 7,000,000 | 0 | 750,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Remote Water System Programmable Logic Controller Replacements and SCADA Upgrades | 150,000 | 50,000 | 100,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Water Storage Tank Repainting - Field Street Tank | 700,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 700,000 | 0 | 0 |
| Water Storage Tank Repainting – Old Apex Tank | 700,000 | 0 | 0 | 150,000 | 550,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Water Storage Tank Repainting - Ridgeview Tank | 750,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 750,000 | 0 |
| **Total of Water Storage Tanks** | 17,500,000 | 8,450,000 | 5,250,000 | 1,800,000 | 550,000 | 0 | 0 | 0 | 0 | 0 | 700,000 | 750,000 | 0 |
| **Water System Management** | | | | | | | | | | | | | |
| Davis Drive Booster Pump Station Modifications | 125,000 | 0 | 125,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Flow Metering throughout Distribution System | 500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 500,000 | 0 | 0 | 0 | 0 |
| Jordan Lake Partnership | 767,500 | 327,500 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| Water Main Condition Assessment Program | 855,000 | 275,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 100,000 | 50,000 | 30,000 | 50,000 | 50,000 | 50,000 |
| Water Resource Planning and Management | 3,956,739 | 851,860 | 196,715 | 210,485 | 225,219 | 240,985 | 257,854 | 275,904 | 295,217 | 315,882 | 337,994 | 361,654 | 386,970 |
| Water Resources Master Plan | 1,000,000 | 100,000 | 400,000 | 0 | 0 | 0 | 0 | 0 | 0 | 100,000 | 400,000 | 0 | 0 |
| Water System Master Plan | 700,000 | 0 | 0 | 350,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 350,000 | 0 |
| **Total of Water System Management** | 7,904,239 | 1,554,360 | 811,715 | 650,485 | 315,219 | 330,985 | 347,854 | 415,904 | 885,217 | 485,882 | 827,994 | 801,654 | 476,970 |

# Town of Cary Capital Listing

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **WATER** | | | | | | | | | | | | | |
| **Water Treatment** | | | | | | | | | | | | | |
| Cary/Apex Water Treatment Facility - Clearwell Repainting | 175,000 | 100,000 | 75,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cary/Apex Water Treatment Facility - Laboratory Equipment - Atomic Adsorption Unit Replacement | 468,608 | 175,000 | 0 | 0 | 0 | 0 | 0 | 293,608 | 0 | 0 | 0 | 0 | 0 |
| Cary/Apex Water Treatment Facility - Laboratory Equipment - Total Organic Analyzer Replacement | 127,500 | 50,000 | 0 | 0 | 0 | 0 | 0 | 0 | 77,500 | 0 | 0 | 0 | 0 |
| Cary/Apex Water Treatment Facility - Phase IV Expansion and Improvements From 56 to 64 MGD | 22,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,000,000 | 20,000,000 |
| Cary/Apex Water Treatment Facility – Caustic Tank Replacements | 600,000 | 0 | 0 | 0 | 0 | 600,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cary/Apex Water Treatment Facility - Centrifuge Rebuild and Repair | 175,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 175,000 | 0 | 0 | 0 |
| Cary/Apex Water Treatment Facility - Chemical Feed System Upgrades of Aging Equipment | 200,000 | 0 | 0 | 0 | 200,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cary/Apex Water Treatment Facility - Clearwell Baffle Replacements | 750,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 750,000 |
| Cary/Apex Water Treatment Facility - Filter Pipe Gallery Piping Removal | 150,000 | 0 | 0 | 150,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cary/Apex Water Treatment Facility - Finished Water and Backwash Pump Replacements | 500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 250,000 | 250,000 | 0 | 0 |
| Cary/Apex Water Treatment Facility - Laboratory Information Management System | 175,000 | 0 | 0 | 175,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cary/Apex Water Treatment Facility - Lake Aeration Mixing | 3,926,000 | 3,726,000 | 200,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cary/Apex Water Treatment Facility - New Clearwell | 5,400,000 | 650,000 | 4,750,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cary/Apex Water Treatment Facility - Ozone Generator Replacements | 5,500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 500,000 | 5,000,000 | 0 | 0 | 0 | 0 |
| Cary/Apex Water Treatment Facility - Process Basin Rehab/Restoration | 5,000,000 | 500,000 | 3,500,000 | 0 | 1,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cary/Apex Water Treatment Facility - Process Conversion to Ozone/Biofiltration | 4,500,000 | 0 | 0 | 500,000 | 4,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cary/Apex Water Treatment Facility - Raw Water Line Cleaning | 1,250,000 | 200,000 | 0 | 0 | 0 | 500,000 | 0 | 0 | 0 | 550,000 | 0 | 0 | 0 |
| Cary/Apex Water Treatment Facility - Raw Water Pump Replacements | 300,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 300,000 | 0 |
| Cary/Apex Water Treatment Facility - Sodium Hypochlorite Tank Replacement | 1,249,615 | 285,000 | 0 | 0 | 0 | 0 | 0 | 0 | 164,615 | 800,000 | 0 | 0 | 0 |
| **Total of Water Treatment** | 52,446,723 | 5,686,000 | 8,525,000 | 825,000 | 5,200,000 | 1,100,000 | 0 | 793,608 | 5,242,115 | 1,775,000 | 250,000 | 2,300,000 | 20,750,000 |
| **Total of All WATER** | 186,928,700 | 20,032,799 | 25,945,678 | 12,427,609 | 12,109,529 | 13,961,173 | 9,001,502 | 9,142,917 | 14,927,332 | 13,523,382 | 11,502,994 | 13,847,428 | 30,506,357 |

**Total of Project Category from FY2017 Through FY2027 = 166,895,901**

# Town of Cary Capital Listing

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|

## WATER

**Grand Total for FY2017 = 91,379,654**

***SUMMARY INFORMATION***

**Grand Total from FY2017 Through FY2027 = 789,936,041**

# Town of Cary Capital Listing - Not Programmed/Not Planned Projects

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **DOWNTOWN** | | | | | | | | | | | | | |
| **Community Projects** | | | | | | | | | | | | | |
| DT - Downtown Soofa Benches | 5,000 | 0 | 0 | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Community Projects** | 5,000 | 0 | 0 | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Special Projects** | | | | | | | | | | | | | |
| DT - Business Improvement District | 1,050,399 | 700,399 | 0 | 0 | 350,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Special Projects** | 1,050,399 | 700,399 | 0 | 0 | 350,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of All DOWNTOWN** | 1,055,399 | 700,399 | 0 | 5,000 | 350,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

**Total of Project Category from FY2017 Through FY2027 = 355,000**

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Special Facilities** | | | | | | | | | | | | | |
| Regional Public Safety Training Center | 10,938,000 | 0 | 0 | 583,000 | 10,355,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Special Facilities** | 10,938,000 | 0 | 0 | 583,000 | 10,355,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of All FIRE** | 10,938,000 | 0 | 0 | 583,000 | 10,355,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

**Total of Project Category from FY2017 Through FY2027 = 10,938,000**

# Town of Cary Capital Listing - Not Programmed/Not Planned Projects

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **GENERAL** | | | | | | | | | | | | | |
| **Community Projects** | | | | | | | | | | | | | |
| Fiber Optics Cable Plan | 4,100,000 | 100,000 | 0 | 1,000,000 | 0 | 0 | 3,000,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Community Projects** | 4,100,000 | 100,000 | 0 | 1,000,000 | 0 | 0 | 3,000,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Special Facilities** | | | | | | | | | | | | | |
| 911/Emergency Communications Back-Up Center | 3,800,000 | 0 | 0 | 750,000 | 3,050,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Western Cary Police Station | 9,250,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 9,250,000 |
| **Total of Special Facilities** | 13,050,000 | 0 | 0 | 750,000 | 3,050,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 9,250,000 |
| **Special Facilities for Operations** | | | | | | | | | | | | | |
| Sand/Salt Storage Structures | 250,000 | 0 | 125,000 | 125,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| West District Facility | 6,500,000 | 0 | 0 | 1,000,000 | 5,500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Special Facilities for Operations** | 6,750,000 | 0 | 125,000 | 1,125,000 | 5,500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Special Projects** | | | | | | | | | | | | | |
| Aerial Topographic Mapping | 800,000 | 300,000 | 0 | 0 | 350,000 | 50,000 | 0 | 0 | 50,000 | 0 | 0 | 50,000 | 0 |
| Fiber Network Extension to South Cary Water Reclamation Facility and | 30,000 | 0 | 30,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Historic Town Facility Preservation | 5,930,000 | 0 | 300,000 | 1,500,000 | 1,500,000 | 1,350,000 | 1,000,000 | 280,000 | 0 | 0 | 0 | 0 | 0 |

# Town of Cary Capital Listing - Not Programmed/Not Planned Projects

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **GENERAL** | | | | | | | | | | | | | |
| Town Facility Office Space Renovations | 1,650,000 | 650,000 | 0 | 150,000 | 850,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| VoIP Telephone Replacement Project | 165,000 | 0 | 165,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Special Projects** | 8,575,000 | 950,000 | 495,000 | 1,650,000 | 2,700,000 | 1,400,000 | 1,000,000 | 280,000 | 50,000 | 0 | 0 | 50,000 | 0 |
| **Storm Drainage** | | | | | | | | | | | | | |
| Vacuum Jet Truck - Stormwater (New) | 350,000 | 0 | 0 | 350,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Van with CCTV - Stormwater (New) | 250,000 | 0 | 0 | 250,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Storm Drainage** | 600,000 | 0 | 0 | 600,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of All GENERAL** | 33,075,000 | 1,050,000 | 620,000 | 5,125,000 | 11,250,000 | 1,400,000 | 4,000,000 | 280,000 | 50,000 | 0 | 0 | 50,000 | 9,250,000 |

**Total of Project Category from FY2017 Through FY2027 = 32,025,000**

# Town of Cary Capital Listing - Not Programmed/Not Planned Projects

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **PARKS** | | | | | | | | | | | | | |
| **Acquisition - Land** | | | | | | | | | | | | | |
| Coronado Village Due Diligence | 1,610,000 | 0 | 95,000 | 150,000 | 150,000 | 520,000 | 10,000 | 610,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| **Total of Acquisition - Land** | 1,610,000 | 0 | 95,000 | 150,000 | 150,000 | 520,000 | 10,000 | 610,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| **Alternate Modes** | | | | | | | | | | | | | |
| Skate Park Vert Ramp & Expansion | 2,200,000 | 0 | 360,000 | 800,000 | 0 | 0 | 400,000 | 0 | 420,000 | 0 | 110,000 | 0 | 110,000 |
| **Total of Alternate Modes** | 2,200,000 | 0 | 360,000 | 800,000 | 0 | 0 | 400,000 | 0 | 420,000 | 0 | 110,000 | 0 | 110,000 |
| **Community Centers** | | | | | | | | | | | | | |
| Herb Young Community Center Expansion | 8,155,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000,000 | 0 | 7,155,000 | 0 |
| **Total of Community Centers** | 8,155,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000,000 | 0 | 7,155,000 | 0 |
| **Greenways** | | | | | | | | | | | | | |
| Annie Jones Park/Greenway Improvements | 450,000 | 0 | 0 | 100,000 | 0 | 350,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Batchelor Branch Greenway - Phases II and III | 3,300,000 | 0 | 300,000 | 1,200,000 | 0 | 0 | 0 | 1,800,000 | 0 | 0 | 0 | 0 | 0 |
| Bishop's Gate Greenway - Phase II | 350,000 | 0 | 350,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Camp Branch (Churchill Estates) Greenway | 1,000,000 | 0 | 0 | 0 | 0 | 0 | 1,000,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Glenkirk Greenway - Phase II | 1,200,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 200,000 | 0 | 1,000,000 | 0 |

# Town of Cary Capital Listing - Not Programmed/Not Planned Projects

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **PARKS** | | | | | | | | | | | | | |
| Greenway Road Crossings and Neighborhood Connections | 8,100,000 | 0 | 2,200,000 | 0 | 0 | 1,200,000 | 1,200,000 | 0 | 1,750,000 | 0 | 1,750,000 | 0 | 0 |
| Greenwood Circle Greenway | 875,000 | 0 | 0 | 325,000 | 0 | 550,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Hatcher Grove (Carpenter Village) Greenway | 12,150,000 | 0 | 0 | 150,000 | 1,000,000 | 0 | 0 | 500,000 | 5,000,000 | 0 | 500,000 | 5,000,000 | 0 |
| Higgins Greenway - Phase III | 1,100,000 | 0 | 0 | 550,000 | 0 | 550,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| White Oak Creek Greenway Trailhead | 250,000 | 185,000 | 65,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Greenways** | 28,775,000 | 185,000 | 2,915,000 | 2,325,000 | 1,000,000 | 2,650,000 | 2,200,000 | 2,300,000 | 6,750,000 | 200,000 | 2,250,000 | 6,000,000 | 0 |
| **Parks** | | | | | | | | | | | | | |
| Athletic Field Conversion | 200,000 | 0 | 0 | 0 | 0 | 0 | 0 | 200,000 | 0 | 0 | 0 | 0 | 0 |
| Cameron Pond Neighborhood Park | 6,150,000 | 0 | 100,000 | 750,000 | 0 | 5,300,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Downtown Park - Future Phases | 6,600,000 | 0 | 600,000 | 6,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Downtown Park - Future Phases Master Plan | 100,000 | 0 | 100,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Park and Greenway Improvements | 155,000 | 0 | 155,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| School/Park Projects | 6,300,000 | 0 | 0 | 1,000,000 | 0 | 1,100,000 | 0 | 1,200,000 | 0 | 1,400,000 | 0 | 1,600,000 | 0 |

# Town of Cary Capital Listing - Not Programmed/Not Planned Projects

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **PARKS** | | | | | | | | | | | | | |
| TCAP - Lexie Lane Neighborhood Park Redevelopment | 1,650,000 | 0 | 0 | 0 | 150,000 | 0 | 1,500,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Twin Lakes Neighborhood Park (P-011) | 6,300,000 | 0 | 0 | 0 | 300,000 | 3,000,000 | 3,000,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Parks** | 27,455,000 | 0 | 955,000 | 7,750,000 | 450,000 | 9,400,000 | 4,500,000 | 1,400,000 | 0 | 1,400,000 | 0 | 1,600,000 | 0 |
| **Parks - Community** | | | | | | | | | | | | | |
| Mills Park - Future Phases | 9,000,000 | 0 | 0 | 3,000,000 | 0 | 3,000,000 | 0 | 0 | 0 | 0 | 3,000,000 | 0 | 0 |
| **Total of Parks - Community** | 9,000,000 | 0 | 0 | 3,000,000 | 0 | 3,000,000 | 0 | 0 | 0 | 0 | 3,000,000 | 0 | 0 |
| **Public Art** | | | | | | | | | | | | | |
| Public Art - Cameron Pond Park | 60,000 | 0 | 0 | 10,000 | 0 | 50,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Public Art - Cary Downtown Train Depot | 40,000 | 0 | 0 | 0 | 0 | 40,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Public Art - Cary Tennis Park | 120,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 120,000 | 0 | 0 | 0 | 0 |
| Public Art - Downtown Park | 105,200 | 0 | 0 | 105,200 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Public Art - Fire Station 9 - Walnut Street | 110,000 | 0 | 110,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Public Art - Harrison Avenue Bridge | 400,000 | 0 | 0 | 0 | 50,000 | 0 | 350,000 | 0 | 0 | 0 | 0 | 0 | 0 |

# Town of Cary Capital Listing - Not Programmed/Not Planned Projects

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **PARKS** | | | | | | | | | | | | | |
| Public Art - Higgins Greenway Phase III | 35,000 | 0 | 0 | 35,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Public Art - Jack Smith Park | 50,000 | 0 | 0 | 0 | 0 | 5,000 | 45,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Public Art - Macedonia Lake Park | 65,000 | 0 | 0 | 0 | 0 | 0 | 15,000 | 0 | 50,000 | 0 | 0 | 0 | 0 |
| Public Art - Mills Park | 64,000 | 0 | 64,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Public Art - Morris Branch Park | 65,000 | 0 | 65,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Public Art - Sertoma Renovation | 50,000 | 0 | 0 | 0 | 50,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Public Art - TCAP - Walker Street Extension | 639,507 | 100,000 | 0 | 0 | 0 | 0 | 0 | 0 | 20,000 | 519,507 | 0 | 0 | 0 |
| Public Art - TCAP - Downtown Round-a-Bouts | 220,000 | 0 | 0 | 0 | 20,000 | 200,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Public Art - TCAP-Digital Arts Center | 110,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 60,000 | 10,000 | 40,000 | 0 | 0 |
| Public Art - USA Baseball Park | 215,000 | 0 | 0 | 0 | 100,000 | 0 | 115,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Public Art -TCAP-Cary Community Art Center Public Art Master Plan | 165,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 15,000 | 150,000 | 0 | 0 | 0 |

# Town of Cary Capital Listing - Not Programmed/Not Planned Projects

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **PARKS** | | | | | | | | | | | | | |
| **Total of Public Art** | 2,513,707 | 100,000 | 239,000 | 150,200 | 220,000 | 295,000 | 525,000 | 0 | 265,000 | 679,507 | 40,000 | 0 | 0 |
| **Renovations - Park & Greenway** | | | | | | | | | | | | | |
| Brooks Park /USA National Training Center Renovations | 250,000 | 0 | 250,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Green Hope Elementary School Park Improvements | 597,000 | 47,000 | 0 | 0 | 0 | 0 | 150,000 | 400,000 | 0 | 0 | 0 | 0 | 0 |
| MacDonald Woods Park Improvements - Phase II | 600,000 | 0 | 0 | 60,000 | 540,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Play Area Renovations | 2,500,000 | 0 | 200,000 | 250,000 | 225,000 | 225,000 | 250,000 | 275,000 | 250,000 | 275,000 | 275,000 | 275,000 | 0 |
| Sertoma Amphitheater Improvements | 650,000 | 200,000 | 0 | 300,000 | 0 | 150,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Sports Turf Field Development | 5,200,000 | 0 | 300,000 | 2,700,000 | 2,200,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Renovations - Park & Greenway** | 9,797,000 | 247,000 | 750,000 | 3,310,000 | 2,965,000 | 375,000 | 400,000 | 675,000 | 250,000 | 275,000 | 275,000 | 275,000 | 0 |
| **Special Facilities** | | | | | | | | | | | | | |
| Cary Tennis Park Court Renovations - Remaining 12 Courts | 3,000,000 | 0 | 0 | 1,500,000 | 0 | 0 | 1,500,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cary Tennis Park Expansion | 6,000,000 | 0 | 0 | 0 | 0 | 0 | 500,000 | 5,500,000 | 0 | 0 | 0 | 0 | 0 |
| CF Ferrell Store Site | 1,650,000 | 0 | 0 | 0 | 150,000 | 0 | 1,500,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Hemlock Bluffs Nature Preserve | 1,600,000 | 0 | 0 | 0 | 0 | 1,600,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

# Town of Cary Capital Listing - Not Programmed/Not Planned Projects

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **PARKS** | | | | | | | | | | | | | |
| SK8 Cary Improvements | 634,000 | 75,000 | 75,000 | 0 | 110,000 | 0 | 132,000 | 0 | 110,000 | 0 | 132,000 | 0 | 0 |
| **Total of Special Facilities** | 12,884,000 | 75,000 | 75,000 | 1,500,000 | 260,000 | 1,600,000 | 3,632,000 | 5,500,000 | 110,000 | 0 | 132,000 | 0 | 0 |
| **Total of All PARKS** | 102,389,707 | 607,000 | 5,389,000 | 18,985,200 | 5,045,000 | 17,840,000 | 11,667,000 | 10,485,000 | 7,810,000 | 3,569,507 | 5,822,000 | 15,045,000 | 125,000 |

**Total of Project Category from FY2017 Through FY2027 = 101,782,707**

# Town of Cary Capital Listing - Not Programmed/Not Planned Projects

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **SEWER** | | | | | | | | | | | | | |
| **Reclaimed Water** | | | | | | | | | | | | | |
| Extend Reclaimed Water Mains - FYs 2018, 2019, 2020 | 443,589 | 0 | 0 | 140,710 | 147,746 | 155,133 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Reclaimed Water** | 443,589 | 0 | 0 | 140,710 | 147,746 | 155,133 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Waste Water Collection** | | | | | | | | | | | | | |
| NCDOT TIP I-5506 Sewer Relocations | 100,000 | 0 | 100,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| U-5501 Reedy Creek Rd. Sewerline Relocations | 50,000 | 0 | 50,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| York Interceptor Improvements | 1,800,000 | 1,650,000 | 150,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Waste Water Collection** | 1,950,000 | 1,650,000 | 300,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Waste Water Treatment** | | | | | | | | | | | | | |
| Western Wake Water Reclamation Facility - HVAC Replacement | 27,500 | 0 | 27,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Waste Water Treatment** | 27,500 | 0 | 27,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of All SEWER** | 2,421,089 | 1,650,000 | 327,500 | 140,710 | 147,746 | 155,133 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

**Total of Project Category from FY2017 Through FY2027 = 771,089**

# Town of Cary Capital Listing - Not Programmed/Not Planned Projects

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **TRANSPORTATION** | | | | | | | | | | | | | |
| **Alternate Modes** | | | | | | | | | | | | | |
| Aviation Parkway Sidewalk Reimbusement - NE Quad at I-40 Interchange | 30,000 | 0 | 30,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cary Transit (C-Tran) Regional Transit Facility | 7,000,000 | 0 | 7,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| S. Walker Street Sidewalk Improvement | 470,000 | 0 | 470,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Study: Train Horn Noise | 500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 500,000 |
| Transit/Transportation Studies | 750,000 | 0 | 0 | 0 | 200,000 | 0 | 0 | 250,000 | 0 | 0 | 300,000 | 0 | 0 |
| **Total of Alternate Modes** | 8,750,000 | 0 | 7,500,000 | 0 | 200,000 | 0 | 0 | 250,000 | 0 | 0 | 300,000 | 0 | 500,000 |
| **Control Systems** | | | | | | | | | | | | | |
| Baines Court Cul-de-sac Elimination | 250,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 250,000 |
| Davis Drive Queue Jump Lanes | 1,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000,000 |
| Rapid Flashing Beacons at Pedestrian Crosswalks | 100,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 100,000 |
| Thoroughfare Street Lights | 1,200,000 | 0 | 0 | 0 | 350,000 | 0 | 0 | 400,000 | 0 | 0 | 450,000 | 0 | 0 |
| Traffic Calming | 1,072,808 | 927,808 | 25,000 | 0 | 25,000 | 0 | 30,000 | 0 | 30,000 | 0 | 35,000 | 0 | 0 |
| Traffic Signal Metal Mast Arm Conversion - Cary Glen Blvd and Green Level Church Road | 280,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 280,000 |

# Town of Cary Capital Listing - Not Programmed/Not Planned Projects

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **TRANSPORTATION** | | | | | | | | | | | | | |
| **Total of Control Systems** | 3,902,808 | 927,808 | 25,000 | 0 | 375,000 | 0 | 30,000 | 400,000 | 30,000 | 0 | 485,000 | 0 | 1,630,000 |
| **Major Maintenance** | | | | | | | | | | | | | |
| Railroad Grade Crossing Repairs | 1,650,000 | 0 | 0 | 0 | 150,000 | 600,000 | 0 | 0 | 0 | 200,000 | 700,000 | 0 | 0 |
| **Total of Major Maintenance** | 1,650,000 | 0 | 0 | 0 | 150,000 | 600,000 | 0 | 0 | 0 | 200,000 | 700,000 | 0 | 0 |
| **Road Capacity** | | | | | | | | | | | | | |
| Arthur Pierce Road Widening | 4,150,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,150,000 |
| Buck Jones Roadway Reconfiguration | 3,500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,500,000 |
| Carpenter-Upchurch Road Widening | 13,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 13,000,000 |
| Cary Parkway - Evans to Beechtree | 30,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,000,000 | 5,000,000 | 22,000,000 | 0 |
| Davis Drive Bulbouts | 3,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,000,000 |
| East Chatham Street Widening | 9,500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000,000 | 2,500,000 | 6,000,000 | 0 |
| Evans Road Widening - Northern Section | 14,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 14,000,000 |
| Forest Parkway Extension | 3,750,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,750,000 |
| Green Hope School Road Widening | 8,500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000,000 | 1,500,000 | 6,000,000 | 0 |

# Town of Cary Capital Listing - Not Programmed/Not Planned Projects

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **TRANSPORTATION** | | | | | | | | | | | | | |
| Green Level Church Road Widening - Morrisville Parkway to Green Level West Road | 17,500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 17,500,000 |
| Green Level Church Widening - North of O'Kelly Chapel Road | 9,500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 9,500,000 |
| Greenwood Circle Extension | 5,250,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,250,000 |
| Holly Springs Road Widening - Phase II (Cary Parkway to Penny Road) | 14,500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 14,500,000 |
| Holly Springs Road Widening - Phase III (Penny Road to Ten Ten Road) | 9,500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 9,500,000 |
| Holly Springs Road Widening - Phase IV (Ten Ten Road to Kildaire Farm Road) | 17,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 17,000,000 |
| Intersection Realignment Jenks-Carpenter Road/High House Road | 12,500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 500,000 | 2,000,000 | 10,000,000 | 0 | 0 | 0 |
| Jenks-Carpenter Road Widening (Holt Road to High House Road) | 7,500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000,000 | 1,500,000 | 5,000,000 | 0 |
| Jones-Franklin Road Widening (North Side Only) | 10,500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,500,000 | 3,000,000 | 6,000,000 | 0 |
| Kingston Ridge Road Extension | 500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 500,000 |
| Louis Stephens Drive/Carpenter Upchurch Road Widening | 6,450,000 | 0 | 0 | 0 | 0 | 0 | 0 | 950,000 | 500,000 | 5,000,000 | 0 | 0 | 0 |
| Morrisville-Carpenter Road Widening - Davis Drive to Carpenter Fire Station Road | 16,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,500,000 | 2,500,000 | 12,000,000 | 0 |

# Town of Cary Capital Listing - Not Programmed/Not Planned Projects

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **TRANSPORTATION** | | | | | | | | | | | | | |
| North Harrison Avenue Interchange Improvements | 7,250,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7,250,000 |
| Northeast Maynard Road Rail Road Bridge | 27,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 27,000,000 |
| O'Kelly Chapel Road Widening - NC 55 - Green Level Church Road (Developer Agreement) | 6,750,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 750,000 | 2,000,000 | 4,000,000 | 0 |
| Old Apex Road Improvements - Chatham Street to Extraterritorial Jurisdiction | 16,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,500,000 | 3,000,000 | 11,500,000 | 0 |
| Optimist Farm Road Widening - Pierce Olive Road to Bells Lake Road | 4,500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,500,000 |
| Rail and Community Cohesion Impact Study - Harrison Avenue Grade Separation | 15,165,000 | 665,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 14,500,000 |
| Roundabout Conversion Project | 1,400,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,400,000 |
| TCAP - Chapel Hill Road Widening - Northeast Maynard Road to Northwest Maynard Road | 35,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,000,000 | 13,000,000 | 18,000,000 | 0 | 0 |
| TCAP - N. Harrison Avenue Rail Separation | 150,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 150,000 |
| TCAP - Walker Street Extension | 33,261,190 | 7,200,632 | 0 | 0 | 0 | 0 | 0 | 1,000,000 | 2,000,000 | 23,060,558 | 0 | 0 | 0 |
| Ten Ten Widening - Holly Springs Road to West Lake Road | 11,250,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,250,000 |
| Ten-Ten Road Widening - Kildaire Farm Road to Holly Springs Road | 26,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 26,000,000 |

# Town of Cary Capital Listing - Not Programmed/Not Planned Projects

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **TRANSPORTATION** | | | | | | | | | | | | | |
| Trenton Road Widening | 21,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 21,000,000 |
| Trinity Road Widening - Trenton Road to Chapel Hill Road | 9,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 9,000,000 |
| Trinity Road Widening and Extension | 39,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,000,000 | 10,000,000 | 25,000,000 | 0 |
| Wake Road Extension/Realignment to Kit Creek Road | 7,250,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7,250,000 |
| Walnut Street Corridor Improvements - Phase V | 7,500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7,500,000 |
| Weldon Ridge Boulevard | 1,500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,500,000 |
| West Chatham Street Widening - Old Apex Road to Old Apex Road | 11,500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000,000 | 2,000,000 | 8,500,000 | 0 |
| **Total of Road Capacity** | 496,576,190 | 7,865,632 | 0 | 0 | 0 | 0 | 0 | 2,450,000 | 8,500,000 | 67,310,558 | 51,000,000 | 106,000,000 | 253,450,000 |
| **Special Facilities** | | | | | | | | | | | | | |
| WakeMed Soccer Park - Trinity Road Extension | 3,100,000 | 0 | 0 | 3,100,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Special Facilities** | 3,100,000 | 0 | 0 | 3,100,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of All TRANSPORTATION** | 513,978,998 | 8,793,440 | 7,525,000 | 3,100,000 | 725,000 | 600,000 | 30,000 | 3,100,000 | 8,530,000 | 67,510,558 | 52,485,000 | 106,000,000 | 255,580,000 |

**Total of Project Category from FY2017 Through FY2027 = 505,185,558**

# Town of Cary Capital Listing - Not Programmed/Not Planned Projects

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **WATER** | | | | | | | | | | | | | |
| **Special Projects** | | | | | | | | | | | | | |
| Cary/Apex Water Treatment Facility - Fiber Network Extension NC55 and Jenks Road to Cary/Apex Water Treatment Facility | 380,000 | 0 | 380,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Special Projects** | 380,000 | 0 | 380,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Water Lines** | | | | | | | | | | | | | |
| Holt Road to Davis Drive Water Line Connection | 2,321,500 | 1,920,000 | 401,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| McCrimmon Parkway Water Line Connector | 1,250,000 | 0 | 0 | 0 | 0 | 0 | 1,250,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| NCDOT I-5506 I-40 and Aviation Parkway Water Line Relocation | 175,000 | 0 | 175,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| NCDOT P-5201 Morrisville Parkway Rail Road Grade Separation | 338,504 | 238,504 | 100,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Old Apex Road Water Line Reinforcement | 2,044,000 | 1,694,000 | 350,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Ten-Ten/Bells Lake Road Water Line Connector | 2,178,000 | 0 | 0 | 0 | 0 | 0 | 2,178,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| U-5501 Reedy Creek Rd. Waterline Relocations | 50,000 | 0 | 50,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Wake Road Water Line | 500,000 | 0 | 0 | 0 | 0 | 0 | 500,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Water Lines** | 8,857,004 | 3,852,504 | 1,076,500 | 0 | 0 | 0 | 3,928,000 | 0 | 0 | 0 | 0 | 0 | 0 |

# Town of Cary Capital Listing - Not Programmed/Not Planned Projects

| | Project Total | Appropriations to Date | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **WATER** | | | | | | | | | | | | | |
| **Water Treatment** | | | | | | | | | | | | | |
| Cary/Apex Water Treatment Facility - Phase III Expansion - 40 to 56 MGD | 78,500,000 | 77,500,000 | 1,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of Water Treatment** | 78,500,000 | 77,500,000 | 1,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total of All WATER** | 87,737,004 | 81,352,504 | 2,456,500 | 0 | 0 | 0 | 3,928,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Grand Total on This Report** | 751,595,197 | 94,153,343 | 16,318,000 | 27,938,910 | 27,872,746 | 19,995,133 | 19,625,000 | 13,865,000 | 16,390,000 | 71,080,065 | 58,307,000 | 121,095,000 | 264,955,000 |

**Total of Project Category from FY2017 Through FY2027 = 6,384,500**

**Grand Total from FY2017 Through FY2027 = 657,441,854**

# BUDGET POLICIES UNDER THE NORTH CAROLINA LOCAL GOVERNMENT BUDGET AND FISCAL CONTROL ACT

The Local Government Budget and Fiscal Control Act (LGBFCA) governs all agencies of local government in the state of North Carolina. The LGBFCA spells out how all monies received or expended by local governments must be budgeted, disbursed, and accounted for. It requires that certain types of funds be maintained depending on the functions and activities performed by local governments and how those functions and activities are financed. The Town budgets and accounts for its revenues and expenditures in accordance with the LGBFCA, and maintains its various funds in compliance with this law.

## General Provisions

The Budget Officer in Cary is the Town Manager, who is designated as such by statute. The Town Manager is responsible for ensuring that a balanced budget ordinance is adopted by the governing board prior to the beginning of each new fiscal year which begins on July 1st. This budget ordinance summarizes budget figures, grouping them by departments or categories.

The LGBFCA also permits transactions authorized in previous fiscal years involving capital or grant projects or accounted for in an internal service fund to proceed without additional budget ordinance authorization. Capital project expenditures in Cary are budgeted in a separate capital improvements budget plan, and are summarized in the Annual Operating Budget document. All capital projects are authorized as project ordinances, which means that appropriations carry over from year to year until the project has been completed.

The Town does show its Fleet Management Internal Service Fund as a financial plan in its Annual Operating Budget Ordinance for the sake of convenience. The expenditures for this internal service fund are not, however, included in total expenditure figures in the ordinance, as they would be counted twice.

The Annual Operating Budget Ordinance must balance exactly, just as must each fund contained within it. The Town balances its annual budget by showing surpluses as an appropriation to fund balance and deficits as appropriations from fund balance. The LGBFCA permits appropriations only of that portion of fund balance which represents cash and cash equivalents less current claims against that cash. The statutory formula is “cash and investments minus the sum of liabilities, encumbrances, and deferred revenues arising from cash receipts.”

The LGBFCA mandates that local governments make certain appropriations, while other statutes and regulations require that certain programs be supported at a minimum level.

1. Debt Service: The full amount estimated to be required for debt service, both principal and interest, during the budget year must be appropriated in the budget.
2. Deficits: The full amount of any deficit in each fund must be appropriated.
3. Continuing Contracts: Sufficient funding to pay obligations during the fiscal year must be appropriated.
4. Other Statutes and Regulations: Other statutes require local governments, especially counties, to fund social services, health, and education programs. The Town of Cary does not have responsibilities in any of these areas. It does have responsibilities under statutes regulating levels of sewage treatment services.

## Interfund Transfers

The LGBFCA recognizes the appropriateness of interfund transfers, and some special types of funds show a transfer from the general fund as their primary source of revenue. The Town of Cary has several such funds, including the police separation allowance fund and the self-insurance fund. The Act prohibits some transfers where funds are earmarked for specific programs or services. For example, state street aid funds (Powell Bill), shown in the capital improvements budget as revenues, must be used for specific transportation-related expenses.

The proceeds of bond issues in a capital project fund account must be used for the purpose for which the bonds were issued or be appropriated into a capital reserve or debt service fund.
The LGBFCA limits appropriations from enterprise funds into other funds unless the total of all other appropriations in the fund equal or exceed the amount that will be required to meet operating expenses, capital outlay, and debt service obligations during the fiscal year. The Act does not, however, require that depreciation

expenses must be met by revenues before an interfund transfer may be made. State statutes direct that accounts be maintained during the year on a modified accrual basis, which does not require depreciation.

## Miscellaneous Provisions

Contingency Appropriations: A contingency appropriation shall not exceed five percent (5%) of the total of all other appropriations in that same fund.

Property Tax Estimates: The percentage collection of property taxes shown in the budget must not be greater than the percentage of the levy realized in cash as of June 30 of the preceding fiscal year. This ensures a conservative estimate of property tax revenues.

Revenue Estimates: The LGBFCA states that estimated revenues shall include only those reasonably expected to be realized during the fiscal year.

## Budget Preparation

The LGBFCA provides a general framework for budget preparation, setting a basic calendar as follows:

By April 30: Departmental Requests to Budget Officer
By June 1: Budget Submitted to Governing Board
By July 1: Budget Ordinance Adopted

The General Statutes provide that by April 30, the Budget Officer is to have in hand:

1. Budget requests from departments for the upcoming year;
2. Revenue estimates for each department for the upcoming year;
3. Actual and estimated expenditures for each category of expenditure in the budget ordinance for the immediately prior and current fiscal years;
4. Actual and estimated amounts realized for each source of revenue for the immediately prior and current fiscal years;
5. Any other information the Budget Officer requests from the departments.

The Budget Officer prescribes the form and format of the budget, along with the governing board. The board should expect the Budget Officer to review departmental requests and submit a balanced budget, while showing both amounts requested by departments and amounts recommended by the Budget Officer. The law does not address the procedures the Budget Officer is to use in developing the budget, and each unit is free to utilize a process which best suits its needs. In Cary, the Budget Officer and staff meet with departments and discuss their budget requests and make recommendations afterwards.

The law urges that the budget be presented to the governing board at a public meeting, and that the Budget Officer provide a summary explanation, often in the form of a budget message, at this time. State statute requires that a budget message be included in the proposed budget. It should 1) contain a concise explanation of the governmental goals fixed by the budget for the fiscal year, 2) explain important features of the activities anticipated in the budget, 3) set forth the reasons for stated changes from the previous year in program goals, programs, and appropriation levels, and 4) explain any major changes in fiscal policy.

At the time the budget is submitted to the board, a copy must be filed with the clerk to the board for public inspection. The law also requires the clerk to make a copy of the budget available to the media. A public hearing must be held on the proposed budget between the time of its submission and adoption, notice of which is to be published in the newspaper. At least ten days must pass between the submission and adoption of the budget.

## Budget Review and Adoption

By law, the board has complete discretion over the content of the budget ordinance and the fiscal policies which it represents. In Cary, Council conducts a budget worksession or worksessions at which time it reviews the proposed budget and makes any changes or recommendations. The state's open meeting law applies to the budget process, and all meetings at which the board deliberates or takes action on the budget are open to the public.

Once reviewed, the law provides that the budget ordinance may be adopted at any regular or special meeting of the board by a majority of those present and voting if a quorum is present.

By law, the budget ordinance must contain 1) appropriations, 2) estimated revenues, and 3) the property tax levy. Typically, however, the ordinance goes into greater detail by setting out expenditures by department, function or category water and sewer rates and other items subject to change annually. Once the budget ordinance is adopted, it must be filed with the Budget Officer, Finance Officer, and Clerk within five days. The Town of Cary's operating budget ordinance displays expenditures at the function level. This means that intra-functional budget transfers do not need Council approval.

# FINANCIAL POLICY

The budget-related portions of the Town of Cary's financial policies are designed to complement the North Carolina Local Government Budget and Fiscal Control Act (LGBFCA), as well as other policies recommended by the Local Government Commission. The two sections of the Town's Financial Policy regarding budgeting (the Operating Budget and Capital Improvements sections) are included below. Other sections of the policy, not presented in this budget document, include: Accounting / Financial Reporting, Cash Management, Purchasing and Contracting, and Utility Billing and Collections. The entire Financial Policy was updated and approved by Town Council on June 12, 2008.

## Objectives

1. To align the Town of Cary's ("The Town's") long-term financial planning with short-term daily operations
2. To maintain the Town's stable financial position
3. To ensure that Council's adopted policies are implemented in an efficient, effective and cost conscious manner, while continuing to ensure compliance with contractual and statutory requirements.
4. To protect the Town from emergency fiscal crisis by ensuring the continuance of service even in the event of an unforeseen occurrence
5. To secure the highest possible credit and bond ratings by meeting or exceeding the requirements of bond rating agencies through sound, conservative financial decision making

## Operating Budget

It is the Town's policy that the operating budget be prepared in accordance with Generally Accepted Accounting Principles and according to the standards necessary to achieve the GFOA Distinguished Budget Presentation Award. To receive the award, the Town must publish a comprehensive and professionally prepared budget report that serves as a policy document, an operations guide, a financial plan, and a communications tool.

## A. Revenue Policy

The Town seeks to implement a diversified taxing policy that will ensure reasonable stability for operation at continuous service levels, but that will provide elasticity necessary for responding quickly to increased service demands. Revenue management includes within its focus, an ongoing process for reviewing and analyzing each revenue source to ensure that proceeds from each source are at an optimum level. Every attempt will be made to project revenues within 5% of final actual results, and the projections will be based on historical trends, growth patterns, and the economy. To meet these objectives the Town observes the following guidelines:

**Ad Valorem Tax**

As provided by the North Carolina Local Government Budget and Fiscal Control Act, estimated revenue from the ad valorem tax levy will be budgeted as follows:

- Assessed valuation will be estimated based on historical trends, growth patterns, and anticipated construction.
- The estimated percentage of collection will not exceed the percentage of the levy actually realized in cash as of June 30 during the preceding fiscal year, in accordance with state law.
- The tax rate will be set each year based on the cost of providing general governmental services and paying debt service. Consideration will be given to future net revenue requirements for operational expenditure impacts associated with capital improvement projects and programmed debt service.

**User Fees**

The Town sets fees that will maximize user charges in lieu of ad valorem taxes for services that can be individually identified and where the costs are directly related to the level of service. Emphasis of user charges over ad valorem taxes results in the following benefits:

- User charges are paid by all users, including those exempt from property taxes.
- User charges avoid subsidization in instances where the service is not being provided to the general public.
- User charges are a means of helping offset the costs of providing certain services.

User charges for certain services can be justified on the basis of equity and efficiency, by producing information on the demand level for services and by helping to make the connection between the amount paid and the service received.

**Grant Funding**

Grant funding may be used for a variety of purposes including 1) current Town operations, 2) a departmental long-range plan, 3) a capital project identified in the capital improvement budget/plan, 4) regulatory requirements, or other opportunities to address the mission and goals of the Town. Application will be made after a grant is evaluated for consistency with Council goals and compatibility with Town programs and objectives. Any awarded funds will be accepted only after Council approval.

**Utility Rates**

Utility rates will be reviewed annually considering net revenue requirements, realistic sales forecasts, contractual obligations including bond covenants, and utility conservation goals. Revenue requirements may include funds programmed for rate stabilization, utility capital projects, and reimbursement of indirect costs to the general fund. Rates will be structured to meet conservation program goals with consideration for customer acceptance and reasonable efficiency in utility billing and collection administration.

**Other Revenue**

All other revenue will be programmed through the annual budget process to meet Town Council's goals and objectives.

## B. Expenditure Policy

**Budget Management**

Expenditure budgets are reviewed by staff, the Town Manager, and Town Council prior to adoption and are continually monitored throughout the budget year. Budgeted funds will only be spent for categorical purposes for which they were intended. The annual operating budget ordinance defines staff authorization for operating budget adjustments. No appropriations of the proceeds of a debt instrument will be made except for the purpose for which such debt instrument was issued. Donations will be spent only toward the intent for which they were given.

**Fiscal Management**

Current operating expenditures will not exceed current operating revenues.

**Continuing Contracts**

For continuing contracts, funds will be appropriated in the annual budget ordinance to meet current year obligations arising under the contract, in accordance with G.S. 160A-17.

**Non-Profit Funding**

The Town will review the financial position of non-profit corporations or organizations receiving funding to determine the entity's ability to carry out the intended purpose for which Town funding was granted. For organizations receiving $1,000 or more in any fiscal year, the Town requires the non-profit to have an audit performed for the fiscal year in which the funds are received and to file a copy of the audit with the Town.

## C. Reserve Policy

**Reserve for State Statute**

In accordance with state statute, appropriated fund balance in any fund will not exceed the sum of cash and investments minus the sum of liabilities, encumbrances, and deferred revenues arising from cash receipts.

**Unreserved Fund Balance**

The Town will maintain an unallocated fund balance in operating funds. These funds will be used to avoid cash-flow interruptions, generate interest income, eliminate the need for short-term borrowing, assist in maintaining an investment-grade bond rating, provide funding flexibility for unanticipated needs and opportunities and sustain operations during unanticipated emergencies and disasters. The level of reserve will be monitored based on anticipated future funding needs, historical trends, growth patterns, the economy and contractual obligations, including bond covenants.

## D. Interfund Transfers

The Town may transfer cash from enterprise funds to general government funds only after operating expenses, capital outlay and debt service obligations of the enterprise have been met. Interfund transfers are allowed for the allocation of direct or indirect costs of services rendered by one fund to another.

The Town will strive to ensure that the enterprise funds are financially self sufficient.

# General Fund – Fund Balance Policy

## Objectives

- To establish minimum fund balance levels for the General Fund that define what
- resources are available to provide sufficient financial flexibility to meet future obligations,
- take advantage of opportunities, and avoid interest expense through use of excess
- reserves in lieu of debt,
- To enhance the financial position of the Town in order to maintain the highest credit and
- bond ratings,
- To plan for contingencies in unforeseen revenue volatility and expenditures such as
- weather related disasters,
- To generate investment income that diversifies revenue streams and decreases reliance
- on taxes, and
- To ensure adequate cash flow.

## Definitions

In accordance with governmental accounting standards the Town's total General Fund fund balance is comprised of five components:

- *Nonspendable Fund Balance* represents resources that are physically or legally in a nonspendable form such as inventory,
- *Restricted Fund Balance* represents resources limited by state law or the provider such as grants or resources reported as "Stabilization by State Statute",
- *Committed Fund Balance* represents resources previously committed by Council for a particular purpose such as a project partially funded by grants,
- *Assigned Fund Balance* represents resources assigned less formally for a particular purpose such as insurance reserves or subsequent year spending, and
- *Unassigned Fund Balance* represents all remaining resources.

*Accessible Fund Balance* is defined as the total of Assigned Fund Balance and Unassigned Fund Balance for the purposes of this policy. To be conservative, Committed Fund Balance is not included in Accessible Fund Balance.

Accessible Fund Balance is not the same as available Fund Balance as defined in North Carolina General Statute159-8(a).

*General Fund Expenditures* are calculated for ratios as:

- Total Expenditures, which includes debt service,
- excluding Other Financing Sources and Uses

### A. Fund Balance Levels

- The Town will maintain a minimum Accessible Fund Balance of at least 25%, (three month's) of budgeted General Fund Expenditures.
- Total Fund Balance shall be at least 40% (which is approximately five month's) of budgeted General Fund Expenditures.

### B. Use of Excess Fund Balance

Accessible Fund Balance above the Town's minimum should be considered as a funding source for capital needs funded with pay-as-you-go capital considered through the annual budget process. Appropriations outside the annual budget will generally be limited to:

- Expenditures to support or facilitate projects that generate new revenues or cost savings in excess of the investments within established time frames.
- Interim partial year funding for new programs that are needed before the next fiscal year.
- Costs related to unanticipated workload in the current fiscal year that cannot be addressed with budgeted resources.
- Prudent supplemental funding for existing capital projects that require additional resources before the next fiscal year in order to fund unanticipated costs, avoid excessive delays, or improve service levels.

### C. Use of Fund Balance Below Policy Limits in Dire Circumstances

Accessible Fund Balance can only be used in excess of the regular policy established in Section III at the discretion of the full Town Council in dire financial circumstances in order to:

- Provide resources to offset unforeseen revenue shortfalls in combination with expenditure reductions
- Or to fund emergency expenditures in a disaster.

When adopting an appropriation of Accessible Fund Balance that reduces reserves to a level below the Town's policy, the Town Council also shall adopt a plan of specific actions to be taken to restore the Accessible Fund Balance to the level set forth in this policy in the following fiscal year, if feasible, but within three fiscal years at most.

# Capital Improvement Policy

### A. Capital Improvement Plan

The Town will update and readopt annually an eleven-year capital improvement plan ("CIP"), including the upcoming annual capital improvement budget ("CIB") and a ten-year projection of capital needs and expenditures which details the estimated cost, description and anticipated funding sources for capital projects. The plan will include costs that have been estimated including consideration for inflation. The inflation rate will be determined annually in the budget process and will be disclosed in the capital budget report.

The first year of the eleven year CIP will be the basis of formal fiscal year appropriations during the annual budget process. If new project needs arise during the year, a budget amendment identifying both the funding sources and project appropriations will be utilized to provide formal budgetary authority for the subject projects. The Capital Improvement Budget and Plan will generally address those capital assets with a value of more than $25,000 and a useful life of over three (3) years.

The Town will emphasize preventive maintenance as a cost-effective approach to infrastructure maintenance. Exhausted capital goods will be replaced as necessary.

Restricted revenue sources will be used whenever possible before unrestricted sources.

## B. Capital Formation

### Financing Sources

The Town acknowledges pay-as-you-go financing as a significant capital financing source but will ultimately determine the most appropriate financing structure for each capital project on an individual basis after examining all relevant factors of the project. Fund balances in excess of aforementioned LGC guidelines may be used as a capital source for pay-as-you-go financing.

### Development Fees

Development fees will be calculated based on the capital improvements plan. Development fee revenues will be used as one of the capital sources for pay-as-you-go financing.

### Transfers

Capital funding provided by transfers from another fund will be programmed to specific capital projects or programs.

## C. Debt Management

### Use of Debt

Debt will be used to finance large projects that provide value to future citizens. Generally, only construction and equipment acquisition costs will be debt funded. Generally, land acquisition and design costs will not be funded by debt.

### Term

Capital projects financed through the issuance of bonds will be financed for a period not to exceed the expected useful life of the project.

### Statutory Limits

The general obligation debt of the Town will not exceed the North Carolina statutory limit.

### Debt Capacity

The Town will strive to maintain debt funding flexibility to maximize capacity for both identified and unanticipated capital needs and opportunities.

### Capitalized Interest

Interest expense will be capitalized only for facilities of enterprise activities and will be strictly limited to those expenses incurred during construction of the facilities.

### Debt Issuance

The Town will seek the best financing type, debt structure and timeframe for each financing need based on the flexibility to meet the project needs, timing, tax or rate payer equity and lowest interest cost.

### Bond Ratings

The Town will continue to strive for the highest possible bond rating to minimize the Town’s interest expenses.

# FUND STRUCTURE / BASIS OF BUDGETING

## A. Fund Accounting

The accounts of the Town are organized and operated on a fund basis. A fund is an independent fiscal and accounting entity with a self-balancing set of accounts recording assets, liabilities, fund balances, revenues, and expenditures.

The Town also maintains certain additional sub-funds for its own specific management needs. These sub-funds are consolidated into the appropriate fund for financial statement purposes as is required by generally accepted accounting principles. All Town funds are budgeted and maintained using the modified accrual basis of accounting. The various funds are presented by type in the annual operating budget. The following fund types and sub-funds are used by the Town:

## Governmental Funds

General Fund - The general fund is the general operating fund of the Town. It is used to account for all financial resources except those required to be accounted for in another fund. The general fund's primary revenue sources are ad valorem taxes, sales taxes, state-shared revenues, and fees for service. The major expenditure categories are public safety, solid waste, public works, environmental protection, parks and recreation, general government services, and debt service. Debt service includes the payment of principal, interest, and related costs on general long-term debt and general lease-purchase obligations. (47.5% of all Town expenditures are budgeted in the General Fund – major fund).

## Special Revenue Funds

Community Development Block Grant Fund - The Town of Cary was approved by the United States Department of Housing and Urban Development (HUD) to become a Community Development Block Grant (CDBG) Entitlement Community effective July 1, 2004. Federal funds allotted annually are expected to be available to the Town for use in addressing the Town's affordable housing, public infrastructure and related economic development needs. The exact amount will vary based on Congressional appropriation and HUD's funding formula. As a condition of participating in the CDBG program, the Town is required to prepare and adopt a five-year consolidated plan that identifies priorities and includes a strategic plan for addressing related needs within the Town of Cary. Particular focus is given to Cary's low and moderate income families and neighborhoods. The current plan covers the period July 1, 2014 through June 30, 2019. The budgets will remain effective and will not expire for the entire five year period. (The Community Development Block Grant Fund constitutes 0.19% of all Town expenditures).

911 Special Revenue Fund – This special revenue fund is used to account for the two separate fees the Town of Cary charges to telephone subscribers that have access to the Town's 911 Emergency Telephone Center. These charges are intended to maintain the emergency communications system equipment, support eligible operating costs, and allow the Town to upgrade its 911 communications systems as needed in the future. The expenditure of these funds is restricted by North Carolina General Statute 62-A. (The 911 Special Revenue Fund constitutes 0.29% of all Town expenditures).

Transit Fund -The Town of Cary began a demand responsive transit service (C-Tran) for Cary's citizens and those with disabilities at the beginning of fiscal year 2002. The Town Council approved expansion of the transit service to the general public beginning July 1, 2002. The transit fund was created as a special revenue fund in FY 2003 to capture all related revenues and expenditures. Prior to fiscal year 2003, costs and ticket sale revenues were included in the general fund. (The Transit Fund constitutes 1.4% of all Town expenditures).

Economic Development Strategic Fund - In order to better focus economic development efforts and the resources necessary to achieve them, the Council approved the creation of a fund restricted for economic development purposes as part of the FY 2007 budget. The Cary Chamber of Commerce was chosen to help execute the strategies and this fund was established to account for all related expenditures. The Chamber works with the Town to achieve the Town's economic goals, including the following: institute the existing business retention expansion program, concentrate on product development, revitalize downtown, participate in regional economic development, establish small business entrepreneurial development program, improve the permitting process, tourism as a priority strategy, the retirement industry, adopt industry sector targets. (The Economic Development Strategic Fund constitutes 0.48% of all Town expenditures).

## Capital Project Funds

General Capital Project Funds - These funds, budgeted in the general capital improvements budget, are used to account for financial resources to be used for the acquisition or construction of major capital associated with the transportation, fire, PRCR, general government and downtown categories. These funds are considered to be a major fund as, when combined, they constitute 13.8% of the capital budget.

Utility Capital Project Funds - These funds, budgeted in the utility capital improvements budget, are used to account for financial resources to be used for the acquisition or construction of major capital associated with the water and sewer categories. These funds are considered to be a major fund as, when combined, they constitute 14.8% of the capital budget.

## Proprietary Funds

Utility Enterprise Fund – Enterprise funds are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenue earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The Town of Cary has one enterprise fund, the utility system enterprise fund, which is comprised of four sub-funds: the utility system operations fund (referred to in the budget document as the "utility fund"), the water project fund, the sewer project fund, and the utility capital reserve fund. The utility fund covers debt service for the payment of principal, interest, and related costs for utility system related long-term debt, as well as on utility lease-purchase obligations. Water and sewer projects along with the utility capital reserve are included in the capital improvements budget document. (23.23% of all Town expenditures are budgeted in the Utility System Enterprise Fund – major fund).

## Pension Trust Fund

Police Separation Allowance Fund - The police separation allowance fund is used to account for the annual appropriations made for this purpose. Retired police officers are entitled, under certain conditions, to receive payments from this fund. State law mandates that each municipality reserve these funds annually. (The Police Separation Allowance Fund constitutes 0.20% of all Town expenditures).

## Internal Service Funds

Fleet Management Fund - This internal service fund is used to account for the financing of services provided by the Public Works Department and charged to other departments of the Town on a cost-reimbursement basis.

Health Insurance Fund - This internal service fund is used to account for employee and retiree health and dental claims expense incurred by the Town related to the decision to self-insure for these benefits.
(The Internal Service Funds constitute 6.06% of all Town expenditures).

## B. Basis of Budgeting

The Town of Cary's Basis of Budgeting and Basis of Accounting are the same. All Town of Cary funds are budgeted and maintained on a modified accrual basis. The principles set forth as the Basis of Accounting are strictly observed in the budgeting process. A fund's Basis of Budgeting and Basis of Accounting determine when a transaction or event is recognized within a fund's operating statement. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough to be used to pay liabilities of the current period. The Town considers revenues to be available if they are collected within 90 days of the current fiscal year period, except for property taxes. Primary revenue sources accrued under the modified accrual basis are Wake County sales tax dollars and investment earnings. Expenditures are generally recorded when a liability is incurred, which is the same as accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due. Capital expenditures and payments of principle on long-term debt are considered to be expenditures, while interest on long-term debt classified in the general long-term debt account group is recognized only when paid. Only revenues and expenditures anticipated during the fiscal year are included in the budget. Unexpended operating budget funds revert to fund balance at the close of a fiscal year. Unexpended capital reserve funds are carried forward from year to year until projects are officially closed.

## C. Budgetary Control

Formal budgetary accounting is employed as a management control for all funds of the Town. Annual budget ordinances are adopted each fiscal year and amended as required for all funds. Project sub-funds within the capital project and reserve funds have budgets that span more than one fiscal year that are adopted and amended as required. Budgetary control is exercised both at the departmental level, with the adoption of the budget by the Town Council, and at the line item level through accounting controls. Supplemental appropriations that amend the total expenditures of any line item or fund in the adopted budget ordinance require a resolution of the Town Council. All unencumbered budget appropriations, except project budgets, lapse at year-end.

The Budget Officer (or his designee) must approve increases and decreases within functions. The Budget Officer may also approve interfunctional transfers, within the same fund, not to exceed 10% of the appropriated monies for the department whose allocation is reduced. The Town Council must by law be informed of such transfers at its next regular meeting.

As required by North Carolina law, the Town maintains encumbrance accounts, which are considered to be "budgetary accounts." Encumbrances outstanding at year-end represent the estimated amounts of the expenditures ultimately to result if unperformed contracts in process at year-end are completed. Encumbrances outstanding at year-end do not constitute expenditures or liabilities because the commitments will be honored during the subsequent year.

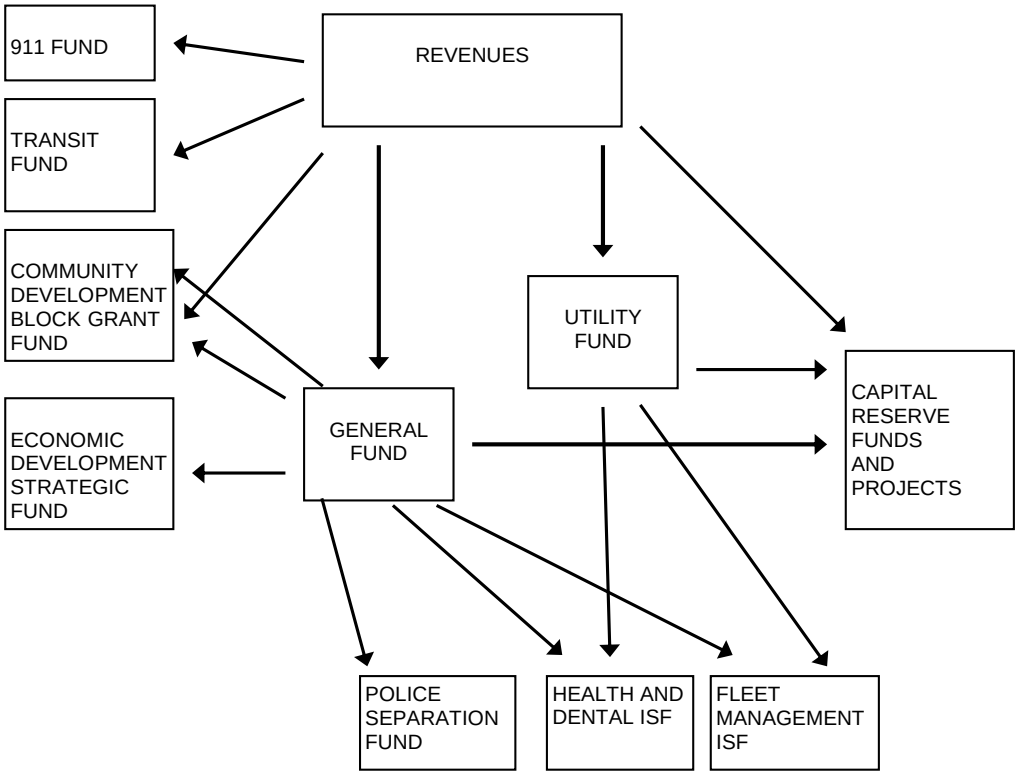
## D. Budget Officer:

As mandated by state statute, the Town Manager serves as Budget Officer.

## E. Fund Structure

The following chart illustrates relationships between the general fund and utility fund with all other funds. The flow of revenues to all of these funds is also presented.

**Fund Structure Flow Chart**



# DEPARTMENT TO FUND RELATIONSHIP

| Departments | General Fund | Utility Fund | Transit Fund | 911 Fund | Economic Development Fund | Community Development Block Grant Fund |
|---|---|---|---|---|---|---|
| Legislative | X | | | | | |
| Town Manager | X | | | | X | |
| Police | X | | | X | | |
| Fire | X | | | | | |
| Finance | X | | | | | |
| Human Resources | X | | | | | |
| Technology Services | X | | | X | | |
| Parks, Recreation, and Cultural Resources | X | | | | | |
| Public Works | X | | | X | | |
| Water Resources | X | | | | | |
| Transportation and Facilities | X | | X | | | |
| Planning | X | | | | | X |
| Inspections and Permits | X | | | | | |
| Development Services | X | | | | | |
| Utilities | | X | | | | |

The above table excludes sub-funds and internal service funds.

# ACCOUNT STRUCTURE

All Town of Cary accounts share a similar structure. The following chart itemizes the segments of an account code.

Indicates whether the account is considered to be a part of a General Government Function (51), Public Safety Function (52) , Public Works Function (53), Parks, Recreation & Cultural Resources Function (55), or Utility Fund Function (57).

Refers to the specific expenditure type.
i.e.: 33-00 = Supplies
The last four digits of an account code are known as the “Expenditure Type Code”.

**010-4210-512.33-00**

Indicates the fund to which the account is assigned.
010 = General Fund
030 = Utility Fund
039 = Fleet Management Fund

Identifies the department and division to which the account is assigned.

Indicates the expenditure category the account falls into.
1 = Personnel Services
2 = Operations & Maintenance
4 = Capital Outlay

# DEFINITION OF EXPENDITURE ACCOUNTS

## PERSONNEL SERVICES

02-01 SALARIES- PERMANENT - Gross regular earnings of all full time and part time permanent employees. Includes only individuals paid by payroll checks. DOES NOT include temporary wages.

02-02 SALARIES-TEMPORARY - Gross regular earnings of all temporary employees. Includes only individuals paid by payroll checks.

02-03 SALARIES - ADDITIONAL COMPENSATION - Compensation of employees/necessary personnel at Cary Tennis Park & Skate Park.

03-00 OVERTIME/HOLIDAY - Overtime earnings of all employees, permanent and temporary. Holiday pay is also included in the overtime account.

03-01 OVERTIME - Police and Fire Departments (Holiday worked)

04-01 FICA- Social Security tax paid by the Town for each permanent and temporary employee.

05-01 HEALTH INSURANCE - EMPLOYEE - The Town's portion of group health insurance expense for employees.

05-02 EMPLOYEE INSURANCE - Worker's Compensation Administrative Fee - HUMAN RESOURCES DEPT Use Only

05-04 UNEMPLOYMENT INSURANCE - Unemployment insurance premium paid to Employment Security Commission. (For Human Resources Department use only.)

05-05 WORKER'S COMPENSATION - Worker's Compensation Claims- insurance for all Town employees. (For Human Resources Department use only.)

05-07 LIFE INSURANCE - The Town's contribution to life insurance for permanent employees. (For Human Resources Department use only.)

05-10 DENTAL INSURANCE CLAIMS - Human Resources

05-11 HEALTH INSURANCE CLAIMS - Human Resources

05-12 HEALTH ADMINISTRATION FEES - Human Resources

05-13 DENTAL ADMINISTRATION FEES - Human Resources

05-14 FLEX PAID BY TOWN - Human Resources

05-16 VISION ADMINISTRATION FEES - Human Resources

05-99 CONTRA EXP ( REIMBURSEMENT) - Human Resources

06-01 NC RETIREMENT - The Town's contribution to North Carolina Retirement System for permanent employees.

06-02 DEFERRED COMPENSATION PLAN - 401-K plan for all permanent employees.

06-03 POLICE SEPARATION ALLOWANCE - Mandated separation allowance for uniformed officers in the Police Department.

07-03 PRESCRIPTIONS - Reimbursement to employees for the cost of certain prescribed medications. (For Human Resources Department use only.)

## OPERATIONS & MAINTENANCE (O&M)

10-01 EMPLOYEE TRAINING/TRAVEL - Schools, seminars, workshops, or other training for Town employees. Includes professional association meetings and conferences; also, tests for certifications by professional associations. Includes all approved personal travel, food and lodging costs associated with training and business travel. DOES NOT include manuals, subscriptions etc. not directly associated with a specific activity above or any training devices such as VCRs, movie projectors, tape recorders, and accessories. DOES NOT include food or other items to facilitate group meetings, as these costs should be covered in Supplies Account 33-00.

10-02 STAFF DEVELOPMENT/TRAINING - Organization-wide in-house training programs. (For Human Resources Department use only.)

10-03 TUITION REIMBURSEMENT - Reimbursement for courses taken on employee's own time to enhance job skills. (For Human Resources Department use only.)

11-00 TELEPHONE - All telephone services for all Town departments. Includes charges for basic and long distance telephone service; data, fax and special control circuits; installation and equipment charges; cellular phone bills; voice mail service. Covers pro-rata share of special data lines provided by other governmental agencies.

12-00 POSTAGE - All postage charges: metered, bulk or registered mail; UPS, Federal Express, etc; post office box rent; special US Postal permits.

13-00 UTILITIES-Overall - Costs of all electricity, heating oil, natural gas, and propane used for Town buildings and any other Town property. (Will be allocated to departments at end of fiscal year.)

13-01 UTILITIES-Street Lights - Costs of all electricity, heating oil, natural gas, and propane used for Town buildings and any other Town property. (Will be allocated to departments at end of fiscal year.)

13-02 UTILITIES-W/S/Ir -Utilities for the Town's Water, Sewer and Irrigation

15-01 MAINTENANCE AND REPAIR - Public Works Services

15-02 MAINTENANCE AND REPAIR -Special Events-PWUT for Parks and Recreation Facilities.

15-04 MAINTENANCE AND REPAIR - VEHICLES / FUEL - Supplies, parts, motor oils, greases, and services for the maintenance and repair of vehicles, whether provided by Fleet Management or by outside businesses. Also includes fuel billed by Fleet Management for Town vehicles and equipment. Includes any other improvements which DO NOT significantly extend the life or increase the value of the vehicle. Covers vehicle maintenance and repair work done by outside contractors including annual maintenance and service contracts. Does NOT include fuel purchased from outside vendors (use O&M Fuel account 31-00 for fuel purchased anywhere besides Town pumps at the Operations Center).

15-05 MAINTENANCE AND REPAIR -VEHICLES- Annual Maintenance and Repair of Town vehicles including Labor.

16-01 SPECIAL REQUEST PROJECTS - Small Projects - PWUT

21-00 BUILDING AND EQUIPMENT RENTAL - Rentals and leases of buildings, office space, automobiles, trucks, construction and office equipment, etc.

23-00 COMPUTER SOFTWARE - Purchase and/or rental of computer software. (Used by Technology Services Department only.)

25-00 NON-PROFIT CONTRIBUTIONS - Account used when making annual contributions to local non-profits.

26-00 ADVERTISING - Public notices such as advertisements of employment opportunities, bond referendums, bid openings, sales of surplus property, public hearings, etc., in newspapers, magazines, periodicals, radio, and other media.

27-00 PERMIT, FEES & LICENSES - Fees for recording property deeds, annexation petitions, maps, etc., with Wake County. Also licenses, permits, certificates and qualifying tests for licenses, permits, and certificates for Town and employees issued by or required by governmental agencies. Includes NC Commercial Driver's licenses. Covers fees for inspection of certain underground storage tanks.

30-00 PRINTING - Forms, notices, or handouts, which must be specially printed by outside vendors, such as water bills, longevity certificates, leaf pickup schedules, brochures, etc. Only those forms and materials NOT available from Purchasing/Central Stores may be purchased from outside vendors.

31-00 MOTOR FUELS - Cost of gasoline and diesel motor fuels purchased directly from outside vendors by a department. (i.e., fuel from anywhere besides Town pumps at the Operations Center)

33-00 SUPPLIES – This account includes all consumable supplies and materials required for the operation of the department that are basically used and/or replaced each year. This could include maintenance and repair of building, landscaping and equipment plus technical resources. This account also includes services for the maintenance and repair of buildings, landscaping and equipment. In addition, the purchase of subscriptions, reference materials and audio and visual tapes is also included in this account. This account does NOT include vehicle repairs. Remember any equipment or furniture that is purchased for use more than one year and under $5,000 should be charged to the Small Equipment and Furniture account

33-05 WATER METERS/SUPPLIES - New water meters, meter boxes and related supplies. (For Fire and PWUT Department use only.)

33-60 CHEMICALS - Chemicals used as process supplies of wastewater and water plants, i.e.: MgOH, CL2, FeSO4. (For PWUT Department use only.)

33-70 SMALL EQUIPMENT & FURNITURE - Small equipment, furniture and office furnishings costing less than $5,000. Includes office furniture, calculators, tape players, VCRs, projectors and other related types of equipment & furniture.

35-00 UNIFORMS - Purchase of uniforms or other wearing apparel or personal gear required to be worn by employees including gloves, safety shoes, safety vests, hard hats, eye protection, ear plugs etc. Also covers uniform rentals and laundry services.

42-00 WASTE DISPOSAL - Solid waste tipping fees at landfill. (For PW/UT Department use only.)

45-00 CONTRACTED SERVICES - Includes all services formerly covered in the Professional (45-00) and Non-Professional (46-00) line accounts: Expenses paid to outside professionals for services,

i.e., auditors, engineers, land appraisals, architects, lawyers, consultants. Also medical and psychological testing services. Includes chemical lab fees, instructor and umpire fees, and charges for tax billing. Includes trash removal services, porta johns, and security services. Covers temporary employment agencies, software support services, and pagers. Includes services of outside contractors used to fulfill a departmental operations mission that does not fit into any other line item. DOES NOT include services involved in maintenance and repair of buildings, landscaping, equipment, or vehicles.

45-01 CONTRACTED SERVICES - Teen programs - PRCR/Teen Council

45-03 CONTRACTED SERVICES - TRANSPORTATION & FACILITIES - Traffic Analysis Studies.

45-05 CONTRACTED SERVICES - TRANSIT DEMAND RESPONSE -Door to Door Service

45-06 CONTRACTED SERVICES - TRANSIT FIXED ROUTE - Daily Schedule / Route

45-13 CONTRACTED SERVICES - FINANCE - Credit Card/Merchant Fees -

45-15 CONTRACTED SERVICES - FINANCE - Mail & Print Services

49-00 WATER PURCHASES - Water purchased from cities of Raleigh and Durham. (For PWUT Department use only.)

53-01 DUES AND MEMBERSHIPS - Memberships in professional associations for the Town or its employees.

54-00 INSURANCE AND BONDS - Liability insurance on employees and any other insurance or bonds paid directly by the department. Also for other types of insurance managed by Purchasing division. (Will be allocated to departments at end of fiscal year.)

54-10 SMALL CLAIMS AND LOSSES - (For FINANCE Use Only)

56-01 ACTUAL COST - WORK IN PROGRESS - Services and non-inventoried parts from outside vendors to be used in fleet maintenance work in progress. (For Fleet Management use only.)

57-01 MISCELLANEOUS EXPENSES - (For Town Council use only.)

57-06 EMPLOYEE RECOGNITION - Expenses related to recognition of Town employees.

57-10 MISCELLANEOUS EXPENSES - (Items for Resale.)

61-01 DEBT EXPENSE - PRINCIPAL ON BONDS - Principal payments on outstanding bonds. (For Finance Department use only.)

61-02 DEBT EXPENSE - INTEREST ON BONDS - Interest payment on outstanding bonds. (For Finance Department use only.)

61-05 DEBT EXPENSE - PRINCIPAL - SRL - Finance Dept Use Only.

61-06 DEBT EXPENSE - INTEREST - SRL - Finance Dept Use Only.

63-00 DEBT EXPENSE - BOND ISSUANCE FEES - Fees associated with the sale of bonds by the Town. (For Finance Department use only.)

63-05 DEBT EXPENSE - ISSUANCE COST AND EXPENSE - Finance Dept Use Only.

64-00 PAYING AGENT COMMISSIONS AND FEES - Payments to financial institutions which handle disbursements made to bond holders. (Finance Department use only)

65-00 BAD DEBT EXPENSE - Finance Dept Use Only.

## CAPITAL OUTLAY

70-01 CAPITAL ITEMS - Public Works Expense -

71-00 LAND AND SITE ACQUISITION - Cost of Town's acquisiton of land or easements.

74-00 EQUIPMENT - Equipment with an expected life of over one year and costing $5,000 or more, or improvements to equipment to extend life over one year or increase value over $5,000. DOES NOT include vehicles.

74-50 FURNITURE - Furniture items such as desks and tables with an expected life of over one year and a cost of $5,000 or more.

74-75 VEHICLES - Cars, trucks, scooters or other vehicles that have as one of their primary functions transportation from one place to another. Generally vehicles titled by NCDMV. Includes license tags and road use taxes. Also improvements to vehicles that extend life over one year or increase value to more than $5,000. DOES NOT include accessories that are likely to be removed upon vehicle disposal.

# EMPLOYEE POSITION AUTHORIZATION BY DEPARTMENT
## Fiscal Year 2017 - Fiscal Year 2003 (as of July 1 each year)

| Fiscal Year | Town Clerk | Legal | Town Manager ( 3) | Finance | Technology Services ( 3) | Human Resources | Planning (3) | Police (2) | Fire (2, 3) |
|---|---|---|---|---|---|---|---|---|---|
| 2017 | 4.000 | 4.000 | 26.688 | 43.550 | 31.000 | 14.625 | 27.000 | 242.500 | 222.000 |
| 2016 | 4.000 | 4.000 | 23.688 | 43.550 | 29.000 | 14.625 | 26.000 | 237.500 | 222.000 |
| 2015 | 4.000 | 4.000 | 23.688 | 43.500 | 25.000 | 13.625 | 26.000 | 235.500 | 219.000 |
| 2014 | 3.750 | 3.000 | 21.625 | 43.500 | 25.000 | 13.625 | 24.000 | 229.500 | 219.000 |
| 2013 | 3.750 | 3.000 | 15.625 | 43.500 | 24.000 | 12.250 | 30.000 | 228.500 | 225.000 |
| 2012 | 3.750 | 3.000 | 15.625 | 42.500 | 24.000 | 12.250 | 27.000 | 227.500 | 224.000 |
| 2011 | 3.750 | 3.000 | 15.625 | 49.125 | 23.000 | 12.250 | 27.000 | 215.500 | 209.000 |
| 2010 | 3.750 | 3.000 | 14.625 | 54.125 | 24.000 | 12.250 | 33.000 | 211.000 | 209.000 |
| 2009 | 3.750 | 3.000 | 14.625 | 54.125 | 24.000 | 12.250 | 33.000 | 205.000 | 209.000 |
| 2008 | 3.000 | 3.000 | 13.625 | 52.125 | 23.000 | 11.625 | 33.000 | 199.500 | 209.000 |
| 2007 | 3.000 | 3.000 | 13.625 | 51.125 | 20.000 | 10.375 | 32.000 | 192.000 | 209.000 |
| 2006 | 3.000 | 3.000 | 14.250 | 48.500 | 18.000 | 10.250 | 30.000 | 178.000 | 211.000 |
| 2005 | 2.000 | 3.000 | 13.250 | 42.500 | 18.000 | 10.250 | 30.000 | 176.000 | 210.000 |
| 2004 | 2.000 | 3.000 | 13.250 | 42.375 | 18.000 | 10.250 | 30.000 | 174.000 | 210.000 |
| 2003 | 2.000 | 3.000 | 12.250 | 42.375 | 18.000 | 10.250 | 29.000 | 166.000 | 216.000 |

NOTES:

(1) Figures reflected on this schedule reflect the number of full time equivalents (FTEs) including authorized overhire positions. The total number of FTEs matches the Town of Cary staffing document (Ordinance - Attachment B).

(2) Police Department is allowed to overhire by eight officers and four emergency communication officers, and the Fire Department was allowed to overhire three firefighters prior to FY 2017. These overhires were converted to full time permanent positions effective with the FY 2017 adopted budget.

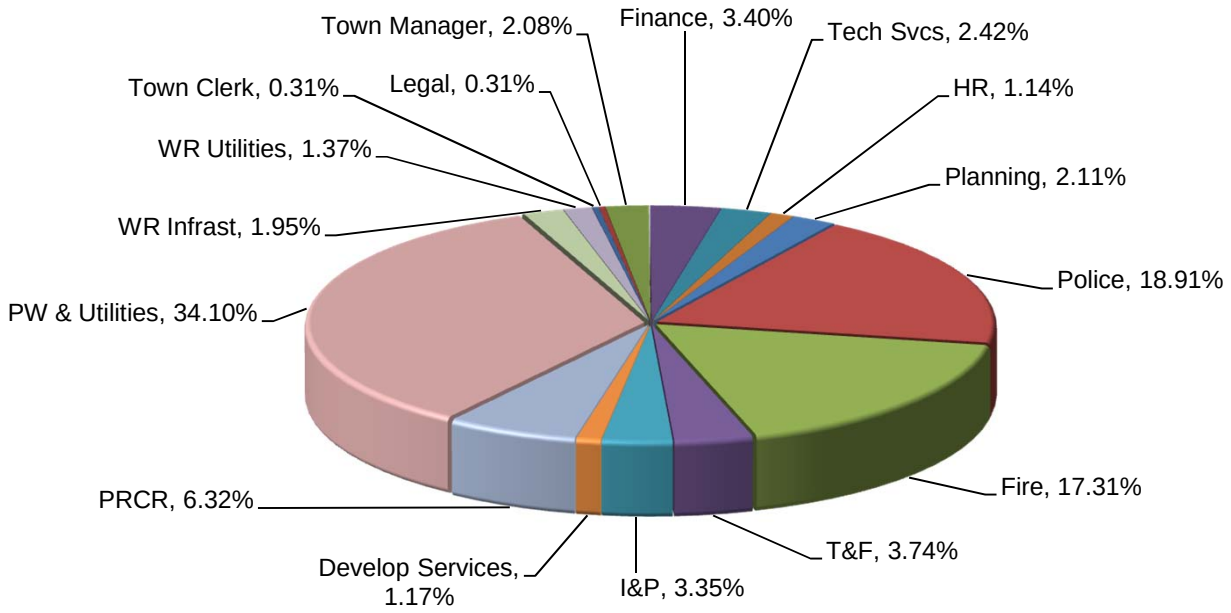
(3) There was a town reorganization during FY14 that affected Town Manager's Office, Planning, Fire, Engineering, Inspection & Permits, PRCR, and Public Works. There were various staff moved within all these departments and as a result Engineering no longer exists and Transportation and Facilities, Development Support Services, and Water Resources were all developed.

(4) Communications was combined with policed in 1989.

## EMPLOYEE POSITION AUTHORIZATION BY DEPARTMENT
## Fiscal Year 2017 - Fiscal Year 2003 (as of July 1 each fiscal year)

| Fiscal Year | Engineering (3) | Transportation and Facilities (3) | Inspections and Permits (3) | Development Services (3) | Parks, Recreation, and Cultural Resources (3) | Public Works and Utilities (3) | Water Resources Infrastructure (3) | Water Resources Utilities (3) | Fiscal Year Total (1) | Employees Per Thousand Population |
|---|---|---|---|---|---|---|---|---|---|---|
| 2017 | - | 48.000 | 43.000 | 15.000 | 81.000 | 437.250 | 25.000 | 17.625 | 1282.2375 | 8.112 |
| 2016 | - | 47.000 | 43.000 | 14.000 | 78.500 | 429.000 | 25.000 | 15.625 | 1256.4875 | 8.166 |
| 2015 | - | 43.000 | 42.000 | 11.625 | 75.250 | 425.250 | 24.000 | 14.500 | 1229.9375 | 8.207 |
| 2014 | - | 42.000 | 39.000 | 11.625 | 67.250 | 415.250 | 24.000 | 14.500 | 1196.6250 | 8.254 |
| 2013 | 62.000 | - | 43.625 | - | 73.000 | 406.250 | - | - | 1170.5000 | 8.228 |
| 2012 | 62.000 | - | 45.625 | - | 71.000 | 402.250 | - | - | 1160.5000 | 8.309 |
| 2011 | 62.000 | - | 45.625 | - | 69.250 | 399.000 | - | - | 1134.1250 | 8.297 |
| 2010 | 64.000 | - | 49.625 | - | 67.500 | 413.750 | - | - | 1159.6250 | 8.794 |
| 2009 | 64.000 | - | 50.625 | - | 67.500 | 413.000 | - | - | 1153.8750 | 9.071 |
| 2008 | 64.000 | - | 50.625 | - | 63.750 | 410.250 | - | - | 1136.5000 | 9.491 |
| 2007 | 59.000 | - | 42.000 | - | 54.250 | 418.750 | - | - | 1108.1250 | 9.764 |
| 2006 | 58.000 | - | 38.000 | - | 50.500 | 403.750 | - | - | 1066.2500 | 9.771 |
| 2005 | 53.000 | - | 38.000 | - | 49.500 | 401.500 | - | - | 1047.0000 | 9.818 |
| 2004 | 52.000 | - | 38.000 | - | 45.500 | 378.500 | - | - | 1016.8750 | 9.632 |
| 2003 | 51.000 | - | 38.000 | - | 42.750 | 372.325 | - | - | 1002.9500 | 9.785 |

## DEPARTMENT PERCENT OF TOTAL FTEs



# GLOSSARY OF TERMS

ACCRUAL ACCOUNTING: A basis of accounting in which revenues and expenses are recorded at the time they are incurred, instead of when cash is actually received or disbursed (see funds). For example, in accrual accounting, a revenue earned between June 1 and June 30, but for which payment was not received until July 12, is recorded as earned on June 30 rather than on July 12.

ACCOUNTS: Accounts are used to enter the formally adopted annual operating budget into the general ledger, as well as to organize expenditures and revenues by fund, program, department, activities, etc.

ACREAGE FEES: Fees charged by the gross acre against all property to be developed. Fees start at $750 per acre for water and sewer for residential development, and increase as density increases. These fees are restricted to Utility Fund projects. These fees were replaced with the Water and Sewer Development Fees in FY 2000.

ACTIVITY: A specific service or unit of work performed.

AD VALOREM TAX (PROPERTY TAX): A tax levied on the assessed value of real, personal, public service and vehicle property located within the Town.

AMORTIZATION: The extinction of a debt through a series of payments over time. This is frequently referred to when discussing the series of loan payments associated with paying down the total amount owed due to funds that were previously borrowed.

APPROPRIATION (BUDGETING): A legal authorization granted by the Town Council to make budgeted expenditures and to incur obligations for purposes specified in the budget ordinances.

ASSESSED VALUATION: A value established for real property for use as a basis for levying property taxes.

BALANCED BUDGET: Occurs when planned expenditures equal anticipated revenues. In North Carolina, it is a requirement that the budget submitted to the Town Council be balanced.

BASE BUDGET ALLOWANCE: Ongoing expense for personnel and replacement of existing equipment to maintain service levels previously authorized by the City Council. A *base budget reduction* reflects discontinuation of a service or program previously approved or a cost decrease to provide the same service level.

BASIS OF ACCOUNTING and BASIS OF BUDGETING: The system under which revenues, expenditures, expenses, and transfers – and the related assets and liabilities – are recognized in accounts and reported in financial statements. Basis of Accounting and Basis of Budgeting specifically relates to the timing of the measurements made. Full Accrual and Modified Accrual are each an accepted Basis of Accounting and Basis of Budgeting. The Town of Cary does not distinguish between Basis of Accounting and Basis of Budgeting. All Town of Cary funds are maintained on a modified Accrual basis.

BIOSOLIDS: Defined as stabilized wastewater organisms, this by-product of wastewater treatment is sold as fertilizer by the Town. Commonly referred to as "sludge."

BOND: A written promise to pay a designated sum of money (the principal) at a specific date in the future, along with periodic interest at a specified rate. The payment on bonds is identified as Debt Service. Bonds are generally used to obtain long-term financing for capital improvements.

BOND ANTICIPATION NOTES (BANS): Short-term interest-bearing notes issued by the Town in anticipation of bonds to be issued at a later date. The notes are retired from the proceeds of the bond issue to which they are related.

.BOND/DEBT PROCEEDS: The cash resulting from the sale of debt on the bond market. This cash is used to pay for specific capital projects and is repaid with interest based upon a structured repayment schedule.

BOND FUNDS: Resources derived from issuance of bonds for specific purposes and related Federal project grants used to finance capital expenditures.

BOND RATING: A rating (made by an established bond rating company) from a schedule of grades indicating the probability of timely repayment of principal and interest on bonds issued. Cary has an AAA bond rating from all three major bond rating companies.

BOND REFERENDUM: An election in which registered voters vote on whether the Town will be allowed to issue debt in the form of interest-bearing bonds.

BUDGET: A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Upon approval by the Town Council, the budget appropriation ordinance becomes the legal basis for expenditures in the budget year.

BUDGET DOCUMENT (PROGRAM AND FINANCIAL PLAN): The official written statement prepared by the Town staff reflecting the decisions made by the Council in their budget deliberations.

BUDGET MESSAGE: A general discussion of the budget that provides the Town Council and public with a summary of the most important aspects of the budget, changes from previous fiscal years, and the views and recommendations of the Town Manager.

BUDGET ORDINANCE: A formal legislative enactment by the Town Council. If it is not in conflict with any higher form of law, such as a statute or constitutional provision, it has full force and effect of law within the boundaries of the municipality to which it applies.

BUDGET SCHEDULE: The schedule of key dates or milestones that the Town follows in preparation and adoption of the budget.

CAPITAL IMPROVEMENTS: Major construction, repair of, or addition to buildings, parks, streets, bridges and other Town facilities. Capital Improvements projects cost $25,000 or more, and have a useful life of more than three years.

CAPITAL IMPROVEMENTS BUDGET: The schedule of project expenditures for the acquisition and construction of capital assets for the current fiscal year.

CAPITAL IMPROVEMENTS PLAN: The annually updated plan or schedule of project expenditures for public facilities and infrastructure (buildings, roads, etc.), with estimated project costs, sources of funding, and timing of work over a ten-year period.

CAPITAL OUTLAY: Vehicles, equipment, improvements, software, and furniture purchased by the Town which individually amount to an expenditure of $5,000 or more, but less than $25,000, and which have an expected life of more than one year.

CAPITAL RESERVE FUND: A special fund used as a clearing house for monies being transferred from other funds into capital project accounts.

CO -Certificate of Occupancy: is a document issued by the governing agency, signifying that a newly completed building or dwelling conforms to building code regulations and all pertinent ordinances, by meeting the required health and safety standards, and can thereby be inhabited.

CONTINGENCY ACCOUNT: Account in which funds are set aside for emergency and exceptional expenditures that may become necessary during the year and which have not otherwise been provided for in the context of the annual operating budget.

COUNCIL-MANAGER FORM OF GOVERNMENT: Under this form of government, the Mayor and Council establish policy, while a professional manager and his/her appointees are responsible for governmental operations.

DEBT LIMIT: The maximum amount of outstanding gross or net debt legally permitted. The State of North Carolina forbids cities from incurring debt in excess of 8% of the total assessed valuation of taxable property within the city.

DEBT SERVICE: Payment of long term debt principal, interest, and related costs on borrowed funds such as bonds. Debt service is budgeted and accounted for in the fund in which it is incurred.

DEFERRED COMPENSATION: The Town participates in a supplementary retirement income plan (401-K). In addition to Town contributions, each employee has the option of making additional pre-tax contributions.

DEPARTMENT: A major administrative division of the Town that indicates overall management responsibility for an operation or a group of related operations within a functional area. A department usually has more than one program and may include activities or divisions that are accounted for in different funds.

DEPRECIATION: A method of allocating the cost of a tangible asset other than land over its useful life. For example, the normal life of an asset (e.g. fire truck) might be twenty years. The value of that capital asset decreases, or depreciates, over time. The annual depreciation of fixed assets is reported on the financial statements of funds using the accrual basis of accounting. Depreciation is not an expense that is reported on the budgetary financial statements.

DEVELOPMENT FEES: These fees were developed in FY 1999 to replace acreage fees and connection charges. There is a separate fee for water and sewer. The fees are due at building permit issuance and are used to help offset the cost of infrastructure for projects needed to serve growth.

DEVELOPER REIMBURSEMENT: A special case in which the Town reimburses the developer's contribution for a particular construction project, such as waterline oversizings. In the reverse of this situation, the developer may have to reimburse the Town.

DIVISION: A program or function that falls within the specific functional area assigned to a particular Department. Several Divisions may comprise a single Department.

ENCUMBRANCE: A financial commitment for a contract not yet performed. An encumbrance is charged against an appropriation, and a portion of the appropriation is reserved for the purpose of satisfying the encumbrance. It represents the expenditure the Town will make after performance under the contact is completed and an invoice is served.

ENTERPRISE FUND: A grouping of activities whose expenditures are wholly or partially offset by revenues collected from consumers in the form of fees or charges.

EXPENDITURE: The outlay of or obligation to pay cash; a decrease in net financial resources.

EXTRATERRITORIAL ZONING JURISDICTION (ETJ): A geographic area extending from one to three miles beyond a municipality's corporate limits within which the municipality exercises zoning and subdivision control, and enforces the State Building Code. A municipality assumes this authority only if the county is not enforcing these three types of development regulations.

FINAL BUDGET: Term used to describe revenues and expenditures for the upcoming year beginning July 1 as adopted by the Town Council.

FIXED ASSETS: Assets of a long-term character which are intended to be held or used, such as land, buildings, machinery, furniture, and other equipment.

FISCAL YEAR: Any consecutive twelve-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The Town of Cary's fiscal year runs from July 1 to June 30.

FLEXIBLE SPENDING ACCOUNTS: Town employees have the option of having pre-tax dollars deducted from their paychecks and held in a special account, designated for either medical or child care expenses. Throughout the year, employees can submit claims to their flex accounts, and be reimbursed with their own, pre-tax dollars.

FRANCHISE FEE: A fee paid by public service businesses for use of Town streets, alleys, and property in providing their services to the citizens of a community. Example: The Town charges a Cable Television Franchise Fee to cable television companies serving Cary citizens.

FULL-TIME POSITION: Any employee who receives full benefits and works at least 40 hours per week.

FULL-TIME EQUIVALENT POSITION (FTE): A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a seasonal employee working for four months, or 690 hours, would be equivalent to .3 of a full-time position.

FUNCTION: A group of related programs crossing organization (departmental) boundaries and aimed at accomplishing a broad goal or major service.

FUND: An accounting entity with self-balancing accounts. A fund records all financial transactions for specific activities or government functions.

FUND BALANCE: Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made. North Carolina statutes dictate that a portion of fund balance is not available for appropriation in the following fiscal year. This term is used in relation to governmental funds.

FUND EQUITY: Amounts shows as fund equity represent monies which remain unspent after all budgeted expenditures have been made. This term is used in relation to proprietary funds.

GAAP (Generally Accepted Accounting Principles): Accounting principles that are commonly used in preparing financial statements and generally accepted by the readers of those statements. The authoritative source of GAAP for state and local governments is the Governmental Accounting Standards Board (GASB).

GENERAL FUND: The general operating fund of the Town used to account for all financial resources except those required to be accounted for in another fund.

GENERAL LEDGER: A record containing the accounts needed to reflect the financial position and the results of operations of a government.

GENERAL OBLIGATION BONDS: Debt issued by the Town, repayment of which is backed by full taxing power.

GOAL: A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless; that is, it is not concerned with a specific achievement in a given time period.

GOVERNMENTAL FUND: A fund generally used to account for tax-supported or grant activities that go to the delivery of public goods and services. Examples of government funds are the general fund and the general capital projects fund.

GRANTS: Contributions or gifts of cash or other assets from another government to be used or expended for a specified purpose, activity, or facility.

INSTALLMENT PURCHASE DEBT: The Town may borrow money from financial institutions to purchase an asset through a contract, with the asset serving as a security guarantee for the financial institution.

INTERCEPTOR: A large sanitary sewer collection line.

INTERNAL SERVICE FUNDS: Those funds used to account for the financing of goods or services provided by one Town department to others on a cost reimbursement basis.

INVESTMENT REVENUE: Revenue earned on investments with a third party. The Town uses a pooled cash system, pooling the cash of all funds and investing it in total. The interest earned is then allocated back to the individual funds by the average cash balance in that fund.

LDO (Land Development Ordinance): A compilation of rules and regulations adopted by the Town Council, pursuant to the authority granted to the Town of Cary by the NC General Assembly. This ordinance protects the health, safety, and general welfare of the general public, and it implements the policies of the Cary Comprehensive Plan, which guides development of the physical environment of the Town and its planning jurisdiction.

LGC (Local Government Commission): An agency in the NC State Treasurer's Office which oversees local government bonded debt and assists cities and counties in all areas of fiscal management. The LGC conducts all bond sales, and ensures that local units have sufficient fiscal capacity to repay debt.

LOB (Limited Obligation Bonds): Debt issued by the Town, repayment of which is backed by the asset being financed as a guarantee to investors who purchase the debt on the bond market.

LIABILITIES: Debts or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.
MDC (Mobile Data Computer): A computer placed in emergency vehicles (specifically designed to perform in vehicles), which provides improved dispatch / response time, communication with station, mapping applications, hazardous material information, field reporting, and location of necessary contact information.

MGD (Million Gallons per Day): A measure used to express the amount of water or wastewater that is treated at the water and wastewater treatment plants.

MODIFIED ACCRUAL: The basis of budgeting and accounting where revenues are recorded when collectable within the current period or soon thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the related liability is incurred.

NET BONDED DEBT: The amount calculated as gross bonded debt less debt service monies available at year-end less debt payable from Enterprise Revenues, which ultimately equates to amounts to be repaid through property taxes.

NOT PLANNED CAPITAL PROJECTS: Capital projects identified for years six through eleven of the Town’s planning period that are not being considered for future funding due to cost, priority, or a combination of these factors.

NOT PROGRAMMED CAPITAL PROJECTS: Capital projects with funding needs in years one through five of the Town's planning period for which projected available resources have not been assigned due to cost, priority, or a combination of these factors.

OBJECTIVE: A statement of specific direction, purpose or intent to be accomplished by staff within a program.

OCCUPANCY TAX: A locally administered tax levied on the occupancy of hotel and motel rooms in addition to sales tax. The Wake County Occupancy Tax is 6%. The Chatham County occupancy tax is 3%.

OPERATING BUDGET: The Town's financial plan that outlines proposed expenditures for the coming fiscal year and estimates the revenues that will be used to finance them.

OPERATING FUNDS: Resources derived from recurring revenue sources used to finance ongoing operating expenditures and pay-as-you-go capital projects.

OPERATIONS AND MAINTENANCE EXPENDITURES: Costs other than those for salaries, benefits, and capital outlay that are necessary for the provision of services offered by the Town.

PAYMENT-IN-LIEU: Payments made typically by developers in lieu of donation of recreation land, construction of streets, greenways, etc. This payment is based on appraised values. These funds are restricted to specific types of parks and recreation and transportation projects.

PERSONNEL SERVICES: The expenditure category that includes total costs of all wages, salaries, retirement, and other fringe benefits.

PERFORMANCE MEASUREMENT: Any systematic attempt to learn how responsive a government's services are to the needs of constituents through the use of standards, workload indicators, etc.

PLANNED CAPITAL PROJECTS: Capital projects with funding needs appearing in years six through eleven of the Capital Improvements Budget/Plan. These needs have not been matched with estimated available resources but will be considered for funding as they roll into the Programmed Capital Projects five-year window.

POLICE SEPARATION ALLOWANCE: A separate trust fund, required by state law, to provide a separation allowance for police officers if they retire after age 55 and have served at least 5 years.

POWELL BILL FUNDS: An intergovernmental transfer from the State of North Carolina. These revenues are based on gasoline sales in the state and the number of miles of streets within the Town. These funds must be used for transportation projects.

PRETREATMENT PROGRAM: Industries must obtain a permit and renew it annually in order to discharge into the Town's wastewater system. The program includes sampling charges for monitoring the industry's discharge and surcharges for any discharges exceeding desired limits.

PRIOR YEAR AD VALOREM (PROPERTY) TAXES: Ad Valorem (Property) Taxes that remain unpaid on or after the date they are due. A penalty is included for non-payment.

PRIORITY BASED BUDGETING: Priority Based Budgeting is a leading best practice in local government that provides a comprehensive review of the entire organization, identifying every program offered, identifying the costs of every program, and evaluating the relevance of every program based on the goals the organization is trying to achieve.

PRODUCTIVITY: A measure of the output of Town programs per unit of resource input invested.

PROGRAM: An organized set of related work activities, which are directed toward accomplishing a common goal. Each Town department is usually responsible for a number of related service programs.

PROGRAMMED CAPITAL PROJECTS: Capital projects for which projected available resources have been assigned in the budget year and next four planning years. Only the first year's funds have been appropriated.

PROPERTY TAX (AD VALOREM TAX): A tax levied on the assessed value of real and personal property located within the Town.

PROPRIETARY FUND: A fund used to account for the sale of private goods and services, thus functioning more typically like business-type ventures of a local government. The two types of proprietary funds are the enterprise fund and the internal service fund. The Town of Cary utilizes an enterprise fund to account for its water and sewer operations and an internal service fund to account for its fleet operations.

PUD (Planned Unit Development): A tract of land under single ownership, or under common control evidenced by duly recorded contracts or agreements approved by the Town Council, that is planned and developed as an integral unit in a single development operation or in a programmed series of development operations in accordance with a master land use plan and detailed engineering and architectural plans as approved by Town Council.

REFUNDING: The issuance of long term debt in exchange for, or to provide funds for, the retirement of long-term debt already outstanding. Refunding is essentially the "refinancing" of long-term debt.

RESERVE: A portion of fund balance earmarked to indicate that it 1) is not available for expenditure, or 2) is legally segregated for a specific future use.

RESOURCES: Assets that can be used to fund expenditures. These can be such things as property taxes, charges for service, beginning fund balance, or working capital.

RETAINED EARNINGS: An equity account reflecting the accumulated earning of an enterprise or internal service fund.

REVENUE: Income received from various sources used to finance government services (ex. sales tax revenue).

REVENUE BONDS: Bonds whose principal and interest are payable exclusively from earnings of an Enterprise Fund. Such bonds sometimes contain a mortgage on the fund's property.

REVERSION: The amount of approved budget authority for operating expenditures remaining at the end of a given fiscal year. For example, if the current adopted budget includes $3 million for expenditures, and only $2.9 million is spent during the fiscal year, there would be $100,000 in reversion. Typically, the amount of reversion serves to increase the previously estimated amount of fund balance remaining at the end of the fiscal year because not all of the approved funding was actually expended.

RISK MANAGEMENT: The identification and control of risk and liabilities incurred by a local government to conserve resources from accidental loss.

SERVICE LEVEL TREND: The tracking, over a specified time period, of an output measure showing a workload change or the degree of achievement for stated program objectives.

SEWER DEVELOPMENT FEES: See *Development Fees*.

SPECIAL REVENUE FUNDS: Special Revenue Funds are used to account for resources that are subject

to legal spending restrictions. They are created when a resolution, statute or ordinance requires that specific taxes or special revenue sources are used to finance a particular activity.

SUPPLEMENTAL BUDGET ALLOWANCE: A supplemental budget allowance reflects additional personnel, equipment, and related expenses that increase the size of the work force or the inventory of equipment.

TAX BASE: The total assessed valuation of real property within the Town.

TAX RATE: See *Ad Valorem Tax* or *Property Tax*.

TIPPING FEES: The cost incurred by the Town to deposit garbage in the Wake County Landfill. In FY 2009 the Town has budgeted $30.00/ton to cover these charges. Effective January 2009, the Town has also budgeted an additional $2 per ton excise tax that will be due for each ton received at the landfill.

TRANSFER: An appropriation to or from another fund. A transfer is the movement of money from one fund to another to wholly or partially support the functions of the receiving fund.

TRANSPORTATION DEVELOPMENT FEE: Impact fees charged by the Town to developers which are to be used to construct and improve thoroughfares in and around subdivisions. This fee was added during FY 1990 with permission of the State Legislature.

TRANSPORTATION IMPROVEMENT PROGRAM (TIP): A document containing funding information and schedules for State Transportation Projects, including highways, aviation, enhancements, public transportation, rail, bicycle and pedestrians, and the Governor's Highway Safety Program. TIP is the statewide program run by the North Carolina Department of Transportation.

TRUST AND AGENCY FUNDS: These funds are custodial (used to account for assets held by a government in a trustee capacity) and do not involve measurement of results of operations. They are generally limited to instances where legally mandated, or where a formal legal trustee relationship exist. Principal and interest in the funds may be expended in the course of their designated operations.

USER CHARGES: The payment of a fee for direct receipt of a public service by the party benefiting from the service.

UTILITY FRANCHISE TAX: Tax levied by the state on electric, gas, telephone, and street transportation companies. The proceeds are shared with municipalities.

WATER DEVELOPMENT FEES: See *Development Fees.*

WORKLOAD INDICATORS: An indication of the output of a department. It may consist of transactions, products, events, services, or persons served.

# EXPLANATION OF ACRONYMS

| Acronym | Explanation |
|---|---|
| ABC | Alcoholic Beverage Commission |
| ADA | Americans with Disabilities Act |
| AOB | Annual Operating Budget |
| AWWA | American Water Works Association |
| BANs | Bond Anticipation Notes |
| BARs | Budget Adjustment Requests |
| BBP | Blood-borne Pathogen |
| BID | Business Improvement District |
| BOD | Biochemical Oxygen Demand |
| CAEF | Certificate of Adequate Educational Facilities |
| CAFR | Comprehensive Annual Financial Report |
| CALEA | Commission on Accreditation for Law Enforcement Agencies |
| CAMPO | Capital Metropolitan Planning Organization |
| CATA | Certificate of Approved Traffic Analysis |
| CATV | Cable Access Television |
| C/A WTP | Cary/Apex Water Treatment Plant |
| CDBG | Community Development Block Grant funding |
| CDL | Commercial Drivers License |
| CFAI | Commission on Fire Accreditation International |
| CIB | Capital Improvements Budget |
| CIP | Capital Improvements Plan |
| CIRC | Citizen Issue Review Commission |
| CMAQ | Congestion Mitigation and Air Quality |
| CO | Certificate of Occupancy |
| COD | Chemical Oxygen Demand |
| COPs | Certificates of Participation |
| COPS | Community Oriented Policing Services program of Federal Grants for Police Officers |
| CSX | Name of railway company |
| C-Tran | Cary Transit |
| dba | Doing Business As |
| DARE | Drug Awareness Resistance Program |
| DEIS | Draft Environmental Impact Statement |
| DENR | Department of Environment and Natural Resources |
| DHIC | Downtown Housing Improvement Corporation |
| DMV | Department of Motor Vehicles |
| DOT | Department of Transportation |
| DS | Development Support |
| EDC | Economic Development Commission |
| EDU | Equivalent Dwelling Unit |
| EECBG | Energy Efficiency and Conservation Block Grant |
| EEO | Equal Employment Opportunity |
| EHAP | Employee Housing Assistance Program |
| E | Exempt |
| EIS | Environmental Impact Statement |
| EMS | Emergency Management Services |
| EPA | Environmental Protection Agency |
| ESAB | Environmental Services Advisory Board |
| ETB | Extra Territorial Boundary |
| ETJ | Extra Territorial Jurisdiction |
| FCC | Federal Communications Commission |
| FD | Fire Department |
| FEMA | Federal Emergency Management Administration |
| FMD | Facilities Management Division |

| | |
|---|---|
| FM | Force Main |
| FSE | Food Service Establishment |
| FOG | Fats, Oils, and Grease program |
| FT | Full-time |
| FTE | Full-time Equivalent |
| FY | Fiscal Year |
| FYS | Fiscal Years |
| GA | General Assembly |
| GAAP | Generally Accepted Accounting Principles |
| GAC | Granular Activated Carbon |
| GASB | Governmental Accounting Standards Board |
| GF | General Fund |
| GFOA | Government Finance Officers Association |
| GIS | Geographic Information Systems |
| GO | General Obligation bonds |
| GPD | Gallons Per Day |
| GPS | Geographic Positioning System |
| GS | General Statutes |
| HR | Human Resources department |
| HRSS | High Risk, Safety Sensitive |
| HVAC | Heating, Ventilation, and Air Conditioning |
| I&I | Inflow & Infiltration |
| I&P | Inspections and Permits |
| IBT | Inter-Basin Transfer |
| IBNR | Incurred But Not Reported |
| ISAB | Information Services Advisory Board |
| ISF | Internal Service Fund |
| ISO | Insurance Services Organization |
| ITE | Institute of Transportation |
| LDO | Land Development Ordinance |
| LED | Light Emitting Diode |
| LEED | Leadership in Energy and Environmental Design |
| LGC | Local Government Commission |
| LOS | Level of Service |
| MAPPS | Managing And Planning Performance System |
| MGD | Million Gallons per Day |
| MM | Morrisville Merger |
| MOU | Memorandum of Understanding |
| MPO | Master Police Officer |
| N/A | Not Applicable |
| NE | Non-Exempt |
| NCDOT | North Carolina Department of Transportation |
| NCDWQ | North Carolina Department of Water Quality |
| NCLM | North Carolina League of Municipalities |
| NCWRF | North Cary Water Reclamation Facility |
| NFPA | National Fire Protection Association |
| NPDES | National Pollutant Discharge Elimination System |
| O&M | Operating and Maintenance |
| OS | Oversizings |
| OSHA | Occupational Safety and Health Act and Occupational Safety and Health Administration |
| P&D | Planning and Development |
| P&Z | Planning and Zoning |
| PBB | Priority Based Budgeting |
| PD | Police Department |
| PIL | Payment in Lieu |
| PIO | Public Information Office |

| | |
|---|---|
| PM | Preventive Maintenance |
| PO | Purchase Order or Police Officer |
| PRCR | Parks, Recreation and Cultural Resources department |
| PS | Pump Station |
| PS&O | Public Safety and Operations |
| PSA | Public Service Announcement |
| PT | Part-time |
| PUD | Planned Unit Development |
| PW | Public Works |
| RDU | Raleigh-Durham |
| RFP | Request for Proposals |
| RIL | Recreation in Lieu |
| SCADA | Supervisory Control and Data Acquisition |
| SCWRF | South Cary Water Reclamation Facility |
| SF | Square Foot |
| SS | Sanitary Sewer or Suspended Solids |
| SPO | Senior Police Officer |
| SPOT | Small Projects One-hour Turn-around |
| SR | State Road |
| SRO | School Resource Officer |
| SRU | Special Response Unit |
| SS | Sanitary Sewer |
| SSO | Sanitary Sewer Oversizing |
| STM | Storm Drainage Management |
| T&F | Transportation and Facilities |
| T-Bill | Treasury Bill |
| TAZ | Traffic Analysis Zone |
| TCAP | Town Center Area Plan |
| TDF | Transportation Development Fee |
| TDM | Traffic Demand |
| TIA | Traffic Impact Analysis |
| TIP | Transportation Improvement Program |
| TM | Town Manager |
| TND | Traditional Neighborhood Development |
| TOC | Town of Cary |
| TS | Technology Services department |
| TS-1 | Traffic Signal - 1 (refers to a type of traffic signal cabinet) |
| TS-2 | Traffic Signal - 2 (refers to a type of traffic signal cabinet) |
| TTA | Triangle Transit Authority |
| UCR | Unified Crime Reporting |
| UDO | Unified Development Ordinance |
| UF | Utility Fund |
| USA | Urban Service Area |
| UT | Utilities |
| VLF | Vehicle License Fees |
| WAS | Waste Activated Sludge |
| WCPSS | Wake County Public School System |
| W&S | Water and Sewer |
| WRF | Water Reclamation Facility |
| WR-INF | Water Resources-Infrastructure |
| WR-UT | Water Resources-Utilities |
| WT | Water Treatment |
| WTP | Water Treatment Plant |
| WWMP | Waste Water Master Plan |
| WWWRF | Western Wake Water Reclamation Facility |
| WWTP | Waste Water Treatment Plant |