



CARY

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CARY

INTERMISSION

FISCAL YEAR 2021

ANNUAL OPERATING BUDGET

Town of Cary, North Carolina

TOWN of CARY

FISCAL YEAR 2021

ANNUAL OPERATING BUDGET



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TOWN of CARY

FY 2021 Annual Operating Budget

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FY 2021 Budget Executive Summary

OUR GUIDING VISION

The Town of Cary is focused on meeting the needs of its citizens and achieving the goals of our guiding policy document, the Imagine Cary Community Plan which can be found here: <http://www.townofcary.org/projects-initiatives/cary-community-plan>. This plan, which was adopted in January 2017, is the result of several years of work, unprecedented community input and dozens of meetings and community workshops. It sets out a long-term vision, policies and strategic actions for our community with a time horizon through the year 2040. The document consolidates and replaces several individual plans that guided Cary's growth over the past 20 years and covers the entire Cary planning area. The Imagine Cary Community Plan is the road map to our future, and Cary's annual budget sets forth the funding needed to make our plans reality.

THE PROCESS

Cary employs a "rolling budget" process which provides for mid-year adjustments to revenues, expenditures and service levels at quarterly intervals throughout the current fiscal year. Planning and development of the following year's budget also occurs year-round with finalization of the recommended operating and capital budgets taking place between January and May. The recommended budget is presented to Council for consideration in May with adoption occurring at the last Council meeting in June. The new budget takes effect, in accordance with state law, on July 1.

Typically, this process is highly collaborative with department directors working together to analyze requests, consider priorities and craft a unified budget recommendation to the Town Manager. The Town Manager reviews the materials and incorporates adjustments to form the Manager's Recommended Budget which is ultimately submitted to Town Council for consideration.

What Cary has experienced as an organization and as a community since March 2020 and the onset of the COVID-19 pandemic has been anything but typical. We are "staying at home together" to care for ourselves and our community. We are contending with economic uncertainty on both personal and community-wide levels. We are challenging ourselves to move forward in an environment where our usual certainties are absent.

The manner of developing the FY 2021 budget is just one of the many ways our organization has adapted to our COVID-19 environment. The items below highlight the most significant actions in our re-tooled FY 2021 budget process:



- We pulled the core work of budget development back to our Financial Strategy team, Chief Financial Officer and Town Manager. This was a difficult decision to make as we have worked hard over the last three years to create a collaborative budget development process involving all department directors and key staff.

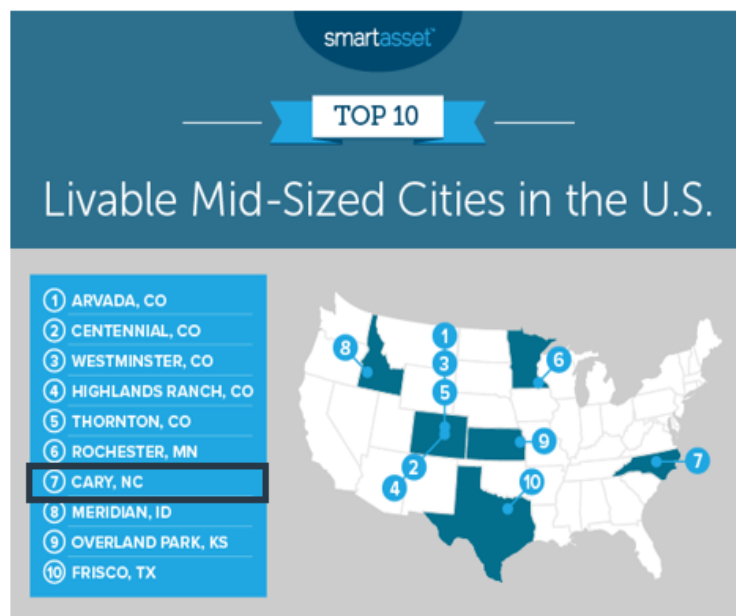
- We challenged all staff to think more creatively than ever about cost saving ideas and to share those with Department Directors, no matter how large or small.
- We prepared the organization for a budget requiring sacrifice; and we assured the organization that we will maximize the rolling budget concept in FY 2021 and bring funding back to services should economic factors support this during the year. We will rely heavily on priority assessments indicated in the Catalog, Cary's internal documentation of services and projects, when making service-oriented decisions.
- We prepared and considered many FY 2021 budget scenarios before arriving at a recommendation. Multi-year revenue, expenditure and fund balance forecasts informed decision making for FY 2021 and set the stage for full development of a five-year general fund financial plan in the upcoming year.

The goal of this Executive Summary is to bring the reader into Cary's FY 2021 budget development journey and share the data points that influenced decision-making.

ECONOMIC OUTLOOK AND FINANCIAL PRESSURE POINTS

Cary's Economy Outside of the COVID-19 Pandemic

Cary and the Raleigh-Durham, Research Triangle Park region consistently outperform the nation with strong home price growth, job growth, personal income growth and population growth. A January 2020 editorial article entitled "[Has the Triangle Been Booming, Or Are We Just Hitting Our Stride?](#)" contends that "...the Triangle area has a solid foundation – quality of life, financial opportunity and evolving infrastructure – onto which we will continue to see future prosperity." Economists at Wells Fargo echoed this sentiment in early January noting that North Carolina as a whole continues to benefit from healthy business investment and a strong labor market. Benchmarks commonly associated with healthy, prosperous communities affirm these assertions.



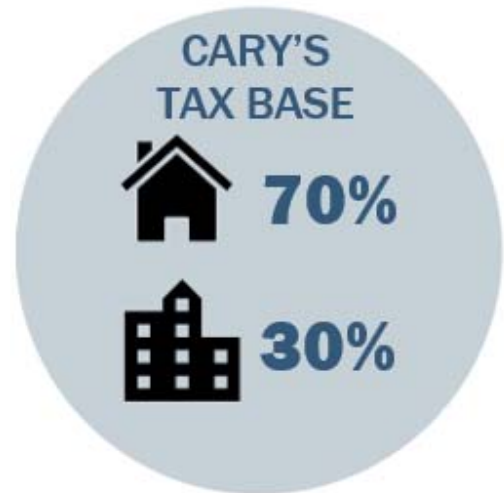
Cary's median household income (stated in 2017 dollars) of \$97,755 is reflective of its highly educated citizenry of which 65.4% has a bachelor's degree or higher (Source: US Census Bureau). As of February 2020, Cary's unemployment rate was 3.2% (Source: US Bureau of Labor Statistics). A highly educated population, proximity to the Research Triangle Park and three major universities (the University of North Carolina at Chapel Hill, NC State University and Duke University) have made Cary an attractive location for business in the information technology, life sciences and clean technology fields. In addition to being attractive to businesses, amenities such as Bond Park, Koka Booth Amphitheatre, and a revitalized downtown with a bustling

social scene led Money magazine to rank Cary #1 on its “2018 Best Places to Live in North Carolina” and #5 on its “2018 Best Places to Live in the United States” lists.

In November 2019 personal finance website SmartAsset compared America's mid-sized cities (those with populations above 100,000; excluding the 100 largest) to determine the “[Most Livable Cities in the U.S.](#)” Cary, ranked seventh, was the only east coast municipality to crack the top ten. Cary's median owner-occupied home value of \$323,000 reflects the fact that in the last ten years, Cary has experienced some of the highest home appreciation rates of any community in the nation (Source: US Census Bureau 2017 data via DataUSA).

Nowhere is Cary's favorable economic climate more visible than in the results of Wake County's most recent property revaluation. Revaluation, or reappraisal, is conducted every four years in Wake County and refers to the process of updating property values to reflect fair market value. This process re-establishes equity and fairness in tax requirements between properties which typically change in value at different rates based on location and property type.

Approximately 97% of Cary's tax base lies within Wake County. When looking at the tax base as a whole, Cary's is largely residential with 70% of the tax base related to residential properties and 30% attributed to commercial. Wake County's most recent revaluation reflects an 18% increase in Cary's residential property values and a 28% increase in commercial values from four years ago (January 2016). Combined, Cary's property values represent an overall increase of 21% in four years.



Updated property valuations became effective January 1, 2020 and inform the calculation of tax bills for the 2021 fiscal year beginning July 1, 2020. In accordance with state law, Cary has calculated its revenue neutral tax rate and determined that figure to be \$0.30 per every \$100 of assessed valuation. The concept of the revenue neutral tax rate is important to understand as it is a contributing factor in the development of the FY 2021 budget.

The revenue neutral tax rate is the tax rate estimated to produce the amount of revenue that would have been produced by the current tax rate if property revaluation had not occurred. In accordance with state law, the revenue neutral calculation recognizes that natural growth would have occurred outside of revaluation (i.e.: new home and commercial building construction) and incorporates a 2.16% growth factor when determining the revenue neutral rate.

But what does this mean?

- Cary's FY 2020 tax rate is \$0.35 per every \$100 of assessed valuation
- That tax rate, when applied to our current total assessed value, yields approximately \$94 million in revenue.

- The revenue neutral tax rate of \$0.30 applied to our post-revaluation total assessed value yields approximately \$96 million in revenue. That number equals the same \$94 million of revenue previously earned with the \$0.35 tax rate plus \$2 million of natural growth: thus, the term revenue neutral.

TOWN OF CARY ASSESSED VALUATION ANNUAL GROWTH

Fiscal Year	Assessed Valuation	S Change From Prior Fiscal Year	% Change
2011	20,680,181,321	282,585,423	1.4%
2012	21,112,544,774	432,363,453	2.1%
2013*	21,557,354,633	444,809,859	2.1%
2014	22,552,761,282	995,406,649	4.6%
2015	22,800,436,078	247,674,796	1.1%
2016	23,654,829,667	854,393,589	3.7%
2017*	25,851,827,109	2,196,997,442	9.3%
2018	26,414,089,961	562,262,852	2.2%
2019	27,024,529,414	610,439,453	2.3%
2020 Estimated	27,846,334,590	821,805,176	3.0%
2021 Projected	33,532,763,780	5,686,429,190	20.4%

*FY 2012, FY 2016, and FY 2020 were Wake County revaluation years. Revenues on revalued property for Cary residents were recognized in FY 2013, FY 2017, and FY 2021 receipts.

Cary is transitioning from a growing community to a maturing community. The Town's revenue growth is slowing compared to the "boom" years of the 1990s and early 2000s, and we are facing increasing infrastructure maintenance, renovation, and replacement needs. During our high growth years, much of our infrastructure was new and required little maintenance to keep in excellent condition. With the passage of time, more of our facilities and infrastructure are reaching the age where higher levels of maintenance are required. These two trends place a strain on our financial resources and informed recommendations for the FY 2021 operating and capital budgets.

Using the Imagine Cary Community Plan as our guide, we are turning Cary's tax base growth focus toward infill and commercial and residential redevelopment opportunities as our primary strategy for fiscal sustainability. Three separate development projects in various states of progress highlight our efforts in this area.

The [Eastern Cary Gateway Special Planning Area](#) presents the Town with a key economic development opportunity to create a new high density mixed-use center with a focus on employment uses on one of the last remaining large undeveloped sites near Interstate 40 with existing and future



access to transit, and close proximity to NC State University, the PNC Arena, Raleigh and Downtown Cary.

The Eastern Cary Gateway serves as one of the main regional gateways into Cary and is accessed via two Interstate 40 interchanges located on the Town's eastern border. Nearly 50% of commuters entering and leaving Cary each day for work travel through this area.

Fenton

The State of North Carolina sold a 92 acre parcel it owned in this special planning area along Interstate 40 to Columbia Development to develop [Fenton](http://www.fentonnc.com), an \$850 million mixed-use project, on the site. Fenton will offer over 2.5 million square feet of retail, office, restaurant, hotel and multi-family space anchored by a 125,000 square foot Wegmans Food Market. As of December 2019, Fenton was noted as one of the largest retail-driven projects underway in the United States.

The Fenton development meets the vision outlined in the Imagine Cary Community Plan for this area as it:

- creates a vibrant economic destination and gateway center;
- focuses on employment;
- serves as a revitalization catalyst for the area.

While the project will take several years to complete, grading has concluded and essential infrastructure is under construction.



CGI rendering courtesy of Columbia Development www.fentonnc.com

Cary Towne Center Redevelopment

On December 12, 2019, the Cary Town Council voted to approve the rezoning for the Cary Towne Center Mall ([19-REZ-11](#)) which is also located in the Eastern Cary Gateway Special Planning Area just down Cary Towne Boulevard from Fenton. The applicant submitted their first development plan associated with the project in April 2020.

The Cary Towne Center rezoning (19-REZ-11) provides for the redevelopment of the existing mall site with a mixed-use development project allowing up to 1.2 million square feet of office, 360,000 square feet of commercial uses, 450 hotel rooms and 1,800 residential units on approximately 87 acres. The rezoning includes a Preliminary Development Plan (PDP) which creates a grid street network accommodating various modes of travel including vehicles, pedestrians, bicycles and transit. The street network redevelops the centrally located mall building and surrounding surface parking into development blocks which connect office, commercial, civic and residential uses in a walkable format.



Preliminary Development Plan Illustrating the Predominant Use by Development Block

Academy Park (One Walker One Walnut)



CGI rendering courtesy of Academy Park, LLC

On February 20, 2020, the Academy Park (One Walker One Walnut) project was approved for Town-owned property in the heart of downtown Cary. The project is adjacent to our new parking deck, Wake County's new regional library, and the Downtown Park. Cary sold two lots to Academy Park Cary, LLC for the development of a mixed-use site with retail, office, and multi-family uses as well as public facilities such as streetscapes and stormwater retention. Both lots were sold for their appraised value and are subject to obligations detailed in the Downtown Development Project Agreement and in restrictive covenants that are attached to the lots.

The One Walker One Walnut development includes 102,000 square feet of office, 34,000 square feet of retail and 153 residential units wrapping three sides of a 600-space downtown parking deck built for the new Cary Regional Library, the Cary Arts Center, and the Downtown Cary Park.

Each of these projects, in conjunction with Cary's own projects like the second phase of the Downtown Park and others supported by the [Shaping Cary's Tomorrow](#) bonds demonstrate our commitment to bringing the long-term vision, policies and strategic actions of the Imagine Cary Community Plan to life.

They are also proof positive that we are adapting our tax base growth strategy to fit our transition to a mature community.

Short and Long-Term Economic Effects of the COVID-19 Pandemic

The COVID-19 pandemic, and resulting recession, drastically affected the development of the FY 2021 budget. Significant growth in quarter-over-quarter comparisons of sales tax (Cary's FY 2020 Quarter 2 receipts outpaced last year's by almost 9%) are gone, and we have no benchmark to gauge the severity of FY 2020 and FY 2021 losses. We have assumed that we will earn no Parks, Recreation and Cultural Arts program and special venue revenue in the months of March – August 2020. This represents an FY 2020 estimated loss estimated at \$3 million below FY 2019 actuals.

FY 2021 sales tax and PRCR programming and special venue estimates are significantly less than FY 2016 earnings. Cary currently estimates an \$11 million combined FY 2021 revenue loss in the areas of sales tax, PRCR programming and special venue revenue, occupancy tax, permits and fees and investment earnings. The tables below demonstrate the magnitude of loss in sales tax and Parks, Recreation and Cultural Resources (PRCR) programming and special venue revenues.

	Total Sales Tax Revenues	\$ Change	% Change
2016 Actual	\$30,522,315	-	-
2017 Actual	\$32,234,819	\$1,712,504	6%
2018 Actual	\$33,772,686	\$1,537,867	5%
2019 Actual	\$36,382,033	\$2,609,347	8%
2020 Budget	\$36,622,023	\$239,990	1%
2020 Estimated	\$36,218,033	(\$403,990)	-1%
2021 Budget	\$29,297,628	(\$6,920,405)	-19%

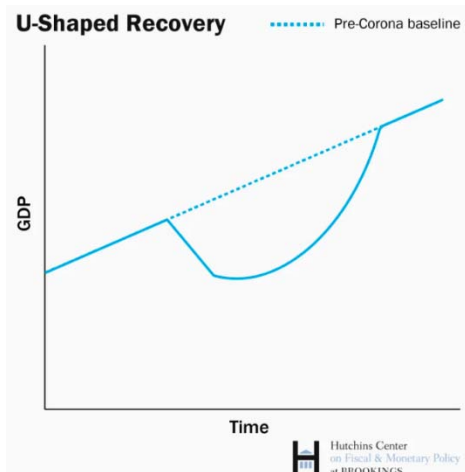
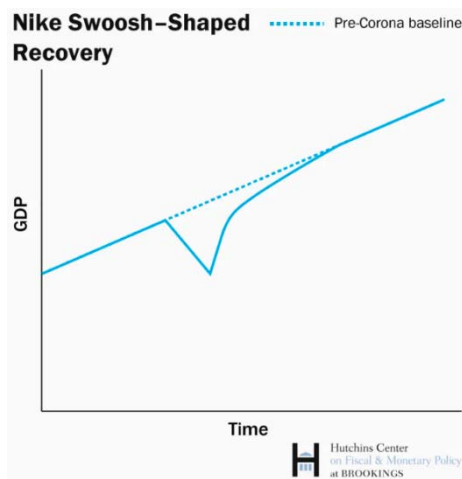
	Total PRCR Programming and Special Venue Revenues	\$ Change	% Change
2016 Actual	\$6,841,011	-	-
2017 Actual	\$7,302,600	\$461,589	7%
2018 Actual	\$8,074,265	\$771,665	11%
2019 Actual	\$8,312,905	\$238,640	3%
2020 Budget	\$8,361,779	\$48,874	1%
2020 Estimated	\$5,428,067	(\$2,933,712)	-35%
2021 Budget	\$6,689,569	\$1,261,502	23%

All signs prior to the COVID-19 pandemic indicated that Cary, and the Research Triangle area as a whole, are well suited to being considered “recession-resistant.” Smart Asset’s March 5, 2020 “[Most Recession-Resistant Cities – 2020 Edition](#)” placed Cary at #8, Raleigh at #9 and Durham at #18 out of 25 cities across the United States. The group cited Cary’s high rankings in the review categories of employment, housing and social assistance as the primary drivers behind this distinction. Cary’s “relatively high change in home value during the Great Recession, increasing about 4.5%, and a relatively low 2018 mortgage delinquency rate of 1.4%” also factored into the favorable ranking.

Moody’s credit rating agency released its 2019 update report for Cary on April 17, 2020. The report provides further assurance that Cary is well positioned to weather this economic crisis. While the potential impact of the COVID-19 pandemic is noted, the report clearly states that it yields no material immediate credit risks for Cary. Moody’s reviewers further explain that Cary’s credit position is extremely strong based on four key areas:

1. **Economy and Tax Base:** Cary has an exceptionally healthy economy and tax base with a median family income of 166% of the national level.
2. **Finances:** A robust financial position is based on cash balances and fund balance that are notably above the US median.
3. **Debt and Pensions:** Cary’s obligations are manageable and lower than US medians.
4. **Management and Governance:** Property tax revenues and expenditures are predictable, and Cary has flexible authority to set the tax rate.

While there is no way of knowing how long it will take for the national, state and regional economies to recover, many economists project a slow process with perhaps a boost in economic activity at the point restrictions are lifted and then a slow down again as consumers remain hesitant to spend. Economists at The Brookings Institute indicated on May 4, 2020 that two possible options for this slower return to economic normality are the “U” and “Swoosh” recovery theories. In a U-Shaped recovery, the gross domestic product (GDP) drops quickly, remains low for an extended period, and slowly returns to its pre-COVID-19 baseline level.



In the “Swoosh” scenario, GDP drops quickly, experiences a short, sharp increase when stay-at-home orders and business restrictions are lifted, and then slowly resumes its path back to the pre-COVID-19 baseline level.

Cary isn’t just relying on strong financial position to help our organization and community navigate this economic crisis. We are doing our part to promote economic stability. Cary’s core services, including Development Services, Planning and

Inspections and Permits teams, quickly determined how to adjust their processes and leverage

existing technology to press forward in a “business as usual” manner. Cary’s Inspections and Permits team completed 4,246 inspections in April 2020, the first full month that Town facilities were closed due to the pandemic. This figure represents 82% of the total inspections completed in April of the prior year.

Whether the economic recovery period is quick or prolonged, our organization will continue to adapt processes and thinking just as we have done in the latter half of FY 2020.

First Steps in Multi-Year General Fund Financial Planning

Cary has utilized financial modeling to provide multi-year utility fund forecasts on revenue, expenditures, fund balance and rate requirements for many years. Our goal is to fully implement similar planning for the general fund over the course of the upcoming fiscal year.

The general fund supports most of Cary’s day-to-day operations comprising approximately 64% of the entire annual operating budget. Long-term general fund planning will help Cary continue to make informed financial decisions by:

- providing a long-range perspective promoting strategic thinking in decision-making;
- aligning financial capacity with longer-term service objectives;
- promoting long-term sustainability through insight into future financial capacity.

Staff will monitor economic conditions, share general fund modeling analysis and bring forward financial policy recommendations throughout FY 2021. We will maximize the flexibility of the rolling budget by recognizing revenues earned beyond estimates as they occur and appropriating those dollars to high priority expenditure areas if needed.

FY 2021 OPERATING BUDGET DETAILS

The FY 2021 Town of Cary Budget totals \$427.6 million supporting both operating and capital spending. Capital spending represents the greatest area of increase as \$41.8 million of voter-approved *Shaping Cary’s Tomorrow* general obligation bond debt is budgeted in FY 2021. With an 8.6% expenditure growth across all operating funds, and 3.7% specifically within general fund expenditures, the operating budget focuses on “staying the course” and maintaining service levels.

Property tax rate remains at \$0.35 per \$100 of assessed valuation

FY 2021 property tax calculations are based upon the most recent property revaluations conducted by Wake County as of January 1, 2020. Cary’s calculated revenue neutral tax rate is \$0.30, or \$0.05 below the FY 2020 tax rate of \$0.35. The FY 2021 budget assumes that the tax rate will remain at \$0.35 per \$100 of assessed valuation. Keeping our tax rate at \$0.35 enables us to continue implementation of the strategic goals and initiatives outlined in the *Imagine Cary Community Plan* and places us in a position to keep our *Shaping Cary’s Tomorrow* transportation and PRCR bond projects on track.

Solid waste and recycling fee held at \$19.50 per month

No change is budgeted for the monthly solid waste and recycling fee. This fee increased a total of \$3.50 across fiscal years 2019 and 2020 bringing the program’s cost recovery rate to 85%.

Utility rate decreased 4%

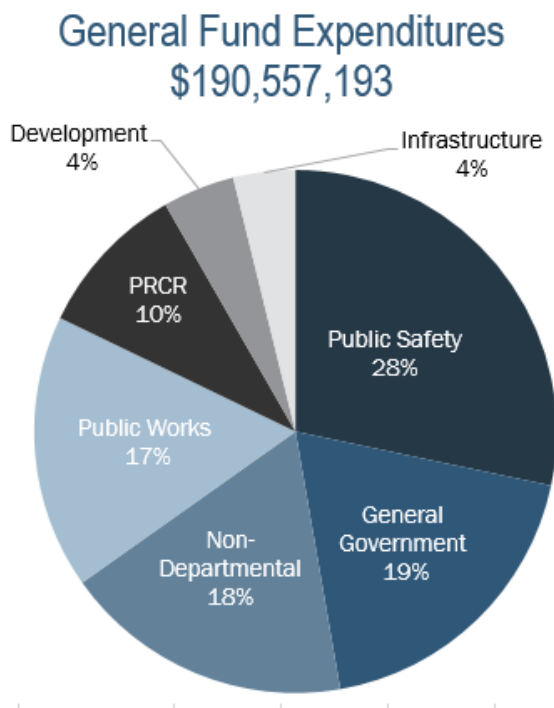
The Town is committed to providing the highest quality, safest drinking water and utility services while keeping the financial impacts to our consumers in mind. This commitment is evident through our continued efforts to eliminate large utility rate spikes by implementing smaller, more frequent rate

adjustments in accordance with our ten-year financial forecasting model. The decision to decrease FY 2021 utility rates by 4% is a direct response to COVID-19 and its impact on our community this fiscal year. Decreasing rates is not an action that can be taken repeatedly; however, this year's decision will not negatively impact our water quality or overall service provision as this budget appropriates \$2.5 million from fund balance, or savings, to address lost revenue associated with the fee decrease.

Difficult choices made to balance operating expenditures in an uncertain revenue environment

This year's budget does not include funding for Cary's pay for performance merit increase program for employees. This was an exceptionally difficult choice to make as Cary's employees are the heart of our service provision. We care deeply about our employees and commit to bringing this program back when Cary's revenue picture is more defined – hopefully in the Fiscal Year 2022 budget. The FY 2021 budget does include an additional \$1.1 million required employer contribution to the North Carolina Local Government Retirement System.

GENERAL FUND



The General Fund supports most of the Town's operations including Police, Fire, Transportation and Facilities, Parks, Recreation and Cultural Resources, Public Works, Planning, Inspections and Permits, Development Services and various administrative functions such as Finance, Human Resources, Information Technology, the Town Manager's Office, the Town Clerk's Office, Legal and Town Council. FY 2021 General Fund operating budget expenditures (excluding transfers to capital projects) total \$190,557,193. Of this amount \$163.2 million directly supports daily operations – an increase of 3.7% above the prior year adopted budget.

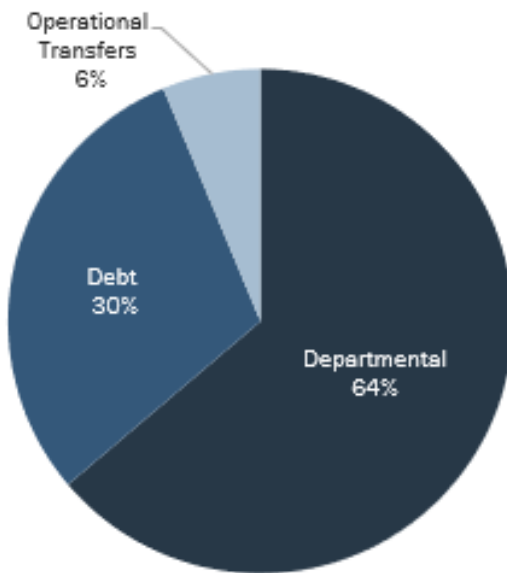
Debt repayment, a segment of the Non-Departmental portion of the pie chart to the left totals \$17.6 million in FY 2021, a 2.6% increase over prior year. This budget also reserves \$1 million for emerging opportunities and Council-identified initiatives to be discussed at FY 2021 quarterly meetings in the spirit of the rolling budget process.

The FY 2021 budget recognizes that many COVID-19 pandemic unknowns remain. Major revenue sources like sales tax, occupancy tax, PRCR programming and special venue and permits and fees revenues are budgeted at 20% beneath FY 2020 adopted levels. These revenues are integral to our ability to hold service levels steady in the coming year. Balancing the FY 2021 general fund budget involved not only decreasing expenditures, but also the appropriation of \$6.1 million from fund balance for operations. Fortunately, Cary has long been guided by a Council and staff whose commitment to strong financial management practices now gives us the ability to utilize reserves, or savings, to bridge pandemic-related revenue shortfalls without harming our overall financial stability.

A total of \$2 million has been set aside within this budget to address pandemic related operational expenses that may arise in the coming months. As we further refine preparations and timelines for welcoming citizens and employees back to Town Hall, building modifications, supplies or programming may be required. This funding will support those and other pandemic-related needs.

UTILITY FUND

Utility Fund Expenditures \$79,480,189



The Utility Fund supports operations of the Town's water and sewer systems. FY 2021 utility fund operating budget expenditures (excluding transfers to capital projects) total \$79,480,189 which is 9% greater than the prior year budget.

Much like its general fund counterpart, the FY 2021 utility fund budget focuses on maintaining existing levels of service provision. Increases in chemical costs and vehicle maintenance and replacement form the bulk of this year's operational cost increase.

Cary is committed to protecting our water source, Jordan Lake, and has included a \$765,000 appropriation from utility fund fund balance in support of watershed protection activities. This work will officially be conducted through a capital project, but a recurring utility fund transfer has been factored into our utility fund financial modeling to support this initiative.

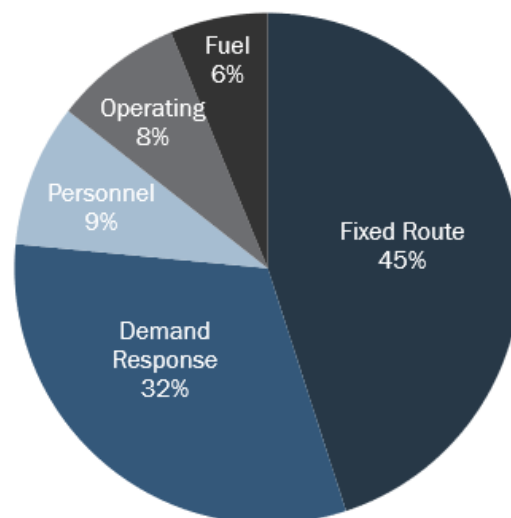
Increases in operating fund transfers, including \$5 million as a utility fund contribution toward Other Post Employment Benefit obligations are factors in the overall budget increase as well.

TRANSIT FUND

The Transit Fund accounts for revenues and expenditures associated with the Town's GoCary transit service. FY 2021 Transit Fund operating expenditures (including \$1.6 million of general fund transfer support) total \$8,863,995 which is 24% or approximately \$1.7 million higher than the prior year. This increase is primarily related to GoCary fixed route service changes which are 100% funded through Wake County Transit Plan dollars. GoCary's Demand Response service is also experiencing increased use resulting in additional costs assumed wholly by Cary.

The Wake County Transit Plan (WCTP) was presented in December 2015 as the strategic regional transit vision and was adopted by Wake County, the Capital Metropolitan Planning Organization (CAMPO) and GoTriangle in the summer of 2016. The WCTP guides future transit investment aimed at developing a

Transit Fund Expenditures \$8,863,995



robust, efficient regional transit system. In order to achieve these goals, the WCTP is funded through a number of resources including the one-half percent (1/2%) sales and use tax approved by Wake County voters in November 2016. Federal, state and local funds, farebox revenues, the Regional Transit Authority Registration Tax and the seven-dollar Wake County Vehicle Registration Tax also support transit.

FY 2021 CAPITAL BUDGET DETAILS

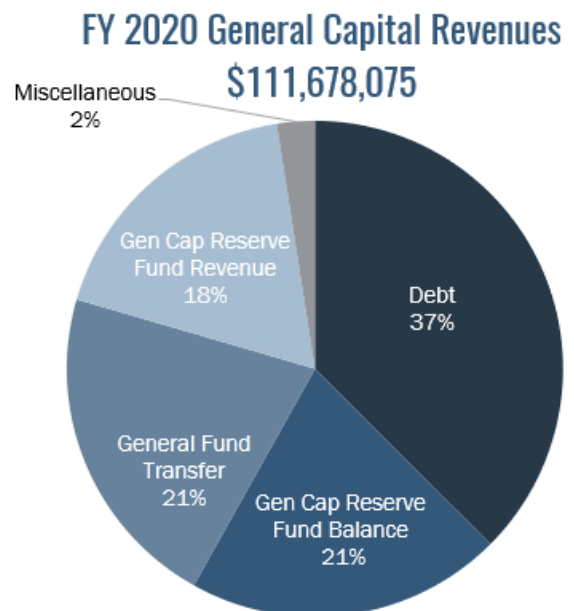
Staff prepares an annual capital improvements budget and a long-range capital improvements plan for Town Council's consideration. The capital improvements budget (CIB) and twenty year capital improvement plan (CIP) are recommendations to help meet Council policy direction and Imagine Cary Community Plan goals in the areas of service delivery, infrastructure maintenance and development, regulatory compliance, facilities planning and development, financial condition and to further enhance the quality of life in Cary. Projects included in the CIB/CIP are typically assets with a value of more than \$25,000 and a useful life of over three years.

Planned appropriations for the budget year (FY 2021) and four subsequent years (FYs 2022 – 2025) are limited to the amount of funding projected to be available in those years. Only the FY 2021 budget year is formally adopted by Council. Figures noted for fiscal years 2022 through 2041 are for planning purposes only and are not appropriations for those years.

GENERAL CAPITAL

The general capital category encompasses Transportation, Transit, Fire, Parks Recreation and Cultural Resources, General Government and Downtown projects. The FY 2021 general capital improvements budget totals \$111,678,075 which is significantly higher than the prior year. This increase is driven by two unique funding sources totaling \$59.8 million, or approximately 54% of total FY 2021 general capital appropriations:

- \$41.8 million of the \$225 million in *Shaping Cary's Tomorrow* general obligation bond funds is budgeted in FY 2021 allowing Cary to continue to move forward with voter approved Transportation and PRCR projects
- \$18 million in Wake County Transit Tax funds is included in the FY 2021 budget including \$17.0 million for construction of the GoCary Regional Operations and Maintenance Facility and just over \$400,000 for GoCary bus stop improvements.

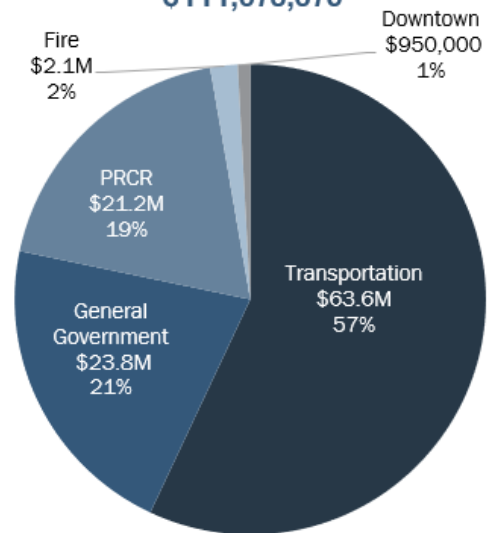


The FY 2021 general CIB utilizes \$23 million of general capital reserve fund balance and \$20 million of capital reserve revenue appropriations (including Wake Transit Tax funds) to support projects. An additional \$41.8 million of general obligation bond debt, along with \$23.9 million in general fund transfers and \$2.75 million from miscellaneous sources rounds out the FY 2021 funding picture.

Infrastructure maintenance remains a primary focus of Cary's capital program, and this is reflected in FY 2021 budgeted capital expenditures. Examples include:

- \$7.1 million for street improvements
- \$6.1 million for park renovations
- \$3.9 million for facility maintenance needs involving painting, security, extension of WIFI, minor renovation, internal roads and parking lot resurfacing and HVAC and roof replacement
- \$1.85 million for maintenance at Cary's three sports special venues
- \$1.75 million for sidewalk improvements
- \$1.0 million for intersection improvements
- \$1.0 million to continue ADA accessibility improvements to Town facilities
- \$735,000 for improvements to Koka Booth Amphitheatre
- \$590,000 for greenway resurfacing and pedestrian structure repair

FY 2021 General Capital Expenditures \$111,678,075



Other high priority initiatives funded in the budget include focus areas like stormwater at \$2.1 million, owner-occupied housing rehabilitation at \$300,000 and historic preservation at \$500,000.

The FY 2021 capital improvements budget also recognizes the importance of continuing to move forward with important new infrastructure projects. Examples of these include:

- \$17.6 million for construction of the GoCary Regional Operations and Maintenance Facility (100% funded with Wake Transit Tax dollars)

Shaping Cary's Tomorrow new facility projects

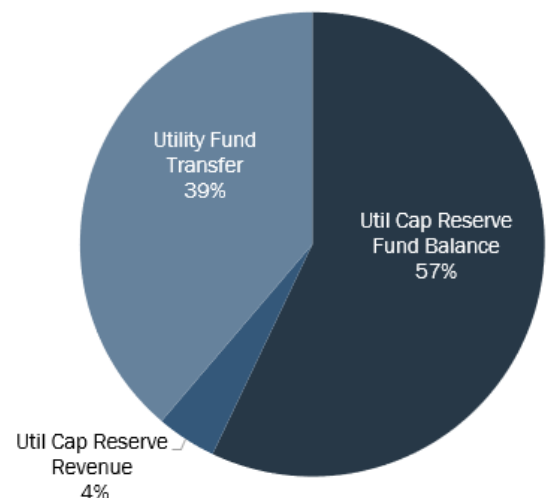
- \$15 million for design and construction of a parking deck in downtown Cary
- \$15 million for construction of the Carpenter Fire Station and McCrimmon neighborhood parks
- \$6 million for NC 540 enhancements including sidewalks and greenways
- \$3.2 million for design and construction of the Louis Stephens Drive/Carpenter Upchurch sidewalk

UTILITY CAPITAL

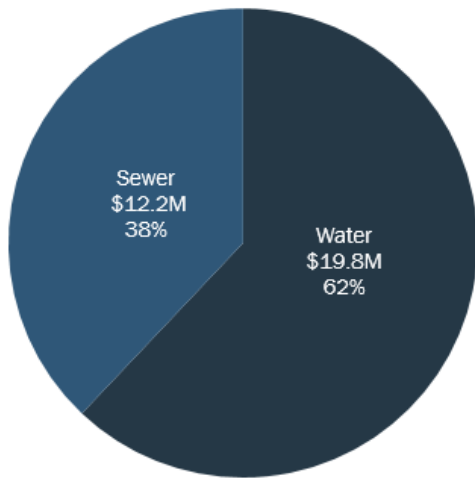
The utility capital category is comprised of water and sewer projects. The FY 2021 utility capital improvements budget totals \$32,035,763 which is 14.8% less than the prior year. Utility capital projects continue to focus on infrastructure maintenance with 77% of this year's budget directed to these needs.

The FY 2021 utility CIB is primarily funded through \$18.3 million of utility capital reserve fund balance and revenue appropriations. Utility fund transfers of \$12.4 million and \$1.3 million in municipal partner reimbursements round out resources. No new revenue bond debt is needed to support FY 2021 projects.

FY 2021 Utility Capital Revenues \$32,035,763



FY 2021 Utility Capital Expenditures \$32,035,763



A total of \$19.8 million is appropriated for water projects in FY 2021. One-quarter of this amount, or five million dollars, focuses on upgrading, replacing and maintaining existing water lines. Another \$3.8 million supports the Kildaire Farm Road water line reinforcement, while three million dollars funds basin rehabilitation at the Cary/Apex Water Treatment Facility. FY 2021 also provides \$2 million for the scheduled replacement of Cary's Aquastar water meter technology.

The sewer capital budget totals \$12.2 million with 57%, or seven million dollars of this amount, directed to sewer system repair/rehabilitation. An additional \$969,000 supports equipment replacements and maintenance at the North, South and Western Cary water reclamation facilities.

IN CLOSING

The FY 2021 budget presented in this document is balanced in accordance with state law and sets a strong, yet cautious, foundation for the new fiscal year. None of us knows how long the economic impacts of the COVID-19 pandemic will last, or how quickly or slowly our local economy will rebound. However, our rolling budget process sets Cary up to quickly adjust to whatever may come our way. Staff will bring regular revenue and expenditure updates to Council, and we will adjust revenues and/or expenditures as circumstances warrant. Regardless of the uncertainties experienced in budget development this year – one common thread with years past remains - a resounding desire to enrich the lives of our citizens by creating an exceptional environment and providing exemplary services.

BUDGET READING GUIDE

HOW TO USE THIS DOCUMENT

Brief summaries of the most frequently referenced materials included in the FY 2021 Adopted Budget appear below.

Executive Summary (pages i-xiv)

The Executive Summary provides a detailed look at budgeted revenues and expenditures associated with the Cary's major funds. Long and short term influencing factors are also presented.

General Information (pages 43-66)

Ordinances (*Operating: pages 35-42; Capital: 243-244, 245-246*)

Per North Carolina General Statute 159-8, municipalities may only spend moneys that have been budgeted. Budget ordinances are adopted by Town Council and outline the revenues and expenditures for the Town in a given year. Budget ordinances may be amended throughout the year by Council vote. The Town presents its revenues and expenditures through an operating budget ordinance and general capital and utility capital ordinances.

Summary of Operating and Capital Budgets (page 43)

This item provides a single point of reference regarding the Cary's total (operating and capital) budget. FY 2021 information is also compared to FY 2020.

Fund Structure / Basis of Accounting (pages 420-424)

This document provides general knowledge regarding how Cary budgets and accounts for its revenues, expenditures, assets, liabilities and fund balances.

General Fund (pages 67-192)

The General Fund is Cary'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, the Adopted FY 2020 budget, Estimated FY 2020 actuals for revenues and expenditures and the FY 2021 Budget. This report lists each revenue source, expenditures by department and the estimated ending fund balance for the General Fund.

Utility Fund (pages 193-223)

The Utility Fund section is formatted in the same manner as the General Fund section but provides information related specifically to the Utility Fund for water and sewer operations. Graphs and tables provide historical summaries of revenues and expenditures. The Utility Fund Summary provides three years of actual data related to revenues and expenditures, the Adopted FY 2020 budget, Estimated FY 2020 actuals for revenues and expenditures and the FY 2021 Budget. This report lists each revenue source, expenditures by department and the estimated ending fund balance for the Utility Fund.

Other Funds (pages 225-241)

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 Fund, 911 Fund, and Health/Dental Insurance and other Self-Insurance Funds.

Capital Improvements Budget and Plan (pages 243-325)

The Capital Improvements Budget and Plan portion of the document includes summaries of projects, appropriations and funding sources, fund summaries for both general and utility capital, a brief description of FY 2021 approved projects and the Capital Improvements Budget and Twenty Year Plan summary.

Appendix

The Town's full fees and charges schedule, position authorization listing and pay range information are included in this section for reference.

Contact Information

Any questions or comments regarding this document may be directed to Stacey Teachey, Financial Strategy Manager at stacey.teachey@townofcary.org or (919) 460-4947.

TOWN OF CARY

OFFICIALS AND OFFICERS

Town Council

Harold Weinbrecht, Mayor
Don Frantz, District B, Mayor Pro Tem
Lori Bush, At Large
Ya Liu, District D
Jennifer Robinson, District A
Jack Smith, District C
Ed Yerha, At Large

Town Manager

Sean R. Stegall

Department Directors

Dan Ault, Assistant Town Manager/Chief Innovation Officer
Scot Berry, Planning, Inspections & Development Services Director
Ted Boyd, Economic Development Director
Steve Brown, Capital Projects Director
Allan Cain, Public Safety Director
Michael Cooper, Fire Chief
Toni Dezomits, Police Chief
Lisa Glover, Deputy Town Attorney
Ken Hawley, Director at Large
Scott Hecht, Public Works Director
Allison Hutchins, Director of Learning & Development
Lana Hygh, Director of Special Projects
Jerry Jensen, Transportation and Facilities Director
Virginia Johnson, Town Clerk
Doug McRaney, Parks, Recreation and Cultural Resources Director
Karen Mills, Chief Financial Officer
Susan Moran, Chief Strategy Officer
Russ Overton, Deputy Town Manager/Chief Development Officer
Renee Poole, Chief Human Resources Officer
Nicole Raimundo, Chief Information Officer
Jamie Revels, Utilities Director
Christine Simpson, Town Attorney
Danna Widmar, Director of Special Projects

Financial Strategy Team

Katie Lumb, Financial Strategy Analyst
Stacey Teachey, Financial Strategy Manager
Alex Terry, Financial Strategy Analyst



GFOA DISTINGUISHED BUDGET AWARD

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 FY 2020 budget and plan which began July 1, 2019. In order to receive this award, a governmental unit must publish a budget document that serves as a policy document, an operations guide, a financial plan, and a communications device. Budget documents must be rated “proficient” not only in each of these four categories but also in the mandatory criteria within those categories to receive the award.

The GFOA’s Distinguished Budget Presentation Awards program is the only national awards program for governmental budgeting. GFOA established the program in 1984 to encourage and assist state and local governments in preparing budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA’s best practices on budgeting. Documents submitted to the Budget Awards Program are reviewed by selected members of the GFOA professional staff and by outside reviewers with experience in public-sector budgeting.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Town of Cary

North Carolina

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morill

Executive Director

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

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 operation 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
- Protect assets through a proactive risk management system and comply with all applicable federal and state laws, as well as grant and contract commitments

IMAGINE CARY – THE CARY COMMUNITY PLAN

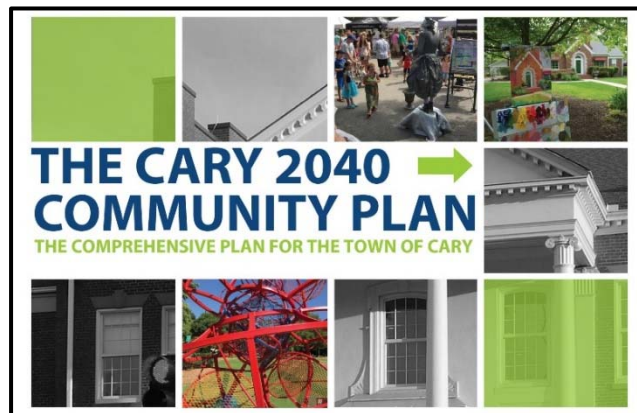
Cary completed our most ambitious long-range planning effort in our community's history by completely updating our Comprehensive Plan in 2017. The process, known as "Imagine Cary," was built on the values, needs and aspirations of our citizens and resulted in several years of work, unprecedented community input, and dozens of meetings and workshops. The process set out a long-term vision, policies, and strategic actions with a time horizon out to 2040 and resulted in the January 24, 2017 adoption of the Imagine Cary Community Plan. For more information, please visit <https://www.townofcary.org/projects-initiatives/cary-community-plan>.

The Imagine Cary Community Plan consolidates and replaces several individual plans that guided Cary's growth over the past 20 years, including the:

- Land Use Plan
- Open Space Plan
- Northwest Area Plan
- Southwest Area Plan
- Southeast Area Plan
- Town Center Area Plan
- Bicycle Plan
- Pedestrian Plan
- Chatham Joint Land Use Plan
- Historic Preservation Master Plan
- Parks, Recreation and Cultural Resources Master Plan
- Comprehensive Transportation Plan

The Imagine Cary Community Plan covers the entire planning area of Cary, an area of nearly 53,000 acres.

The plan is divided into ten chapters, including an introductory Foundations and a closing Appendix chapter. Each chapter presents background information on challenges and opportunities facing Cary, followed by policy and intent statements addressing them. Chapters end with a set of strategic initiatives and actions to carry out the policy direction. Chapter 9, Act, combines all implementation steps in one place to guide upcoming activities. The following describes the eight core chapters upon which all Town departments' strategic focus areas and initiatives are based. As such, the Cary Community Plan is the touchstone for future resource prioritization.



THE IMAGINE CARY COMMUNITY PLAN

LIVE: Fostering Strong Neighborhoods



Cary Values:

Fostering Strong and Sustainable Neighborhoods

Cary will maintain existing strong residential areas as well as create new sustainable neighborhoods supported by mixed uses and activities. This includes additional residential choices for a variety of lifestyles, ages, cultures, and incomes organized in a walkable pattern.

Leveraging the Town's Regional Context

Cary will leverage the Town's location within the region and proximity to regional assets (RTP, RDU airport, higher education institutions, and nearby communities) yet continue to differentiate Cary as a unique place to live, work, play, and conduct business. Using effective collaborations with neighboring jurisdictions and institutions, as well as improved physical connections, will make Cary and the region stronger.

1. Maintain Neighborhood Character
2. Provide More Housing Choices for All Residents
3. Provide for More Housing Options in New Neighborhoods
4. Provide the Greatest Variety of Housing Options in Mixed Use Centers
5. Support Residential Development on Infill and Redevelopment Sites
6. Encourage and Support the Provision of Affordable Dwellings

WORK: Assuring Continuing Prosperity

Cary Values:

Fostering a Prosperous Economy and Fiscal Health

Cary will foster a prosperous, diverse economy that motivates and supports entrepreneurs, improves underutilized retail and office development, supports existing businesses, attracts new business development, and utilizes public-private partnerships to sustain the Town's fiscal health.



1. Grow a Sustainable and Diversifying Workforce
2. Enhance Locational Appeal to Businesses and Workers
3. Retain and Grow Existing Cary Businesses
4. Diversify Cary's Economy
5. Attract New, High Value Businesses
6. Attract and Nurture Small Businesses
7. Ensure the Economic Growth and Vitality of Downtown
8. Support the Locational Needs of New and Expanding Firms
9. Promote High Quality Education
10. Reserve and Provide Employment Sites in Selected Commercial Mixed Use and Destination Centers
11. Reserve and Provide Employment Sites in Traditional Office Parks
12. Transform Selected Office Parks into Employment Mixed Use Campuses

THE IMAGINE CARY COMMUNITY PLAN

SHOP: Creating Vibrant Destinations



Cary Values:

Managing Future Land Use

Cary will manage land to create a distinctive, attractive, physical environment for our growing and diverse community while maintaining our predominant suburban character. Development should focus on creating and maintaining high-quality commercial areas and strong residential neighborhoods complemented by walkable mixed-use activity nodes that serve all age groups.

Encouraging Redevelopment and Infill Efforts

Cary will focus redevelopment efforts on underperforming land and building assets and focus new infill development on vacant areas that are already served by existing infrastructure. Older declining commercial centers and commercial areas are key redevelopment priorities, and downtown represents a good opportunity to invest in a way that creates an active, walkable mixed-use environment which yields greater economic value and is a point of pride for Cary.

1. Facilitate Redevelopment of Underperforming Commercial Centers
2. Focus Commercial Uses within Commercial Mixed-Use Centers, Destination Centers, Downtown, and Commercial Centers
3. Support the Development of a Limited Number of Destination Centers and Commercial Mixed-Use Centers

ENGAGE: Experiencing the Cary Community

Cary Values:

Creating a Vibrant Arts and Cultural Environment

Cary will create a vibrant cultural and arts environment through performances, exhibits, festivals, and places.

Preserving Historic Resources

Cary will preserve sites, structures and traditions that help convey the history of Cary as a source of community pride.

Providing Extensive and High-Quality Parks and Recreation

Cary will provide extensive and high-quality recreation services and facilities as a signature of the community, helping to make Cary a desirable place to live, supporting strong property values, and promoting healthy living. Opportunities for recreation include a well-connected greenway network, an expansive system of parks and natural areas of all sizes, and a diversity of recreational facilities and offerings for residents and visitors of all ages and abilities.

1. Parks, Recreation & Cultural Resources Master Plan
2. Public Art Master Plan
3. Historic Preservation Master Plan



THE IMAGINE CARY COMMUNITY PLAN

SHAPE: Guiding Community Growth

Cary Values:

Managing Future Land Use

Cary will manage land to create a distinctive, attractive, physical environment for our growing and diverse community while maintaining our predominant suburban character. Development should focus on creating and maintaining high-quality commercial areas and strong residential neighborhoods complemented by walkable mixed-use activity nodes that serve all age groups.

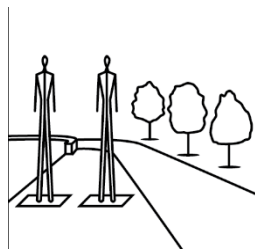


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1. Distribute Commercial Centers, Commercial Mixed-Use Centers, and Destination Centers Across Town
2. Focus the Most Intense Type of Development in Strategic Locations
3. Encourage Mixed Use Development
4. Support and Facilitate Redevelopment and Infill Development
5. Support the Revitalization of Targeted Redevelopment Corridors
6. Provide Appropriate Transitions between Land Uses
7. Provide Opportunities for a Limited Set of Non-Residential Uses Outside of Commercial Centers
8. Preserve and Maintain Cary's Attractive Appearance and Quality of Development

MOVE: Providing Transportation Choices



Cary Values:

An Efficient System for All Users

Cary will continue to provide an attractive network of streets and a wide range of functional and well-designed facilities for all mode choices – driving, walking, biking, and transit. This multimodal system will facilitate moving into, out of, and around the community with a design emphasis on people and the human experience.

1. Ensure Safety for All Users and Modes
2. Apply Multimodal Street Designs
3. Design Transportation Infrastructure to Address Land Use Context
4. Focus Investments on Improving Connections and Closing Gaps
5. Minimize Thoroughfare Widths
6. Improve Pedestrian and Bicycle Crossings
7. Target Transit Investments
8. Ensure a Well-Maintained System

THE IMAGINE CARY COMMUNITY PLAN

SERVE: Meeting Community Needs

Cary Values:

Respecting Nature and the Environment

Cary will preserve and protect our environment. This includes being good stewards of our finite natural resources. Paramount is the conservation of water resources and the protection of watersheds.



Providing Comprehensive and Top-Quality Facilities and Infrastructure

Cary will provide comprehensive facilities and utility services to residents, businesses and institutions. Public infrastructure is provided in conjunction with development, coordinated with private investments, and is well-maintained.

Providing High Quality Public Services

Cary will provide high quality public services and customer service that continue the Town's legacy of excellence, including being one of the safest mid-sized communities in the nation. The Town's quality services yield a clean and attractive community, a reputation for open communication and responsiveness, and a supportive environment for residents and businesses.

1. Provide Services and Facilities for Current and Future Generations That Balance High Quality and Affordability
2. Provide Safe, Reliable Water and Wastewater Service
3. Encourage Environmentally Responsible Stormwater Management
4. Ensure Long-Term, Cost-Effective, and Environmentally-Responsible Disposal of Waste
5. Protect and Restore Open Space and the Natural Environment
6. Improve Air Quality
7. Improve Energy Efficiencies and Sustainable Energy Practices
8. Integrate Concepts of Resiliency and Adaptation into Planning Practices
9. Preserve and Protect the Urban Tree Canopy
10. Support Local Food Systems
11. Support Expansive and Cutting-Edge Information Technology Infrastructure
12. Provide Exemplary and Timely Emergency Services



ACT: Moving from Vision to Reality

1. Apply the Cary Community Plan Policies
2. Monitoring the Cary Community Plan Performance
3. Amending the Cary Community Plan

Town of Cary FY 2021 Strategic Initiatives

Department / Division	Imagine Cary Community Plan Chapter	Top Three Initiatives by Department / Division	Page #
311 Center	Serve	Apply our OneCary philosophy of looking first within the organization to provide growth opportunities to address support needs within the 311 Center.	104
311 Center	Serve	Address space needs of our evolving 311 Center.	104
311 Center	Serve	Continue to integrate processes and break down information silos as well as refine and enhance the 311 system and interface	104
Development Services	Shape	Build a development analytics team to customize systems and measure, analyze and present development activity	125
Development Services	Shape	Collaborate with the 311 Center to track inquiries and gather data on our relationships with citizens and the development community	125
Development Services	Act	Continue to improve the overall development process through the implementation of technology, process changes, and utilization of individual talents	125
Emergency Communications	Serve	Replace console equipment that is at the end of its useful life	180
Emergency Communications	Serve	Upgrade the audio logging recorder to sync with the upgraded 911 phone system	180
Emergency Communications	Serve	Implement upgrades to both the Emergency Medical and Emergency Fire dispatching software	180
Finance - Accounting & Procurement	Serve	Begin the process to replace the general ledger and related software by reviewing processes, controls, and software needs	106
Finance - Accounting & Procurement	Serve	Adopt efficiency and system improvements and process automation through additional applications of DocuSign and Salesforce	106
Finance - Accounting & Procurement	Serve	Lead evaluation and planning for long-term financial sustainability including policy updates	106
Finance - Financial Strategy	Serve	Continue migrating operating and capital budget request processes from outdated technology to internally developed systems within Salesforce	108
Finance - Financial Strategy	Serve	Continue refining the newly developed general fund financial model and integrate resulting analysis into routine reporting and annual budget documents	108
Finance - Financial Strategy	Serve	Enhance revenue and expenditure analysis in an effort to best monitor, manage, and inform in the evolving COVID-19 economic environment	108
Finance - Utility Accounts	Serve	Enhance the meter interface system to improve the functionality and performance of the Automated Metering Infrastructure (AMI) system	204
Finance - Utility Accounts	Serve	Develop key metrics to determine and monitor the ongoing impact of COVID-19 on our utility community	204
Finance - Utility Accounts	Serve	Explore and develop integration of the utility payment and soft credit check systems into the Salesforce platform to streamline processes and gain efficiency for citizens and staff	204
Fire	Serve	Reinvent Fire Department's professional development program to cultivate strong, adaptive leaders	174
Fire	Serve	Run a full training academy to ensure Fire Department is hiring the best employees	174
Fire	Serve	Expand on the successful CAM (Cary-Apex-Morrisville) partnership by enhancing existing partnerships and exploring additional collaborative regional partnerships	174
Historic Preservation	Act	Relocate the Nancy Jones House while maintaining its National Register of Historic Places designation	126
Historic Preservation	Act	Work with stakeholders in preparation of the Ivey-Ellington House relocation while maintaining its National Register of Historic Places designation	126
Historic Preservation	Act	Increase awareness of historic preservation by providing more outreach and community resources	126
Housing and Neighborhood Services	Live	Sustain the character of Cary housing and facilitate healthy neighborhoods through the Housing Rehabilitation Program	236
Housing and Neighborhood Services	Live	Complete the Town of Cary's Housing Study to help Cary meet its goals within the LIVE Chapter of the Imagine Cary Community Plan	236
Housing and Neighborhood Services	Live	Support the expansion of housing choices and strong neighborhoods in Cary by strengthening relationships with the development community, local nonprofits, faith-based groups, and intergovernmental entities	236

Town of Cary FY 2021 Strategic Initiatives

Department / Division	Imagine Cary Community Plan Chapter	Top Three Initiatives by Department / Division	Page #
Human Resources	Serve	Partner with employees to create extraordinary public value through alternative service models focusing on efficiency, innovation, individuality, specific situations, and appropriate risk	110
Human Resources	Serve	Maintain a high-quality, agile, diverse, inclusive, passionate, and team-oriented workforce by focusing on their overall well-being, our exceptional compensation and benefits offerings and augmenting opportunities for professional development, recognition, and wellness	110
Human Resources	Serve	Serve as a strategic business partner to the entire organization by facilitating talent management and process improvements that emphasize courage, authenticity, growth, development, transparency, knowledge, performance, and accountability to align our employee-centric policies, practices and procedures with our desired culture and employment laws	110
Inspections & Permits	Live, Work, Shop, Shape	Expand the success of live video feed remote state building code re-inspections by gaining approval for additional types of inspections	122
Inspections & Permits	Serve	Increase the number of departmental multi-trade code officials by hiring multi-trade code officials when vacancies occur and provide incentives for existing code officials to become multi-trade	122
Inspections & Permits	Serve	Implement Plan Grid, a cloud-based project management platform to improve coordination between capital project managers and infrastructure inspectors	122
Legal	Live, Work, Shop, Engage, Shape, Move, Serve	Provide legal support for implementation of the Imagine Cary Community Plan, OneCary, and other Town initiatives	96
Legal	Live, Work, Shop, Engage, Shape, Move, Serve	Develop knowledge and expertise in emerging issues, i.e. small cell wireless facilities, drones, autonomous vehicles and other disruptive technologies, and in areas of the law that are becoming increasingly important, i.e. development agreements and economic development, and train staff in these areas	96
Legal	Live, Work, Shop, Engage, Shape, Move, Serve	Assimilate adaptive leadership into the Legal Department's practice, consistent with a lawyer's professional responsibilities, and integrate opportunities provided by new technology and the OneCary culture to enhance the effectiveness of the Legal Department	96
Marketing and Information Technology	Serve	Facilitate a connected workforce and community to eliminate constraints of geographical location and increase productivity to support the anytime, anywhere employee and citizen by focusing on citizen experience and operational efficiency improvements using near or real-time data which also allows data sharing with regional, state, and federal entities strengthening these partnerships, improving our resiliency and fostering economic development	112
Marketing and Information Technology	Serve	Implement final steps of our Marketing Cloud and comprehensive rollout campaign to familiarize staff with Marketing Cloud's tool set to change the way staff thinks about its outreach to citizens by providing the ability to reach citizens with the right message at the right time	112
Marketing and Information Technology	Serve	Ensure that the Town and the citizens we serve are supported with sound data analytics and good data quality practices by establishing a master data management / data governance program	112
Parks, Recreation, & Cultural Resources (PRCR)			
Cary Arts Center	Engage	Operate a vibrant cultural arts center providing a wide range of performing and visual arts experiences	160
Cary Arts Center	Engage	Serve as a destination venue for citizens and visitors contributing to the vitality of the downtown district	160
Cary Arts Center	Engage	Provide space for artists and cultural organizations to further develop their talents and conduct business to enhance the life experience of Cary area citizens	160
Cary Tennis Park	Engage	Complete capital projects	148
Cary Tennis Park	Engage	Continue to manage all Town tennis courts to provide balanced use	148
Cary Tennis Park	Engage	Seek opportunities with partners to host tennis events	148

Town of Cary FY 2021 Strategic Initiatives

Department / Division	Imagine Cary Community Plan Chapter	Top Three Initiatives by Department / Division	Page #
Cary Theater	Engage	Develop The Cary to become a key regional classic, documentary, international, and independent film venue	162
Cary Theater	Engage	Provide for an annual film festival that will be distinctive to Cary	162
Cary Theater	Engage	Develop additional, non-film, unique cultural experiences	162
Community Centers	Serve	Enhance the customer experience by cultivating operational processes that utilize the strengths of staff to deliver effective and efficient services	140
Community Centers	Engage	Provide programs and opportunities that change lives through participant-centered inclusive programming while implementing a community of care in recreation and cultural arts events, programs, and camps	140
Community Centers	Engage	Provide high school and middle school events, classes and activities for teens; manage Cary Teen Council volunteers, programs and activities	140
Cultural Arts Administration	Engage	Provide coordination, planning, and evaluation to ensure a comprehensive program of events, educational experiences and cultural activities that enhance the quality of life for Cary citizens	156
Cultural Arts Administration	Engage	Assist with the master planning of the next phase of the Downtown Cary Park to ensure that it is planned for maximum programming, including public art, concerts, events and festivals	156
Cultural Arts Administration	Engage	Provide opportunities to enhance Cary's character and create a sense of place through a dedicated Public Art Program. Specific projects include the Academy Street Artwork Projects (ASAP) – GLOW. GLOW will be a series of temporary light infused artworks along Academy Street in surprise places. Mediums include performance, video, projections, sculpture, and creatively incorporating light as its primary medium	156
Community Recreation Admin.	Engage	Realign the division to include Cary Teen Council to provide the opportunity for collaboration and partnership with community groups that support teen volunteerism	134
Community Recreation Admin.	Engage	Leverage Cary's technology platforms to better serve our citizens and enhance facility operations by transitioning to a user-friendly online information and registration system	134
Community Recreation Admin.	Engage	Provide leadership and set direction for a wide range and balance of recreational programs/events that support Town 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	134
Downtown Special Events	Engage	Identify opportunities to continue programming in downtown once construction for Phase II of the Downtown Park begins	164
Downtown Special Events	Engage	Evaluate risk management practices at events to ensure the safety of citizens	164
Downtown Special Events	Engage	Partner with businesses and downtown organizations to attract citizens downtown	164
Environmental Programs	Engage	Provide year-round quality environmental education programs to all ages utilizing Cary parks and greenways	144
Environmental Programs	Engage	Conduct nature resource management activities at Hemlock Bluffs, parks and greenways	144
Environmental Programs	Engage	Provide technical guidance on nature, the environment and wildlife management across Town resources	144
Festivals	Engage	Produce annual Spring Daze and Lazy Daze Arts and Crafts Festivals	166
Festivals	Engage	Identify opportunities for festivals and events to better serve attendees with disabilities	166
Festivals	Engage	Identify ways to reduce the carbon footprint of festivals and events by evaluating and enhancing sustainable offerings	166
Historic Facilities and Programs	Engage	Working with the Friends of Page-Walker, enhance citizens' and visitors' understanding of Cary's rich history by providing opportunities and activities at the Page-Walker Arts and History Center	168
Historic Facilities and Programs	Engage	Provide opportunities for history education and other cultural experiences by renting the Raleigh Trolley and partnering with the Friends of Page-Walker and other groups	168

Town of Cary FY 2021 Strategic Initiatives

Department / Division	Imagine Cary Community Plan Chapter	Top Three Initiatives by Department / Division	Page #
Historic Facilities and Programs	Engage	Complete the initial phase of reactivating three Cary-owned historic properties by working with Transportation and Facilities to address structural needs to enhance stabilization and facilitate public walking tours of the exterior by installation of basic historic interpretive signs and site improvements, while continuing to explore ideas and refine vision concepts for each site	168
Koka Booth Amphitheatre	Engage	Provide a world class venue for performances and events	170
Koka Booth Amphitheatre	Engage	Expand the range of national touring acts	170
Koka Booth Amphitheatre	Engage	Complete facility sound system upgrade to ensure a better experience for performers and audiences	170
Outdoor Recreation	Engage	Complete the Bond Park Challenge Course repair and renovation to enhance the participant experience and improve operations	142
Outdoor Recreation	Serve	Provide better customer service by transitioning to a user-friendly online information and registration system	142
Outdoor Recreation	Engage	Build individual and community resilience by offering outdoor recreation and arts programs and events that connect families, neighbors, and co-workers	142
PRCR Administration	Engage	Leverage creativity and technology to better serve our citizens	132
PRCR Administration	Engage	Coordinate the planning and design of the Downtown Cary Park and Indoor Sports Center projects	132
PRCR Administration	Engage	Provide affordable, accessible, quality programs and services	132
Senior Programs	Engage	Promote senior programming opportunities outside of the Cary Senior Center to facilitate broader reach of activities to senior population	138
Senior Programs	Serve	Educate and provide training to participants for utilizing new Program Registration system. Promote programs and services via the Marketing Cloud technology platform and other media	138
Senior Programs	Engage	Facilitate participation and input from seniors by expanding the role of non-profit groups that supports the Senior Center (Friends of the Cary Senior Center) and implement advocacy events	138
Skate Park	Engage	Complete mountain bike skills course projects at Sk8 Cary	150
Skate Park	Engage	Provide diverse programs to increase program participants	150
Skate Park	Engage	Expand programming to other parts of Cary	150
Sports Programs	Engage	Broaden zone-based league management by planning and implementing changes to adult volleyball and adult basketball programs	136
Sports Programs	Engage	Based on feedback from citizens and our Athletic Committee, implement improvements to the organization, management, and rules of our youth baseball program	136
Sports Programs	Engage	Work closely with our Athletic Committee, coaches, and other stakeholders to improve the recruitment, training, and retention of youth sports volunteers. We will survey current, former, and prospective volunteers to learn what motivates them, and determine what they need from us to create a positive experience for them and their players	136
Sports Venues Administration	Engage	In order to manage facility needs, explore future turf partnerships with local sports clubs for development of grass and/or turf fields. Complete design and construct additional parking at Middle Creek multipurpose fields to address the extreme congestion issue as a result of the success of the turf field use. Begin implementation of the recommendations from the 2018-2019 Sports Venues Security Assessment as it relates to venues and event operations	146
Sports Venues Administration	Engage	Manage turf fields to provide fair use and maximize revenue during non-peak hours	146
Sports Venues Administration	Engage	Partner with outside organizations to recruit large tournaments	146
USA Baseball	Engage	Complete Hotel Occupancy expansion project of developing USAB offices, USAB merchandise warehouse, performance training space with locker rooms, USAB store expansion and event support facilities. Complete 20-year Development Agreement with USAB relating to the aforementioned expansion project to include repayment terms and lease space conditions	154

Town of Cary FY 2021 Strategic Initiatives

Department / Division	Imagine Cary Community Plan Chapter	Top Three Initiatives by Department / Division	Page #
USA Baseball	Engage	Increase attendance at major sporting events at the National Training Complex through social media platforms and unique experiences, including free entry opportunities and developing personalization tactics.	154
USA Baseball	Engage	Continue to manage fields to maximize hours and revenues to meet our growing demand from users, including collegiate teams, local high school and middle schools, men's senior leagues, Town baseball camps, clinics, and one-on-one personal lessons	154
WakeMed Soccer	Engage	Expand the NCSCA Coaches Kick Off to three locations to include WakeMed Soccer Park, Mills Park, and Middle Creek Park. The goal is to bring in 100 teams from North Carolina and surrounding states playing 75 matches over two days	152
WakeMed Soccer	Engage	Complete combined North Carolina Football Club (NCFC) and North Carolina Courage lease for 2021-2024. Facilitate daily, weekly, monthly, and yearly use by two professional soccer clubs, including their subsidiary programs such as camps, clinics, U23 programs, as well as manage the components of their facility tenant contracts	152
WakeMed Soccer	Engage	Begin construction on field improvements in coordination with William Peace University (WPU) on Field 4/5 to include new field house with press box, team facilities in addition to lights on Field 4. Fields 4 and 5 will become the "Home for WPU Soccer and Lacrosse"	152
Planning	Shape, Act	Continue aligning the Cary Community Plan with the Land Development Ordinance	120
Planning	Live, Work, Shop, Shape	Collaborate with Code Enforcement, Historic Preservations, and Housing and Neighborhood Services to ensure program goals are being developed and met while maintaining constructive public input opportunities for residents and business owners	120
Planning	Act	Improve work effectiveness by developing a robust employee training /cross training program and by integrating new technology	120
Police	Serve, Live	Continue to focus on the downtown area to make sure we are equipped and prepared to meet the service expectations of our community and visitors	176
Police	Serve, Live	Strengthen community trust through transparency by listening, learning, and adapting to ensure we are meeting community expectations	176
Police	Serve	Actively evaluate how we provide services and engage with our community during these unprecedented times, i.e. temporarily suspend or cancel some community events while adding others such as mask giveaways and planning our first virtual Citizen's Police Academy.	176
Public Works (PW) and Utilities (UT)			
PW Administration	Serve	Transition billing for bulk water meters, traffic signals, and wastewater to Salesforce technology platform	184
PW Administration	Serve	Become the hub for Salesforce, Box, and iPad troubleshooting and business optimization for all of Public Works	184
PW Administration	Serve	Continue to support 311 by taking over dispatching for Public Works work order creation	184
PW Facilities Management	Serve	Continue to implement maintenance plans with a focus on keeping existing facilities and infrastructure in good working order	186
PW Facilities Management	Serve	Support new facilities coming online during FY 2021 including Penny Road Park, Fire Station 9, and greenways	186
PW Facilities Management	Serve	Increase oversight of contractors to ensure Cary is receiving the quality of service we expect and pay for	186
PW Fleet	Serve	Control maintenance and repair costs by increasing work performed in house; increase productivity through the acquisition and use of innovative equipment solutions to extend staff resources and focus priority work	228
PW Fleet	Serve	Maintain safe and productive repair facility; add new technology and tools to decrease repair times and allow the customer to return to work faster	228

Town of Cary FY 2021 Strategic Initiatives

Department / Division	Imagine Cary Community Plan Chapter	Top Three Initiatives by Department / Division	Page #
PW Fleet	Serve	Maintain fuel sites in accordance with EPA and NCDENR regulations and conduct necessary repairs / inspections in order to maintain permits required to receive fuel at those sites	228
PW Operations	Serve	Participate in an interdepartmental Automated Metering Infrastructure (AMI) system maintenance program to attain 98.5% or greater read rates	188
PW Operations	Serve	Acquire and use innovative equipment solutions to enhance the Water Quality Leak Detection program	188
PW Operations	Serve	Continue to integrate the Salesforce platform and work order system to support improved and efficient operations and services	188
PW Solid Waste, Recycling, and Yard Waste	Serve	Continue to monitor recycling markets, promote correct recycling habits and minimize contaminants in Cary's recycling stream	190
PW Solid Waste, Recycling, and Yard Waste	Serve	Onboard the Solid Waste division to the Salesforce platform and work order system to enhance efficiency	190
PW Solid Waste, Recycling, and Yard Waste	Serve	Coordinate with the multi-department Recycling Work Team and citizen advisory boards to ensure Cary stays abreast of new trends and opportunities to reduce waste while remaining fiscally responsible	190
UT Engineering	Serve	Evaluate the need for upgrades to existing infrastructure to support economic development	208
UT Engineering	Serve	Continue design and construction of our major water system initiatives to increase resiliency	208
UT Engineering	Serve	Support utility operations, maintenance and emergency activities through engineering and design efforts	208
UT Pretreatment	Serve	Implement EPA's dental amalgam rules for new and existing dental offices by assisting dental facilities with rule compliance and record management requirements	206
UT Pretreatment	Serve	Uphold the Sewer Use Ordinance and manage the Fats, Oils, and Grease program	206
UT Pretreatment	Serve	Perform industrial sewer user inspections and industrial permitting to protect the water reclamation facilities and maintain compliance with federal and state pretreatment regulations	206
UT Systems Management	Serve	Place continued emphasis on replacement of aging equipment	210
UT Systems Management	Serve	Conduct force main inspection and maintenance to maintain pipeline flow capacities	210
UT Systems Management	Serve	Continue integration of new SCADA programs and install Tier II SCADA system upgrades	210
UT Reclaimed Water	Serve	Manage the Durham County reclaimed water purchase agreement which provides reclaimed water to Cary's western service area	212
UT Reclaimed Water	Serve	Work to increase availability of reclaimed water to residential customers and provide cost effective uses for reclaimed water beyond automatic irrigation systems	212
UT Reclaimed Water	Serve	Implement the repurposing of a wastewater force main to reclaimed water use to reach additional customers who already have reclaimed infrastructure	212
UT Remote Water Infrastructure	Serve	Incorporate new interconnect with the City of Raleigh into current operations and maintenance	222
UT Remote Water Infrastructure	Serve	Maintain focus on water tank maintenance	222
UT Remote Water Infrastructure	Serve	Improve remote water infrastructure communications	222
UT North Cary Water Reclamation Facility	Serve	Complete the facility's aeration system capital upgrades	214
UT North Cary Water Reclamation Facility	Serve	Focus on infrastructure maintenance, rehabilitation, and improvements to revitalize aging equipment, systems and fixed assets	214
UT North Cary Water Reclamation Facility	Serve	Develop and implement electronic facility management technology solutions in order to streamline operations and maintenance tasks	214
UT South Cary Water Reclamation Facility	Serve	Replace aging equipment and systems in the thermal biosolids drying facility	216
UT South Cary Water Reclamation Facility	Serve	Leverage new available technologies, i.e. Salesforce, Utility Cloud, to improve asset management practices	216

Town of Cary FY 2021 Strategic Initiatives

Department / Division	Imagine Cary Community Plan Chapter	Top Three Initiatives by Department / Division	Page #
UT South Cary Water Reclamation Facility	Serve	Develop and implement staff cross-training and improve site-specific training for dryer facility and new automated technologies	216
UT Western Wake Water Reclamation Facility	Serve	Plan for increased wastewater flows from the Apex area	218
UT Western Wake Water Reclamation Facility	Serve	Maximize the use of Utility Cloud technology platform in daily facility operations	218
UT Western Wake Water Reclamation Facility	Serve	Implement Partnership for Clean Water - Treatment Facility Optimization program	218
UT Cary/Apex Water Treatment Facility	Serve	Install and maintain ozone generator replacements to ensure CAWTF maintains its 56 MGD capacity	220
UT Cary/Apex Water Treatment Facility	Serve	Focus on water quality management to address routine challenges as well as emerging contaminants to ensure CAWTF provides excellent water quality	220
UT Cary/Apex Water Treatment Facility	Serve	Improve operations management and staff efficiency through the integration of automated systems including Utility Cloud and SCADA	220
Town Clerk	Serve	Ensure all "Sunshine" duties are completed in accordance with the NC Open Meeting and Public Records laws including, but not limited to, overseeing notices of open meetings, indexing of permanent records and records	94
Town Clerk	Serve	Provide staff support to Council Members including scheduling of outside events, meetings with citizens, and preparation of ceremonial documents	94
Town Clerk	Serve	Successful administration and implementation of various programs including Advisory Volunteers, Hometown Spirit Award, Sesquicentennial Celebration and activities in Hillcrest Cemetery	94
Town Council	Live, Work, Engage, Move, Serve, Shape	Establish policies and programs for effective delivery of Town services	92
Town Council	Live, Work, Engage, Move, Serve, Shape	Approve annual financial plan and set property tax rate and all user fees	92
Town Council	Live, Work, Engage, Move, Serve, Shape	Provide all ordinances, rules and regulations for the welfare of the Town	92
Town Manager	Serve	Complete the Community Branding Project by creating, adopting and rolling out a logo, tag line, and graphic standards that represent Cary's new brand identity	99
Town Manager	Serve, Work	Realign resources and cultivate community partnerships to strengthen our environmental excellence through education, outreach and incentives while supporting and maximizing existing regulatory programs	99
Town Manager	Serve, Live, Shape	Continue to shape a resilient Downtown by implementing public improvements and facilitating infill and redevelopment to meet the community vision for Downtown	99
Transit	Move	Implement service improvements to increase efficiency and reliability	232
Transit	Move	Complete the Downtown Multi-modal Transit Facility feasibility study	232
Transit	Move	Complete the design phase for the new Transit Operations and Maintenance Facility	232
Transportation & Facilities	Live, Move, Work	Implement 2019 <i>Shaping Cary's Tomorrow</i> Bond projects	116
Transportation & Facilities	Engage	Ensure all Cary projects encompass safe mobility options for all users of the transportation network	116
Transportation & Facilities	Live, Move, Work	Ensure that facility maintenance projects meet the latest professional and regulatory standards as well as community expectations	116
Stormwater	Shape	Revise Stormwater Policy and Stormwater Management Plans to better serve Cary while we transition from greenfield development to infill and redevelopment	128
Stormwater	Act	Identify public and private opportunities for tree planting in an effort to increase Cary's tree canopy	128
Stormwater	Act	Implement proactive infrastructure improvement projects using our GIS based Condition Assessment program	128
Sustainability	Serve	Update Strategic Energy Action Plan	118
Sustainability	Serve	Work with building officials, transit staff and key influencers to create realistic progress metrics on reducing community-wide carbon emissions	118
Sustainability	Serve	Identify and deliver meaningful information about environmental issues important to citizens and businesses through meetings, social media channels, environmental outreach, and local / regional community groups	118

HISTORY OF CARY

The Town of Cary, located in Wake and Chatham counties, is in North Carolina's Piedmont region and lies southwest of the City of Raleigh, the state capital and Wake County seat. Cary became known for its highly regarded residential development for employees of the State of North Carolina, North Carolina State University and the Research Triangle Park—an industrial and scientific research area adjacent to the northwestern Town limits. Cary has grown into a well rounded municipality and is home to significant commercial development including notable 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 300 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 3, 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.



The historic Page-Walker Hotel now serves as an arts and history center.



The Cary Arts Center

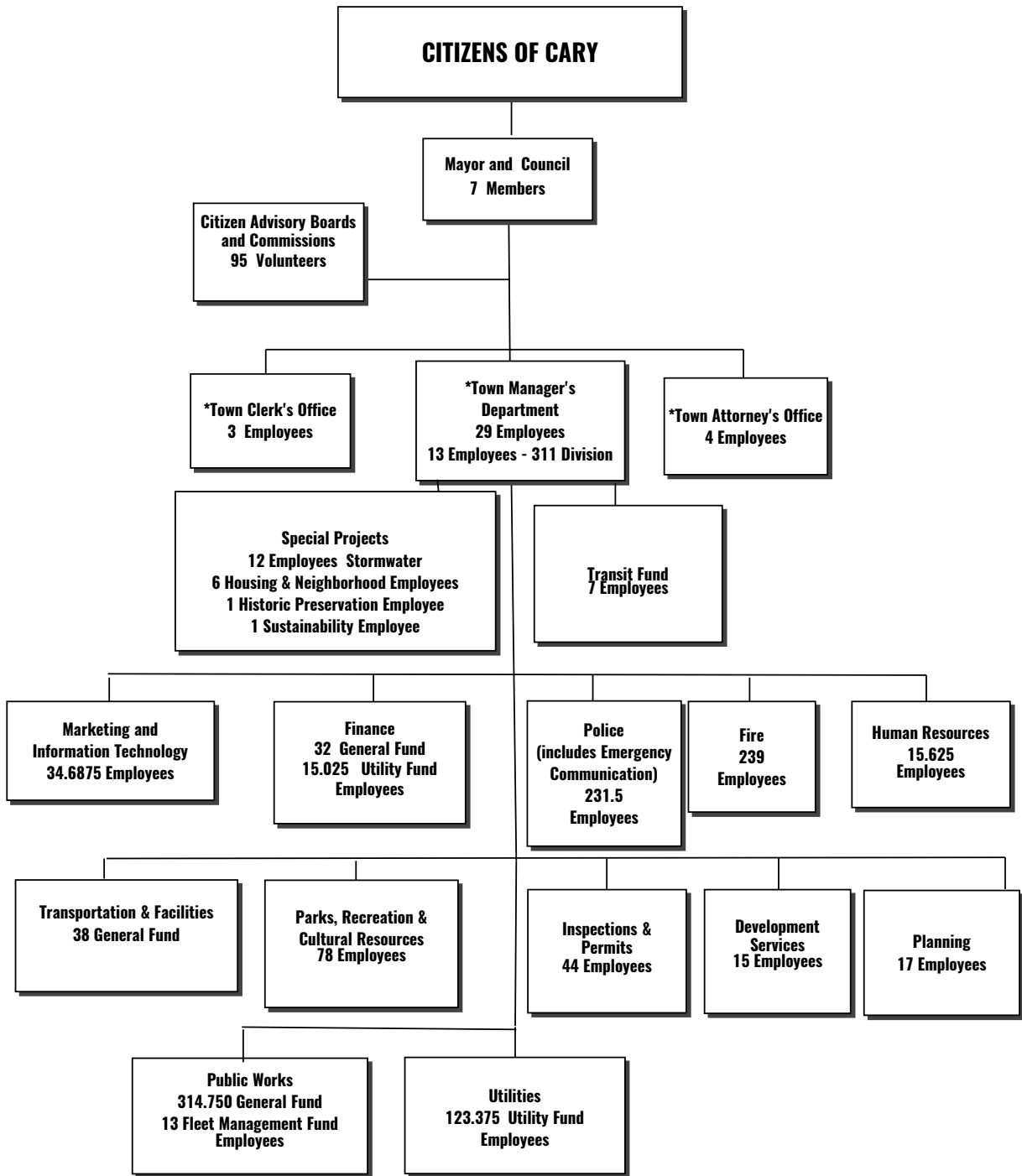
All council members serve four year staggered terms with three council members elected one year and two years later the other four council members are elected.

A prestigious private boarding school developed in Cary during the late 1800's. The school became famous as the first public high school in the state. For years, the site served as Cary Elementary school within the Wake County Public School System until a new elementary school was constructed on the same site. The Town acquired and renovated the former Cary Elementary School building to serve as the Cary Arts Center which opened in 2011.

The most recent decennial census in 2010 reported the Town's population to be 135,234, indicating a growth rate of 43% since 2000, an average of 4.3% per year. The Town's estimated population as of June 30, 2020 is 170,322.

Cary celebrates its 150th, or sesquicentennial year, on April 3, 2021.

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 Chief Financial Officer. While the function of Treasurer is an appointment, the position of Chief Financial Officer is not.

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 2021, excluding Town Council, is 1,286.9625. This total does not include the 18 non-budgeted overhire positions (7 in Police, 5 in Emergency Communications, and 6 in Fire).

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 Cary 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's Office ensures accessible and responsive government by preparing and keeping minutes and permanent records, providing administrative support to Council, and coordinating Cary's boards, commissions, committees and task forces. The Office also maintains the Charter, Code, and Land Development Ordinance and oversees the accurate and timely accumulation, preservation, and accessibility of public records. The position of Town Clerk is appointed by and reports directly to the Town Council. The office is also supported by one full-time Deputy Town Clerk and one full-time Assistant Town Clerk.

Legal Department - advises and provides legal services to the Mayor and Council, the Town Manager, and Town departmental staff. The department serves the municipal corporation that is the Town of Cary and does not provide advice to private citizens. Legal services provided include: drafting and review of ordinances, policies, and procedures; drafting, review, and negotiation of contracts and other legal instruments; representation of Council or staff at open meetings, including quasi-judicial hearings; assistance in the enforcement of Town ordinances; and representation in claims and litigation, by the department or through appointed or retained outside counsel.

The Legal Department strives to provide exceptional legal service in support of Council policies and initiatives, including the Cary Community Plan and other Town priorities. The department operates in a manner that reflects and supports Cary's adaptive leadership culture, and that is efficient, effective, and responsive. At all times, the Legal Department exercises independent, professional judgment in the rendering of candid advice.

The Town Attorney, a Senior Assistant Town Attorney, an Assistant Town Attorney, and a Legal Assistant serve in the Legal Department.

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 their Deputy and Assistant. Functional areas assigned to this department include Capital Program Management, Economic Development, Organizational Development, Research and Development, and Public Safety Administration. Several program areas undergoing rapid change or growth to help meet the needs of our maturing community, such as Stormwater, GoCary Transit, Housing and Neighborhood Services, Historic Preservation, Special Projects, Sustainability and our 311 Center are also managed under the umbrella of the Town Manager's Office.

Only with a sense of purpose and vision, can any organization, either public or private, achieve its full potential, and the responsibility for articulating and ensuring the strategic implementation of Cary's purpose and vision rests squarely in the Town Manager's Office. The Town Manager's Office's job is

to reflect on the most pressing issues facing our community and how we adapt our people, our services, our operations, and our approaches to turn potential liabilities into strengths.

Capital Program Management is responsible for facilitating and organizing all active capital projects into a 21-year Capital Improvement Budget/Plan (CIB/P). Through the prioritization of capital projects over 21 years, the Capital Program Management group ensures that Town resources are efficiently and effectively allocated in order to maintain the highest-quality capital assets and facilities.

Economic Development facilitates business location, relocation, expansion, and retention activities throughout Cary, including downtown. This office works closely with the Cary Chamber of Commerce, the Town's official economic development partner, as well as state and county economic development councils, departments, bureaus, and associations in the Research Triangle region.

Organizational Development at the Town of Cary is a human endeavor to help people thrive in our culture and meet the demands of the future. Simply, the work is about our culture and our people and how those two things intersect. Our work creates pathways for developing multi-faceted employees, by maximizing strengths, harnessing life experiences and tapping into the potential of every person.

Research and Development creatively and systematically works to invent the local government that does not exist. The division uses innovative thinking to develop new services, products and training to provide extraordinary service for internal and external stakeholders.

Public Safety Administration coordinates activities and operations between Police, Fire, and Code Enforcement. The division implements emergency management activities for disasters and large planned events. The Public Safety division also serves as the external stakeholder point-of-contact for 911 communications and other related services.

The Stormwater Program administers state and federally mandated activities with an adaptive approach to stormwater which includes engaging citizens and developing new tools to address the needs of a maturing community.

GoCary Transit operates a network of seven local bus routes, as well as an ADA complementary paratransit service known as GoCary Door to Door. GoCary Door to Door also serves the Town of Cary and surrounding communities with premium demand response service for town residents age 60 and over.

Housing and Neighborhood Services consolidates all Town of Cary housing-related programs and services including housing, the neighborhood improvement grant and community development grant programs, and minimum housing to provide a more holistic, effective and efficient use of resources to meet the needs of our maturing community.

Historic Preservation's mission is to enhance the quality of life in Cary through the preservation of the historic resources that give Cary its individuality and provide the context for understanding our heritage historic resources.

Special Projects focuses on emerging issues or challenges facing the organization and/or our community, utilizing analytical and adaptive approaches to improving the way we serve our citizens.

Sustainability collaborates with departments and citizens to enhance Cary's operational and community-wide sustainability. The division also serves as a technical resource and point of contact for sustainability grants, energy innovation, climate mitigation, adaptation, and related sustainability efforts.

The 311 Center is a citizen-centric communication and information hub blending modern software with staff knowledge of Town operations to provide citizens great customer service. With a strong foundation of powerful and interconnected technologies, the 311 Center uses a OneCary approach to citizen services—disrupting silos to better understand and meet citizens' needs.

POLICE DEPARTMENT

The Police Department's mission is to protect life and property through community partnerships and the provision of the highest level of quality professional services. 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. Additional services provided include animal control, school resource officers and emergency communications. The Cary Police Department has proven itself a leader among law enforcement agencies. Proactive policing methods and a great relationship throughout the community have allowed the department to continually move forward and help our citizens maintain a high quality of life. Cary's 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).

FIRE DEPARTMENT

The Fire Department continues Cary's legacy of excellence by responding in an exemplary manner to present-day emergencies while anticipating future challenges. In a OneCary approach to community risk reduction and emergency service response, the Fire Department partners with departments and divisions within our organization, as well as neighboring fire departments to ensure its fire suppression and prevention efforts stay responsive and progressive. Routine fire inspections are on commercial and multi-family structures are completed by fire inspectors assigned to the department on a 1-year, 2-year, and 3- year schedule based on occupancy time.

The department operates out of nine fire stations located strategically throughout the Town. The department has been internationally accredited since 1999 through the Commission on Fire Accreditation International and in 2015 the Town received an ISO rating of 1.

FINANCE DEPARTMENT

The Finance Department administers Cary's financial affairs. Financial functions are organized in three divisions: Accounting and Procurement, Financial Strategy and Utility Accounts.

The Accounting and Procurement 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. Also managed within this group are cash and investments, debt, grants, and risk management. Risk related to worker's compensation and safety are managed by Human Resources. Procurement is responsible for ensuring procurement functions are provided to all departments, as per local, state, and federal regulatory requirements, to purchase goods (apparatus, supplies, materials, and equipment), provide solicitation of services and bid construction or repair work. Procurement also administers contracts,

manages the Town's warehoused inventory, manages internal couriers and disposes of surplus property.

The Financial Strategy (Budget) Division 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, publishing budget documents and managing special projects. Special projects include internal performance measurement/benchmarking, operational analyses and policy research and recommendations.

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 exists to promote Town of Cary Value Statement #2: "Employees are our most important resource. We will attract and retain the best employees possible and invest in their personal and professional growth." Adaptively, the Human Resources Department works to drive the culture of the organization. As Cary continues to move forward becoming the local government like no other, we must provide an extraordinary work environment for employees that enhances their creativity and contributions while achieving outcomes identified in the Cary Community Plan. Technically, HR oversees a full range of responsibilities including recruitment and selection, competitive pay and benefits, employee relations, and safety and training.

MARKETING AND INFORMATION TECHNOLOGY DEPARTMENT

The Marketing and Information Technology (MIT) Department provides and supports communications, information, and technology solutions to enable Town departments to serve our citizens in the manner they have come to expect. 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, internet of things (IoT) and network infrastructure.

The MIT department is focused on building a secure and connected workforce and community through the use of cloud, platform and data management strategies. We will continue our digital transformation journey through fostering a culture of exploring and testing new concepts and technologies while promoting creativity and cross organization collaboration.

The marketing arm of the MIT team leads planning and execution of integrated, omnichannel marketing initiatives with the goal of creating a consistent citizen experience. They oversee external and internal communications including social media, web, print, graphic design, video and photography, marketing materials, media relations and news releases, and Cary TV with a citizen-first approach.

PARKS, RECREATION AND CULTURAL RESOURCES DEPARTMENT

The Parks, Recreation and Cultural Resources Department consists of the Administration, Community Recreation Programs, Cultural Resources and Sports Venues divisions, and handles a wide variety of day-to-day and long-range functions.

The Administration Division coordinates the work of all the department's divisions, which include Sports Venues, Cultural Arts and Community Recreation. Responsibilities include management of 32

public park areas with unique offerings and 79 miles of greenways; environmental outreach; facility planning with the Transportation and Facilities department; budget, grant, and contract administration; volunteer management; customer service; sponsorships; policies and procedures; national accreditation; marketing and communications; special services, including specialized recreation and inclusion, community outreach, including Project Phoenix in coordination with the Cary Police Department.

The Community Recreation Division is divided into the following sections: community centers, senior programs (age 55+), environment education, sports, and outdoor recreation. The division delivers a wide range of sports and recreational activities 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. The division provides youth and adult sports leagues, clinics and camps including basketball, softball, baseball, volleyball, and golf. The division hosts the Cary Road Race as well as local and state level softball tournaments. 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, The Hive and other various parks throughout the Town. The division also manages the Cary Teen Council.

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 Cary citizens. Division staff also provide communication, coordination and support for Town cultural groups. Special events such as the Lazy Daze and Spring Daze arts and crafts festivals, the Christmas Tree Lighting, a variety of other downtown events and programs, the Fourth of July Celebration and 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's 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 Cary Theater and provides general oversight for 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 softball, baseball, tennis, soccer, lacrosse, cross country, and action sports. The division also hosts various special events such as the Division II Baseball World Series, the Tennis Campus Championships, the NCAA Soccer College Cup, sk8 Cary Contest 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 36-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, seven multi-purpose soccer fields and a 10,000 seat stadium home to the North Carolina FC professional soccer team). The USA Baseball National Training Complex at Thomas Brooks Park includes four full-size baseball fields featuring a stadium field complementing the four-field softball/baseball complex at the park.

PUBLIC WORKS DEPARTMENT – (General and Fleet Funds)

There are five non-Utility Fund Public Works divisions: PW/UT Administration, Facilities Management, Fleet Management, Operations, and Solid Waste, Recycling, and Yard Waste.

The Public Works and Utilities Administration Division coordinates operations management planning, emergency management planning, work flow management, regulatory permit administration, long term strategic planning, budget preparation, expenditure system control, operations analysis, data collection and analysis, record-keeping, and personnel management for both the Public Works and Utilities Departments. Additional focus areas include call center management, telephone support, direct dispatch, and work order preparation for customer needs to be addressed by operational staff. Utility-related activity is reimbursed by the utility fund.

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 the 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. Utility-related activity is reimbursed by the utility fund.

The Fleet Management Division is responsible for the repair and maintenance of all Town vehicles and equipment. Responsibilities include planning preventive maintenance and replacement, providing fuel for all Town vehicles and equipment, managing the pool car fleet, analyzing equipment useful life and availability rates, and maintaining related cost data for all departments utilizing vehicle and equipment assets. The Fleet Management division is accounted for in a separate internal service fund where services, parts, and fuels are charged to user departments.

The Operations Division performs a variety of duties serving both Utility and General Fund functions. Key areas of responsibility for General Fund functions include maintenance and repair of storm water conveyance systems, streets, sidewalks, curb and gutter, traffic signals, traffic signs and traffic markings. Other responsibilities include inclement weather response operations such as snow and ice control, storm recovery and debris removal and chipping services. The Operations group also provides program support to other divisions and departments across the Town and maintains around-the-clock response capabilities with after-hours/weekend response teams for traffic signals and construction. Utility-related activity is reimbursed by the utility fund.

The Solid Waste Management, Recycling and Yard Waste Division provides curbside household garbage collection services on a weekly basis to households and small businesses. This division is also responsible for the collection of recyclables, yard waste and special and bulky items, as well as code enforcement for debris and health and safety related issues, emptying downtown litter containers, processing and disposing of debris resulting from inclement weather, loose leaf collection and the operation of the Dixon Avenue Citizen Convenience Center / Transfer Station. This group also coordinates a solid waste education program to increase citizen understanding of waste reduction/diversion opportunities, and the development of long-range disposal operations.

TRANSPORTATION AND FACILITIES DEPARTMENT

The Transportation and Facilities Department focuses on project investments in transit, transportation and Town-wide facilities. We embrace a town-wide collaborative and adaptive effort in the development of capital projects to ensure holistic project delivery that is consistent with our Cary Community Plan. Specifically, the department is responsible for the planning, design, and construction of all Town facilities including parks, sidewalks, greenways, Town-owned buildings, streets, and bicycle routes. Real estate purchases associated with Town projects and related surveying and technical services are also overseen by this group as well as management of the traffic signal system.

PLANNING, INSPECTIONS AND PERMITS, AND DEVELOPMENT SERVICES DEPARTMENT

Planning applies a combination of Cary Community Plan principles, Cary's Land Development Ordinance regulations and adaptive leadership concepts to respond to the diverse needs of citizens, business owners and developers. Staff develops and implements comprehensive land use plans, district and corridor plans and manages annexations, rezonings, development plan review, plat approvals, variance requests and the assigning of addressing. The Development Compliance team ensures that sites are developed in compliance with approved plans and addresses zoning compliance. Planning staff assembles demographic data, maintains and enforces zoning ordinances, processes sign and other permits, and prepares maps. The staff makes detailed presentations on rezoning and special use cases to the Town Council. Staff also make presentations to and provide administrative staff support for the Zoning Board of Adjustment, the Planning and Zoning Board and the Historic Preservation Commission.

Planning contributes to the success of Cary through its integral role in the implementation of the Cary Community Plan. Planning staff, in collaboration with fellow Town employees, citizens, and stakeholders strive to realize the values of the Community Plan, such as fostering strong neighborhoods, creating vibrant destinations, protecting natural resources, managing future land use, and encouraging redevelopment and infill, to meet the needs of a growing population and to ensure Cary remains Cary.

Inspections and Permits 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 two main functional areas; building code plan review and building code field inspections.

Building Code Enforcement is the only municipal service mandated by the NC General Assembly (G.S. 160A-411). The division 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 plan review group reviews construction drawings for compliance with the NC State Building Code and once approved, building permits are issued by the Development Services Division staff. The inspection group ensures buildings and other structures are constructed and/or altered in accordance with the approved plans and in compliance with the NC State Building Code.

Inspections and Permits promotes life safety by ensuring state building code compliance while providing quality service and responsiveness to our citizens, contractors, and design professionals. The group leverages technology whenever possible to be more efficient and streamline work as evidenced by the implementation of electronic plan review for building permits in FY 2018.

Development Services coordinates Cary's development review process, with a focus on providing accurate, timely, friendly, clear and consistent service. We offer a professional presence throughout development project lifetimes — from site plan to certificate of occupancy. Development Services continuously examines models where we can proactively communicate and collaborate with those we serve, looking for ways to improve the development process.

The group is organized into the following functional areas:

- Development Customer Service Desk and Contact Center

Receives incoming telephone calls, general emails, and other electronic media, answers general questions, and routes calls appropriately. Coordinates and schedules inspections for Planning, Zoning, Minimum Housing, Inspections and Permits, Fire Code Enforcement, and building permit-related inspections by other Town departments.

- **Development Technicians**
Process and help facilitate the review of various development, building, water, sewer and reclaimed water applications. Calculate appropriate fees by applying current fee schedule to submitted plans. Additionally, development technicians facilitate the review of sign permits, and real estate plats. Development Technicians serve as a resource to citizens and the development community by providing assistance with Town applications, policies and procedures.
- **Development Liaisons**
Help customers successfully navigate the development process. Serve as liaisons between Cary and the business community, developers, architects, engineers, landowners, attorneys, citizens and contractors who are conducting development related business. Development Liaisons are a customer's primary point of contact with the Town throughout the life of a project.

UTILITIES DEPARTMENT – (Utility Fund)

The Utility Fund is comprised of ten divisions: Utility Administration, Utilities Pretreatment, Utilities Engineering, Utility Systems Management, Reclaimed Water, North Water Reclamation Facility, South Cary Water Reclamation Facility, Western Wake Water Reclamation Facility, Cary/Apex Water Treatment Facility, and Remote Water Infrastructure.

Utility Administration provides operational and environmental communications support to all utility divisions.

Utilities Pretreatment implements Cary'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 helps prevent blockages and overflows in the sanitary collection system. Utilities_Pretreatment is the primary contact for regulatory agencies that assess the Town's overall regulation and control of what is discharged into the sanitary sewer collection system.

Utilities Engineering plans for Cary's long-range strategic water supply and wastewater treatment needs and protection of water quality to ensure that Cary remains highly competitive for economic development and quality of life. Water quality protection ensures that rainwater is managed well and our drinking water source, Jordan Lake, is protected from potential pollutants from both within our jurisdiction and regionally. The division prepares thorough master plans to ensure that high performing and cost-effective utility infrastructure is provided to meet these needs. Whether infrastructure is provided through Town-funded capital projects or private development, the department ensures that cohesive, quality and efficient infrastructure systems are provided to meet existing and future utility needs.

Utility Systems Management provides regulatory program oversight, maintenance management and implementation for wastewater pumping facilities, wastewater odor control, pump station SCADA and instrumentation, industrial wastewater flow data, and inflow/infiltration functions. This division participates in engineering studies and related system review functions.

The Reclaimed Water Division provides regulatory program oversight, operations and maintenance of the Town's three reclaimed water distribution systems. This division participates in engineering studies and provides education and training to reclaimed water customers, cooling tower customers, and landscape contractors who use reclaimed water.

The North and South Cary Water Reclamation Facilities treat wastewater generated by Cary's utility customers. The North Cary facility is permitted and maintains the capacity to treat up to 12 million gallons of wastewater per day. The South Cary facility is permitted and maintains the capacity to treat up to 12.8 million gallons of wastewater per day. Operations also include performing preventive, predictive, and corrective maintenance for the main plant site, biosolids removal and disposal, and reclaimed water production.

The Western Wake Water Reclamation Facility treats wastewater generated by western Cary, Morrisville, Apex, and Wake County Research Triangle Park utility customers. The facility 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 preventive, predictive and corrective maintenance for the facility, 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 Facility's (CAWTF) mission is to provide reliable and safe water service. This is achieved through ongoing efforts which include preventive, predictive and corrective maintenance for the treatment facility, raw water intake and pumping facility, and the finished water distribution pump station. The service area for the Cary/Apex Water Treatment Facility 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 facility (23% of capital costs and actual usage of other costs) as 23% owner of the facility. The facility also manages the disposal of water treatment residuals and develops and manages alternative residual disposal methods. Capacity currently is 40 million gallons per day (MGD), and the current expansion project will increase the facility's treatment capacity to 56 MGD.

The Remote Water Infrastructure Division, which is managed by the CAWTF division, provides maintenance, instrumentation, SCADA, and logistics support for the operation of the Town's remote water infrastructure including: six elevated water storage tanks, one ground storage tank, three booster pump stations, pressure zone control valves, and interconnections with neighboring utilities. This division participates in engineering studies and related system review functions to support water system operations.

BUDGET DEVELOPMENT PROCESSES

Our Process in the Midst of COVID-19

Cary employs a “rolling budget” process, which provides for mid-year adjustments to revenues, expenditures and service levels at quarterly intervals throughout the current fiscal year. Planning and development of the following year’s budget also occurs year-round with finalization of the recommended operating and capital budgets taking place between January and May. The recommended budget is presented to Council for consideration in May with adoption occurring at the last Council meeting in June. The new budget takes effect, in accordance with state law, on July 1.

Typically, this process is highly collaborative with department directors working together to analyze requests, consider priorities and craft a unified budget recommendation to the Town Manager. The Town Manager reviews the materials and incorporates adjustments to form the Manager’s Recommended Budget which is ultimately submitted to Town Council for consideration.

The evolving financial and service provision environment resulting from the pandemic led us to bring the core work of recommended operating and capital budget development back to our Financial Strategy team, Chief Financial Officer and Town Manager. This was a difficult decision to make as we have worked hard over the last three years to create a collaborative budget development process involving all department directors and key staff. Our intent is to return to our collaborative process described below for FY 2022 budget development. In the meantime, we will continue to utilize our quarterly meetings to make financial adjustments as we manage through the COVID-19 pandemic.

OPERATING BUDGET

Base Budget Concept

Cary considers budget development to be a continuous process rather than a singular, seasonal event. Under this continuous or rolling budget concept, revenues and expenditures supporting a “base operating budget” are annually balanced and adopted in accordance with state law by June 30 and enacted as of July 1. The base budget supports Cary’s service provision and operations as they are currently offered.

Developing and Balancing the Base Budget

Departments and divisions submit their base operating budget requests to the Financial Strategy Office by February 28 each year. Budget requests identify the dollar amounts needed to maintain current service levels in the next fiscal year. Each department and division’s service priorities and subsequent funding requests are guided by the vision, priorities and values set forth in the Cary Community Plan.

While department and divisional staff finalize their base budget requests, the Financial Strategy team within the Finance Department estimates revenue for the current and upcoming fiscal years. In early March, a meeting with department directors is held and revenue estimates are presented alongside the base budget request details. Teams of directors work together throughout the month of March to balance each fund’s operating budget. This balanced budget includes funding that can be utilized during the course of the fiscal year to address emerging needs. Once the Department Directors reach consensus on their balanced budget, they submit the Department Director Recommended Budget to the Town Manager for consideration.

The Town Manager's Recommended Budget

The Town Manager reviews the Department Director Recommended Budget in April and meets with the Financial Strategy and Department Director team periodically to receive additional background information and address any follow-up questions. Any modifications made by the Town Manager are incorporated at this point and the document becomes known as the Manager's Recommended Budget. The Manager's Recommended Budget is officially presented to Town Council and is made available to the public for review at the first Town Council meeting in May.

The Adopted Budget

The Town Manager and staff provide an overview of the budget and focus Council discussions on significant policy decisions during Council work sessions held in May and June. Council directives are confirmed during these meetings for incorporation into the budget.

The budget ordinance and any Council directed changes are adopted by the Town Council at its second meeting in June prior to the start of the new fiscal year July 1.

Addressing Emerging Needs Throughout the Year

Once a new fiscal year begins, Finance Department staff regularly monitor revenue and expenditure activity and report this information to Town Council through quarterly reports and at quarterly meetings. Council may approve revenue and expenditure budget adjustments based on the year's experience at these meetings. Any financial resources required to provide services beyond current levels, or funding needs associated with emerging needs or opportunities, are also presented to Town Council for consideration during these quarterly meetings or during a regular council meeting or work session. The rolling budget process, and access to funding reserved for mid-year appropriation, allows Cary to nimbly and adaptively respond to economic and other changing factors during the fiscal year.

Public Input

Citizens and businesses are encouraged throughout the fiscal year to share their budget priorities with Town Council and staff at any time. All input received is shared with Council through quarterly reporting. Cary offers an array of public input communication options including email, voicemail, Twitter, Facebook and the opportunity to appear in person at a Public Speaks Out session at any Town Council meeting, or at budget specific public hearings held in May and June.

CAPITAL BUDGET

Developing the Capital Budget and Plan

Each year, staff prepares a capital budget and twenty year plan for Town Council's consideration. The Capital Improvements Budget (CIB) presents Council-adopted revenue and expenditure amounts for FY 2021, while the Capital Improvement Plan (CIP) identifies future year funding needs for FYs 2022 – 2041. Staff typically matches or "programs" estimated dollars to specific projects for the four years following the budget year (FYs 2022 – 2025); however, these figures are strictly for planning purposes as only the budget year is officially adopted annually. The remaining sixteen years of the CIB/P (FYs 2026 – 2041) indicate future infrastructure needs that do not have estimated funding sources identified.

As discussed in the Executive Summary, FY 2021 is unique as just the first two years of the six year programming period are matched to funding sources (FYs 2021 and 2022). Cary will return to programming all six years in next year's budget.

Departments and divisions submit their capital budget and plan requests to the Financial Strategy Office in November. Capital requests describe each infrastructure need and identify both the total and annual dollar amounts needed to fully fund each project. Operating costs are also estimated. As with the development of the operating budget, the vision, priorities and values of the Imagine Cary Community Plan influence the development of capital project requests.

While department and divisional staff finalize their capital budget and plan requests, the Financial Strategy team within the Finance department estimates revenue for the current and four programming fiscal years. The Financial Strategy team then matches funding to requests and submits a draft capital improvements budget and plan to the department directors for review.

In February and March, the department directors meet frequently to discuss and adjust the draft capital budget and plan. Decisions on whether and when to fund specific projects are made collaboratively with department directors focusing on how decisions benefit and impact the organization as a whole rather than a single department. This process ultimately yields the Department Director Recommended CIB/P which is submitted to the Town Manager for consideration.

The Town Manager's Recommended Capital Improvements Budget and Plan

The Town Manager reviews the Department Director Recommended CIB/P in April and meets with the Financial Strategy Team periodically to receive additional background information and address any follow-up questions. Any modifications made by the Town Manager are incorporated at this point and the document becomes known as the Manager's Recommended Capital Improvements Budget and Plan. This document is officially presented to Town Council with the operating budget at the first Town Council meeting in May and is also available to the public for review alongside the operating budget.

The Adopted Budget

The Town Manager and staff provide an overview of the CIB/P and focus Council discussions on significant infrastructure decisions during Council work sessions held in May and June. Council directives are confirmed during these meetings for incorporation into the budget.

Addressing Emerging Needs Throughout the Year

Once a new fiscal year begins, Finance Department staff regularly monitor revenue and expenditure activity and report this information to Town Council at quarterly meetings. Council may approve revenue and expenditure budget adjustments based on the year's experiences at these meetings as well. Any financial resources required to support emerging infrastructure or major equipment needs or opportunities are also presented to Town Council for consideration during quarterly meetings.

Public Input

Citizens and businesses are encouraged throughout the fiscal year to share their budget priorities with Town Council and staff at any point using the same channels described in the operating budget section above.

FISCAL YEAR 2021 SUMMARY BUDGET SCHEDULE

Milestone	Date
Town Council Quarterly Meeting	November 7, 2019
Capital Budget Requests Due	November 22, 2019
Operating Budget Requests Due	February 28, 2020
Capital Budget/Plan Collaborative Work – Department Directors	March 12 – April 10, 2020 Meetings Cancelled Due to COVID-19. Financial Strategy Team, Chief Financial Officer and Town Manager Collaborate on Budget Development
Operating Budget Collaborative Work – Department Directors	April 13 – April 25, 2020 Meetings Cancelled Due to COVID-19. Financial Strategy Team, Chief Financial Officer and Town Manager Collaborate on Budget Development.
Department Director Recommended Operating and Capital Budgets to Town Manager	April 13, 2020 Action Did Not Occur Due to COVID-19.
Official Presentation of Town Manager's Recommended Budget to Town Council at Quarterly Meeting	May 21, 2020
Town Council Quarterly Meeting and First Budget Worksession	May 21, 2020
Second Town Council Budget Worksession	June 8, 2020
Statutorily Required Budget Public Hearing	June 11, 2020
Additional Budget Public Input Opportunity	June 25, 2020
Council Budget Adoption	June 25, 2020

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/her designee). The department completes a Budget Adjustment Request (BAR) for approval and signature by the Financial Strategy Analysts. 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 functions may be initiated by the Town Manager but should be reported to Town Council at its next quarterly meeting. Council approval is not required. In such a case, the Finance Department will draft a BAR and route it to the Chief Financial Officer and Town Manager for signature and then enter the transaction into the Town's accounting system. Interfunctional adjustments are reported to Council through a quarterly report.
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.

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, 2020 and ending June 30, 2021.

SECTION 1. GENERAL FUND

ANTICIPATED REVENUES

Current Year Ad Valorem Taxes	\$114,135,225
Prior Year Taxes	60,000
Penalties & Interest on Taxes	65,000
Vehicle License Tax	600,000
ABC Revenue	1,065,000
Wake County Sales Tax - 1 Cent (Article 39)	13,170,336
Wake County Sales Tax - 1/2 Cent (Articles 40 & 42)	11,925,132
Wake County Sales Tax - 1/2 Cent (Article 44)	4,202,160
Occupancy Tax	854,924
Rental Vehicle Tax	122,000
Utility Sales Taxes	8,518,352
Wine and Beer Tax	687,037
Telecommunications Sales Tax	864,758
Video Programming Sales Tax	852,718
PEG Channel Distribution	26,492
High School Resource Officer Reimbursement	189,190
Landfill Excise Tax	102,315
Building Permits	2,579,396
Pavement/Curb Cuts	26,224
Rezoning/Variance Request Fees	35,682
Site/Final Plan Review Fees	128,970
Bldg./Elect./Mech./Plumbing Inspections Fees	248,344
Sign Permits	23,215
Fire Permits	34,392
Watershed Maint. Fees	343,920
Traffic Impact Analysis Reimbursement	107,475
Grading Permits	85,980
Sanitation Fees	11,990,545
Used Appliance Disposal	70,000
Community Garden Program Fees	725
Spruce Program Fees	315
Dog Park	59,600
Specialized Recreation	7,350
Sports Programs	456,800
Senior Program	128,000
Community Centers	1,101,833
Outdoor Recreation	218,701
Environmental Programs	26,800
Recreation Retail Sales	24,000
Recreational Facility Rentals	246,574
Cary Road Race	20,800
Teen Council	15,600
Sports Venues Admin	357,200
Tennis	1,577,028
Skate Park	126,000
Wake Med Soccer Park	761,120
USA Baseball	490,063
Cary Arts Center	682,440
Cary Theater	128,920
Downtown Special Events	17,124

Festivals	133,376
Historic Program Fees	78,800
Historic Rentals	30,400
NCDOT / Amtrak Depot Lease	95,000
Fire Services	40,000
Cellular Tower Lease Proceeds	735,000
Bulk Water Equipment Rental	300,000
Interest Earned	1,520,000
Miscellaneous Revenues	429,913
Court Costs	20,000
Donations	40,000
Disposable Rebate	560,000
Morrisville Reimbursement	15,960
TJCOG Reimbursement	98,400
Chatham Reimbursement	30,000
NCDOT Traffic Signal Reimbursement	656,071
Appropriation From Fund Balance	22,668,565
Total Anticipated Revenues	\$207,013,260

AUTHORIZED EXPENDITURES/TRANSFERS OUT

General Government	\$36,348,035
Development & Infrastructure	15,944,640
Public Safety	54,293,355
Operations	50,044,402
Departmental Allocation Accounts	6,577,344
Available for Mid-Year Appropriations	1,000,000
Available for Pandemic Needs	2,000,000
Class & Pay Study	15,000
Debt Expense	17,649,970
Capital Project Funds	23,890,000
Transit Fund	1,630,514
Economic Development Strategic Fund	650,000
Transfer to Utility Fund	70,000
Sale of Assets	(350,000)
General Obligation Bonds Issued	(450,000)
Capital Lease Proceeds	(2,300,000)
Total Authorized Expenditures/Transfers	\$207,013,260

SECTION 2. UTILITY FUND

ANTICIPATED REVENUES/TRANSFERS IN

Water Service Fees	\$30,635,446
Sewer Service Fees	47,212,072
Water and Sewer Extension Permits	7,000
Utility Inspection Fees	175,000
Cross Connection Program Fees	265,000
Non-Payment Fees	300,000
Late Payment Charge	250,000
Returned Check Charge	5,000
Connection Fees	300,000
New Account Service Charge	215,000
Reinstallment Fees	1,000
Pretreatment Program	105,000
Fats, Oils, and Grease Fees	80,000
BioSolids	54,500
Miscellaneous	70,000
Interest Earned	1,140,000
Appropriation From Fund Balance	11,082,832
Total Anticipated Revenues	\$91,897,850

**AUTHORIZED EXPENSES/TRANSFERS OUT
(TRANSFERS IN) BY DEPARTMENT**

Administration	\$14,567,331
Self-Insurance	233,903
Utility Systems Management & Pretreatment	4,780,550
Reimbursement to General Fund - Field Operations	11,164,099
Water and Wastewater Plants	23,975,639
Reimbursement from Apex	(4,039,024)
Proceeds from Sale of Assets	(10,000)
Long Term Debt	23,033,273
Bond Issuance Costs	29,875
Payment to General Fund (Open Space Debt Service)	744,543
Payment to General Fund (OPEB)	5,000,000
Capital Projects - Transfer to Sewer Projects	5,666,066
Capital Projects - Transfer to Water Projects	6,751,595
Total Authorized Expenditures/Transfers	\$91,897,850

SECTION 3. TRANSIT FUND

ANTICIPATED REVENUES

Transfer from General Fund	\$1,630,514
Appropriation From Fund Balance	133,650
Fees/Vehicle License Fee	600,000
Federal Transit Grant	2,966,106
Apex Reimbursement	114,487
State Grant	217,487
Transportation / GoCary Tickets	544,737
Wake County Transit Plan	2,657,014
Total Anticipated Revenues	\$8,863,995

AUTHORIZED EXPENDITURES

Operating Expenses	\$8,863,995
Total Anticipated Expenditures	\$8,863,995

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	\$1,103,322
Total Anticipated Revenues	\$1,103,322

AUTHORIZED EXPENDITURES

Operating Expenditures	\$1,103,322
Total Anticipated Expenditures	\$1,103,322

SECTION 5. ECONOMIC DEVELOPMENT STRATEGIC FUND

The Economic Development Strategic Fund budgets will remain effective and will not expire.

ANTICIPATED REVENUES

Transfer from General Fund	\$650,000
Total Anticipated Revenues	\$650,000

AUTHORIZED EXPENDITURES

Operating Expenditures	\$650,000
Total Anticipated Expenditures	\$650,000

SECTION 6. SELF INSURANCE (WORKMAN'S COMP & SMALL CLAIMS) FUND**ANTICIPATED REVENUES**

Transfer from General Fund	\$1,928,530
Transfer from Utility Fund	234,477
Transfer from Transit Fund	9,087
Transfer from Fleet Management Fund	21,906
Appropriation from Fund Balance	99,005
Total Anticipated Revenues	\$2,293,005

AUTHORIZED EXPENDITURES

Expenditures	\$2,293,005
Total Anticipated Expenditures	\$2,293,005

SECTION 7. SELF INSURANCE (HEALTH & DENTAL) FUND**ANTICIPATED REVENUES**

Transfer from General Fund	\$17,432,842
Transfer from Utility Fund	5,098,236
Transfer from Transit Fund	5,005
Transfer from Fleet Management Fund	9,294
Employee Contribution Premium Revenue	4,599,623
Total Anticipated Revenues	\$27,145,000

AUTHORIZED EXPENDITURES

Expenditures	\$22,593,319
Appropriation to Fund Balance	4,551,681
Total Anticipated Expenditures	\$27,145,000

SECTION 8. EMERGENCY TELEPHONE SYSTEM (911) FUND**ANTICIPATED REVENUES**

E911 Combined System	\$464,523
Appropriation From Fund Balance	496,901
Total Anticipated Revenues	\$961,424

AUTHORIZED EXPENDITURES

Expenditures	\$961,424
Total Anticipated Expenditures	\$961,424

SECTION 9. FLEET MANAGEMENT FUND**ANTICIPATED REVENUES**

Vehicle Maintenance Charges	\$3,962,964
Appropriation From Fund Balance	-
Total Anticipated Revenues	\$3,962,964

AUTHORIZED EXPENSES

Operating Expenses	\$3,531,564
Indirect Costs	422,106
Transfer to Self Insurance	9,294
Total Authorized Expenses	\$3,962,964

SECTION 10. UTILITY FEES AND CHARGES

Water Rates

Meter Size	5/8" & 3/4"	1"	1 1/2"	2"	3"	4"	6"
<i>Base Charge Inside</i>							
<i>Cary or Morrisville</i>	3.32	3.32	23.49	28.58	76.92	116.55	143.86
<i>Corporate Limits</i>							
<i>Base Charge Outside</i>							
<i>Cary or Morrisville</i>	4.98	4.98	35.24	42.87	115.38	174.83	215.79
<i>Corporate Limits</i>							

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

Tier 1 (usage 0 - 5,000 gallons)	4.74
Tier 2 (usage 5,001 - 8,000 gallons)	5.31
Tier 3 (usage 8,001 - 23,000 gallons) or up to water budget amount	6.71
Tier 4 (usage > 23,000 gallons) or over water budget amount	12.67

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

Tier 5 (usage 0 - 5,000 gallons)	7.11
Tier 6 (usage 5,001 - 8,000 gallons)	7.97
Tier 7 (usage 8,001 - 23,000 gallons) or up to water budget amount	10.07
Tier 8 (usage > 23,000 gallons) or over water budget amount	19.01

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	5.31
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Non-Residential & Multifamily: Customers Outside Cary or Morrisville Corporate Limits **(charge per 1,000 gallons)**

Tier 3	7.97
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Irrigation Rates

Meter Size	5/8" & 3/4"	1"	1 1/2"	2"	3"	4"	6"
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Base Charge Inside

<i>Cary or Morrisville</i>	3.32	3.32	23.49	28.58	76.92	116.55	143.86
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*Corporate Limits**Base Charge Outside*

<i>Cary or Morrisville</i>	4.98	4.98	35.24	42.87	115.38	174.83	215.79
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*Corporate Limits***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	6.71
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Tier 2 (usage > 15,000 gallons) or over water budget amount	12.67
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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	10.07
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Tier 4 (usage > 15,000 gallons) or over water budget amount	19.01
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Non-Residential & Multifamily: Customers Inside Cary or Morrisville Corporate Limits**(charge per 1,000 gallons)**

Tier 1 (usage 0 - Water Budget Amount)	6.71
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Tier 2 (usage > than Water Budget Amount)	12.67
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Non-Residential & Multifamily: Customers Outside Cary or Morrisville Corporate Limits**(charge per 1,000 gallons)**

Tier 3 (usage 0 - Water Budget Amount)	10.07
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Tier 4 (usage > than Water Budget Amount)	19.01
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Reclaimed Water Rate (per 1,000 gallons)

Irrigation	3.90
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Non-Irrigation (including Cooling Towers)	1.00
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*Metered reclaimed water service rate for solely non-irrigation usage

Sewer Rates

Meter Size	5/8" & 3/4"	1"	1 1/2"	2"	3"	4"	6"
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Base Charge Inside

<i>Cary or Morrisville</i>	3.32	3.32	23.49	28.58	76.92	116.55	143.86
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*Corporate Limits**Base Charge Outside*

<i>Cary or Morrisville</i>	4.98	4.98	35.24	42.87	115.38	174.83	215.79
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*Corporate Limits***Volume Charge: All Customer Types**

Tier 1: Customers Inside Cary or Morrisville Corporate Limits (charge per 1,000 gallons)	10.13
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Tier 2: Customers Outside Cary or Morrisville Corporate Limits (charge per 1,000 gallons)	15.20
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Volume Charge: Cooling Tower Type

Towers utilizing potable water: Base charge plus (charge per 1,000 gallons)	2.03
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Towers utilizing reclaimed water: No base charge plus (charge per 1,000 gallons)	2.03
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*Metered service rate for solely non-irrigation usage

SECTION 11. SANITATION FEES

There is hereby established, for Fiscal Year 2021, a Sanitation Fee of \$19.50 per month.

SECTION 12. UTILITY CONNECTION FEES SCHEDULE

There are hereby established, for Fiscal Year 2021, Utility Connection Fees as contained in the Fees and Charges Schedule found in the Appendix of the FY 2021 Adopted Budget document.

SECTION 13. FEES SCHEDULE

There is hereby established, for Fiscal Year 2021, various fees as contained in the Fees and Charges Schedule found in the Appendix of the FY 2021 Adopted Budget document.

SECTION 14. LEVY OF TAXES

There is hereby levied, for Fiscal Year 2021, 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, 2020, 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 \$33,532,763,780.

SECTION 15. LEVY OF TAXES

There is hereby levied, for Fiscal Year 2021, 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 16. AUTHORIZED POSITIONS

- A. There is hereby established, for Fiscal Year 2021, a schedule of authorized positions, as contained in the Staffing Document included in the Appendix of the FY 2021 Adopted Budget and totaling 1,286.9625 full time equivalents.
- B. Position authorizations (new positions) are initially established by the annual budget ordinance.
- C. The Town Manager may make changes to authorized positions and add new positions as necessary within the appropriations set forth in this ordinance. The Town Manager shall notify Council in writing of the addition of new positions.

SECTION 17. MARKET ADJUSTMENT

There is hereby authorized for Fiscal Year 2021, a 1.5% market adjustment to the Town's pay table, as included in the adopted budget document.

SECTION 18. 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. Any interfunctional transfers shall be reported to Council at its next quarterly meeting.
- C. Utilization of appropriations contained in contingencies may be accomplished by the Budget Officer and notification of all such transfers shall be made to the Town Council at its next quarterly 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.
- H. Interfund transfers of monies shall be accomplished by Town Council authorizations only.

SECTION 19. UTILIZATION OF BUDGET ORDINANCE

A. This ordinance shall be the basis of the financial plan for the Cary Municipal Government during the 2020 -2021 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 20. REAPPROPRIATION OF FUNDS ENCUMBERED IN FY 2020

Operating funds encumbered on the financial records as of June 30, 2020, are hereby reappropriated to this budget.

SECTION 21. OTHER TRANSFERS AND ADJUSTMENTS

The following special transfers and/or adjustments are occurring through approval of the FY 2021 operating budget:

POLICE

\$166,067 of restricted general fund fund balance (Federal forfeiture funds) is appropriated to the Police Department's operating budget for approved training, equipment, vehicles, items, services and/or personnel.

SUMMARY OF OPERATING AND CAPITAL BUDGETS

OPERATING BUDGET

GENERAL FUND	FY 2020 ADOPTED	FY 2021 ADOPTED	\$ Increase / (Decrease)	% Change
Operating Expenditures	157,424,967	163,222,776	5,797,809	3.7%
Debt	17,196,092	17,649,970	453,878	2.6%
Mid-Year Funding Available	1,177,229	1,000,000	(177,229)	-15.1%
Funding Available for Pandemic Needs	-	2,000,000	2,000,000	-
Net Operating Transfers *	702,514	6,684,447	5,981,933	851.5%
Subtotal	<u>\$176,500,802</u>	<u>\$190,557,193</u>	<u>\$14,056,391</u>	<u>8.0%</u>

* This figure does not include \$5.0 million in FY 2020 or \$16.3 million in FY 2021 of fund balance transfers to capital projects.

UTILITY FUND

Operating Expenses	48,883,552	55,682,498	6,798,946	13.9%
Debt	24,023,167	23,777,816	(245,351)	-1.0%
Net Other Expenses and Proceeds**	20,575	19,875	(700)	-3.4%
Subtotal	<u>\$72,927,294</u>	<u>\$79,480,189</u>	<u>\$6,552,895</u>	<u>9.0%</u>

** This figure does not include \$12.4 million of fund balance transfers to capital projects in FY 2021 or the \$1.8 million transfer in FY 2020.

OTHER FUNDS

Fleet Management	385,598	-	(385,598)	-100.0%
Transit	5,525,269	7,233,481	1,708,212	30.9%
Health and Dental	4,599,623	4,599,623	-	0.0%
Community Development Block Grant	650,000	1,103,322	453,322	69.7%
Emergency Telephone System (911)	854,462	961,424	106,962	12.5%
Operating Expenditures***	<u>\$12,014,952</u>	<u>\$13,897,850</u>	<u>\$1,882,898</u>	<u>15.7%</u>

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

TOTAL OPERATING BUDGET	<u>\$261,443,048</u>	<u>\$283,935,232</u>	<u>\$22,492,184</u>	<u>8.6%</u>
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CAPITAL IMPROVEMENTS BUDGET (CIB)

UTILITY CIB

Water	21,071,000	19,880,000	(1,191,000)	-5.7%
Sewer	16,522,775	12,155,763	(4,367,012)	-26.4%
Subtotal	<u>\$37,593,775</u>	<u>\$32,035,763</u>	<u>(\$5,558,012)</u>	<u>-14.8%</u>

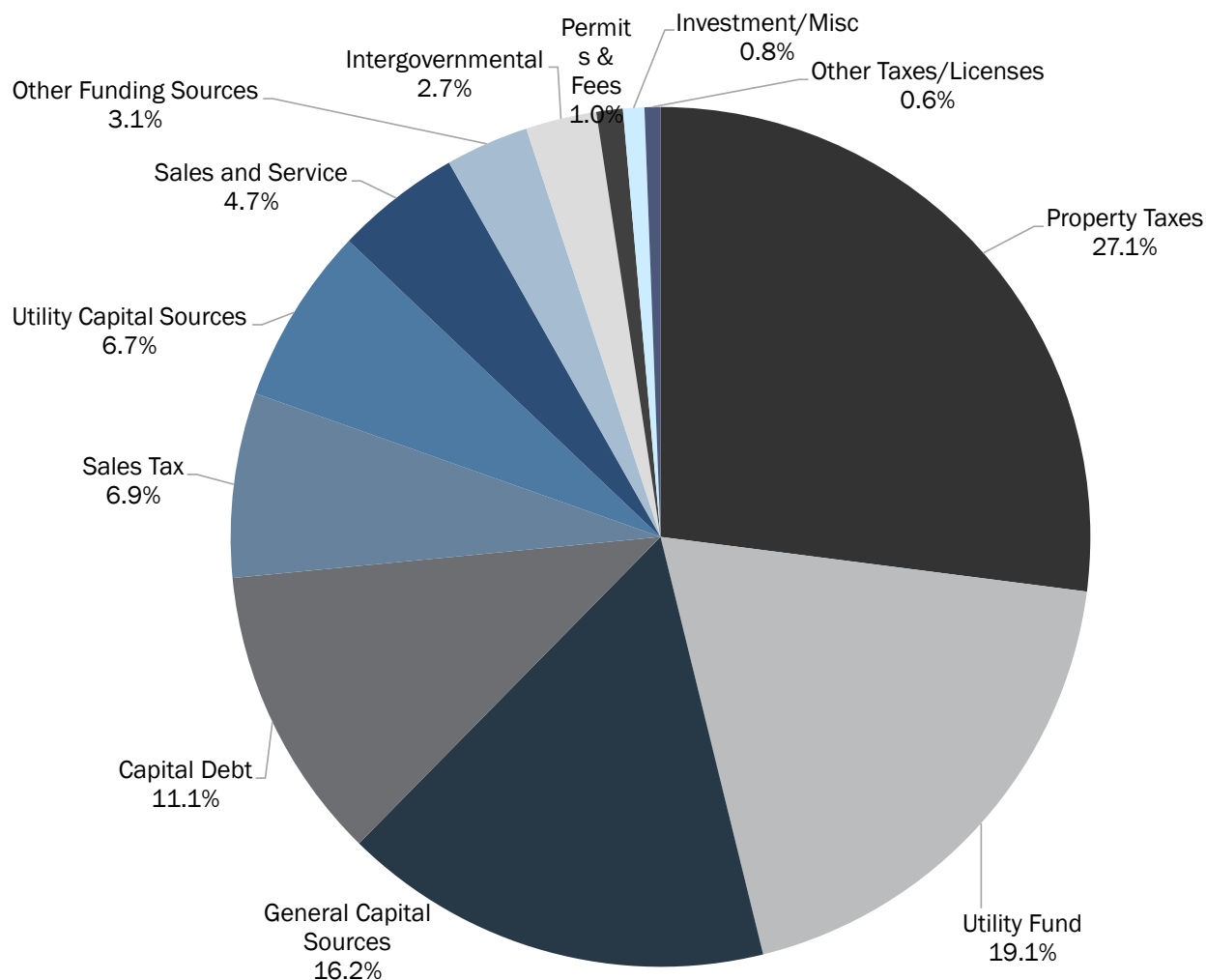
GENERAL CIB

Transportation	14,660,610	63,630,075	48,969,465	334.0%
Fire	1,682,000	2,100,000	418,000	24.9%
Parks, Recreation and Cultural Resources	13,382,803	21,185,000	7,802,197	58.3%
General Government	7,786,650	23,813,000	16,026,350	205.8%
Downtown	-	950,000	950,000	-
Subtotal	<u>\$37,512,063</u>	<u>\$111,678,075</u>	<u>\$74,166,012</u>	<u>197.7%</u>

TOTAL CAPITAL IMPROVEMENTS BUDGET	<u>\$75,105,838</u>	<u>\$143,713,838</u>	<u>\$68,608,000</u>	<u>91.3%</u>
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TOTAL OPERATING AND CIB	<u>\$336,548,886</u>	<u>\$427,649,070</u>	<u>\$91,100,184</u>	<u>27.1%</u>
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REVENUE SOURCES ALL FUNDS



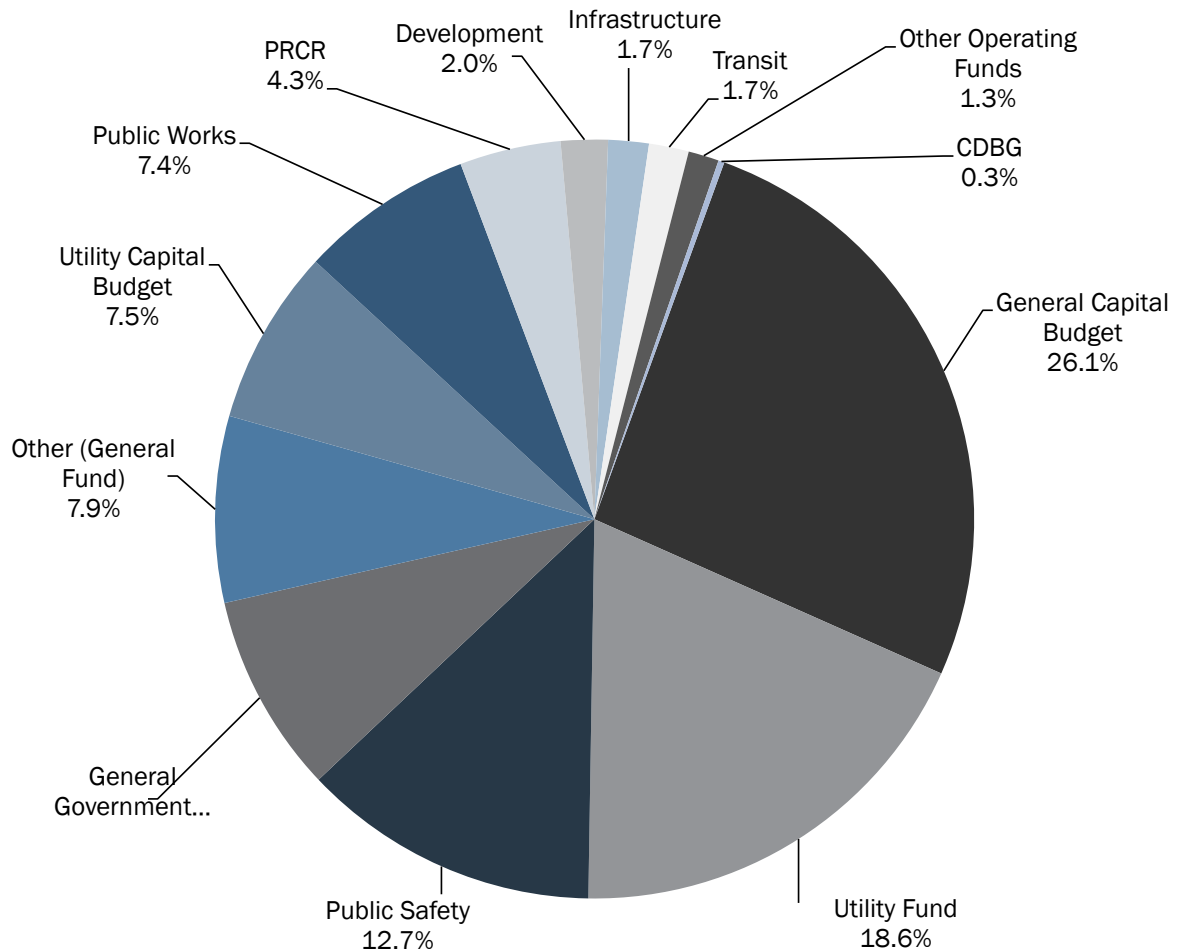
Revenue Source	Amount
Property Taxes	114,260,225
Other Taxes/Licenses	2,041,924
Sales Tax	29,297,628
Intergovernmental	11,240,862
Permits & Fees	4,213,598
Sales and Service	19,920,114
Investment/Miscellaneous	3,370,344
Utility Fund	80,815,018
General Capital Sources	68,496,065
General Capital Debt	43,182,010
Utility Capital Sources	28,235,763
Revenue Bond Proceeds	3,800,000
Other Funding Sources	13,267,299
TOTAL REVENUE SOURCES	\$422,140,850
Other Funds Net Fund Balance Appropriation	34,215,881
GF Net Fund Balance (Capital Contribution)	(16,290,000)
UF Net Fund Balance (Capital Contribution)	(12,417,661)
NET REVENUES APPROPRIATED	\$427,649,070

Property taxes make up 27.1% of all Town revenues. Additional General Fund revenues, such as user fees, sales taxes, intergovernmental revenues, and others make up 16.7% of all revenues. Water and sewer related fees in the Utility Fund comprise 19.1% of Town revenues.

The Town's capital revenue sources represent 22.9% of revenues (excluding debt proceeds) and include Powell Bill funds, interest earnings, vehicle license fees, and utility franchise fees. Debt proceeds as a capital revenue source represent 11.1% of revenues.

Other funding sources represent 3.1% of revenues and include dependent health premiums and grant revenue.

EXPENDITURES BY FUNCTION ALL FUNDS



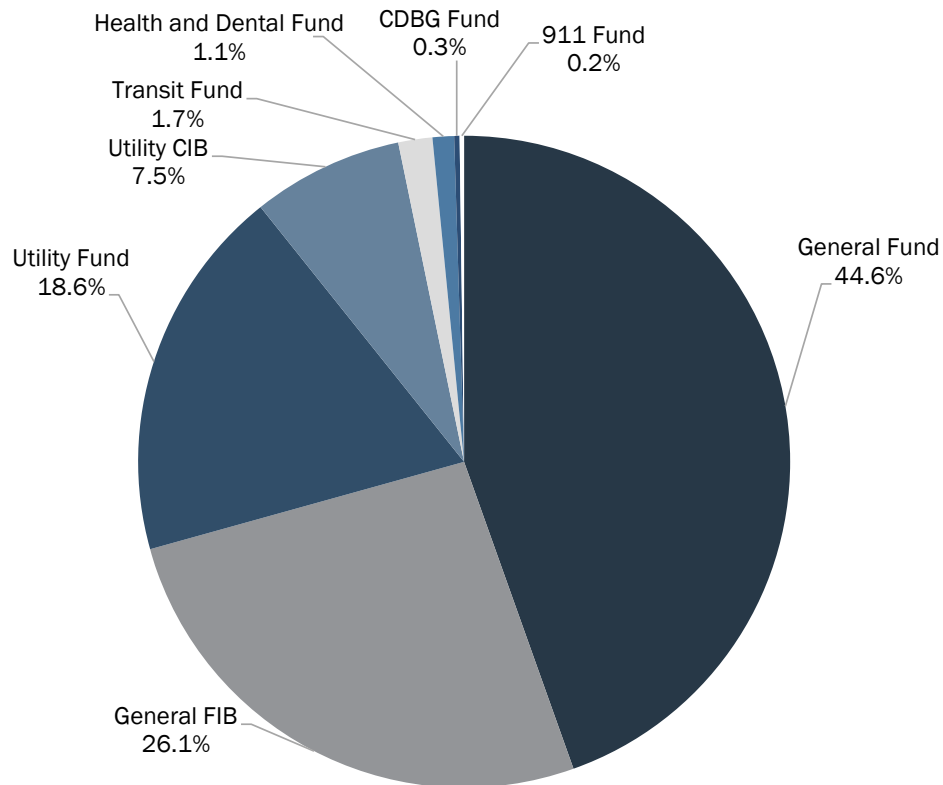
Expenditures by Function	Amount
General Government	36,348,035
Development	8,525,973
Infrastructure	7,418,667
Public Safety	54,293,355
PRCR	18,462,786
Public Works	31,581,616
Other (General Fund)	33,926,761
Utility Fund	79,480,189
Other Operating Funds	5,561,047
GoCary Transit Fund	7,233,481
CDBG Fund	1,103,322
Utility Capital Budget	32,035,763
General Capital Budget	111,678,075
TOTAL	\$427,649,070

The General Fund makes up 44.5% of all Town expenditures. This includes 12.7% for Public Safety, 11.7% for Public Works and Cultural/Recreation, 8.5% for General Government functions, 7.9% for Other General Fund expenses, and 3.7% for Development and Infrastructure.

The Utility Fund accounts for 18.6% of all Town expenditures, Other Funds are 3.3%, and capital spending makes up 33.6%.

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	190,557,193
Utility Fund	79,480,189
Health and Dental Fund	4,599,623
Transit Fund	7,233,481
911 Fund	961,424
CDBG Fund	1,103,322
General CIB	111,678,075
Utility CIB	32,035,763
Total	\$427,649,070

NOTE: These figures are net expenditures and transfers between funds and 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	13,645,372
Debt Interest	4,088,141
TOTAL	\$17,733,513

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 indicated below:

Utility Debt Service

Debt Principal	13,071,585
Debt Interest	9,961,688
TOTAL	\$23,033,273

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BUDGET OVERVIEW - ALL FUNDS

REVENUES

	Actual FY 2017	Actual FY 2018	Actual FY 2019	Estimated FY 2020	Budget FY 2021
REVENUES & SOURCES:					
General Fund					
Property Tax	89,973,487	92,316,526	94,482,047	96,554,862	114,260,225
Other Taxes/Licenses	34,488,157	36,141,693	39,061,721	38,674,565	31,339,552
Intergovernmental	11,288,013	11,871,963	12,031,005	10,995,797	11,240,862
Permits & Fees	5,421,069	5,504,544	5,504,354	4,767,173	4,213,598
Sales and Service	17,927,298	18,776,152	19,805,108	17,691,583	19,920,114
Investment Earnings	309,067	594,962	3,821,307	1,958,000	1,520,000
Miscellaneous	2,328,155	1,525,896	2,657,549	1,703,324	1,850,344
Appropriation from Fund Balance	1,394,412	12,922,820	(9,230,989)	7,037,698	22,502,498
General Fund Sub-Total	\$163,129,658	\$179,654,556	\$168,132,102	\$179,383,002	\$206,847,193
Utility Fund					
Operating Revenues	76,580,603	81,745,705	82,517,254	79,775,597	79,675,018
Interest Earnings	189,540	271,163	2,700,837	1,703,596	1,140,000
Appropriation from Fund Balance	-	25,735,279	(1,380,846)	(8,262,687)	11,082,832
Utility Fund Sub-Total	\$76,770,143	\$107,752,147	\$83,837,245	\$73,216,506	\$91,897,850
Other Funds					
Other Revenue	7,002,182	8,809,009	10,686,396	11,041,239	13,897,850
Capital Revenue Sources					
Debt Proceeds	36,188,182	4,552,500	12,360,336	1,350,000	46,982,010
General Capital	14,602,871	11,523,273	23,678,104	26,940,759	21,990,990
Utility Capital	15,238,304	15,619,456	26,703,019	34,440,309	14,481,142
Other Funding Sources	4,000,000	11,035,350	12,368,354	6,049,954	23,952,035
Transfers for Capital	21,350,297	29,643,491	21,406,561	6,824,816	36,307,661
TOTAL REVENUES	\$338,281,637	\$368,589,782	\$359,172,117	\$339,246,585	\$456,356,731
General Fund Uses					
Transfer to Capital	(16,479,089)	(24,451,401)	(6,890,000)	(8,404,494)	(16,290,000)
Transfer to Existing Capital Projects	(4,444,500)	-	-	-	-
Utility Fund Uses					
Transfer to Capital	(6,600,609)	(14,787,940)	(15,910,000)	(1,824,816)	(12,417,661)
Transfer to Existing Capital Projects	-	(26,878,516)	-	-	-
Contribution to Fund Balance	(6,867,041)	-	-	-	-
TOTAL NET REVENUE APPROPRIATED	\$303,890,398	\$302,471,925	\$336,372,117	\$329,017,275	\$427,649,070

BUDGET OVERVIEW - ALL FUNDS

EXPENDITURES & USES

	Actual FY 2017	Actual FY 2018	Actual FY 2019	Estimated FY 2020	Budget FY 2021
EXPENDITURES & USES:					
General Fund Expenditures	141,481,720	152,646,226	161,547,108	169,495,994	183,706,679
Interfund Transfers	2,213,067	4,004,594	3,254,514	3,132,514	9,950,514
Uses/(Sources)	(1,488,718)	(1,447,665)	(3,559,520)	(1,650,000)	(3,100,000)
General Fund Sub-Total	142,206,069	155,203,155	161,242,102	170,978,508	190,557,193
Utility Fund Expenditures	63,359,485	183,118,235	68,040,149	71,369,100	79,460,314
Uses/(Sources)	(56,992)	(117,032,544)	(112,904)	22,590	19,875
Utility Fund Sub-Total	63,302,493	66,085,691	67,927,245	71,391,690	79,480,189
Other Funds					
Fleet Management Fund	(186,911)	(59,617)	(144,011)	(449,956)	-
CDBG Fund	222,001	1,036,600	646,852	490,376	1,103,322
Transit Fund	2,262,691	3,222,952	4,988,776	5,674,268	7,233,481
911 Fund	546,734	451,407	450,887	657,830	961,424
Health and Dental Fund	4,157,667	4,157,667	4,743,892	4,668,721	4,599,623
Other Fund Sub-Total	7,002,182	8,809,009	10,686,396	11,041,239	13,897,850
Capital Expenditures					
General Capital	44,119,071	41,484,824	53,706,469	38,012,063	111,678,075
Utility Capital	47,260,583	30,889,246	42,809,905	37,593,775	32,035,763
Capital Sub-Total	91,379,654	72,374,070	96,516,374	75,605,838	143,713,838
TOTAL NET EXPENDITURES & USES	\$303,890,398	\$302,471,925	\$336,372,117	\$329,017,275	\$427,649,070

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 2017 through 2019 reflect actuals, while FY 2020 presents estimated and FY 2021 reflects budgeted amounts. FY 2020 figures include funds encumbered at the end of FY 2019 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
Property Tax	114,260,225	114,260,225	-	-	-	-	-	-	-	-
Other Taxes & Licenses	33,996,566	31,339,552	-	2,657,014	-	-	-	-	-	-
Intergovernmental	16,106,787	11,240,862	-	3,298,080	-	464,523	1,103,322	-	-	-
Permits & Fees	11,116,221	4,213,598	1,703,000	600,000	-	-	-	4,599,623	-	-
Sales & Service	98,366,869	19,920,114	77,902,018	544,737	-	-	-	-	-	-
Investment Earnings	2,660,000	1,520,000	1,140,000	-	-	-	-	-	-	-
Miscellaneous	1,920,344	1,850,344	70,000	-	-	-	-	-	-	-
Operating Subtotal	278,427,012	184,344,695	80,815,018	7,099,831	-	464,523	1,103,322	4,599,623	-	-
Restricted Revenue	15,390,129	-	-	-	-	-	-	-	2,119,625	13,270,504
Unrestricted Revenue	-	-	-	-	-	-	-	-	-	-
Municipal Reimbursements	1,336,960	-	-	-	-	-	-	-	-	1,336,960
Grant Revenue	-	-	-	-	-	-	-	-	-	-
Miscellaneous	2,750,000	-	-	-	-	-	-	-	2,750,000	-
Interlocal Revenue	19,865,075	-	-	-	-	-	-	-	19,865,075	-
Debt	46,982,010	-	-	-	-	-	-	-	43,182,010	3,800,000
Appropriation from Capital Reserve	21,082,003	-	-	-	-	-	-	-	19,871,365	1,210,638
Capital Subtotal	107,406,177	-	-	-	-	-	-	-	87,788,075	19,618,102
Total Revenue	\$385,833,189	\$184,344,695	80,815,018	\$7,099,831	-	\$464,523	\$1,103,322	\$4,599,623	\$87,788,075	\$19,618,102
Appropriation From (To) Fund Balance	34,215,881	22,502,498	11,082,832	133,650	-	496,901	-	-	-	-
Subtotal Revenue Appropriation	420,049,070	206,847,193	91,897,850	7,233,481	-	961,424	1,103,322	4,599,623	87,788,075	19,618,102
Capital Transfer - FY 2021 Projects	7,600,000	(16,290,000)	(12,417,661)	-	-	-	-	-	23,890,000	12,417,661
Net Total Revenue Appropriated	\$427,649,070	\$190,557,193	\$79,480,189	\$7,233,481	-	\$961,424	\$1,103,322	\$4,599,623	\$111,678,075	\$32,035,763

BUDGETED NET EXPENDITURES BY FUND

	Total	Individual Town Funds							Capital Projects	
		General Fund	Utility Fund	Transit Fund	Fleet*	911 Special	CDBG	Health & Dental**	General Capital	Utility Capital
Operating Expenses										
Personnel Services	166,679,838	120,700,304	21,511,469	802,096	1,175,932	9,448	-	22,480,589	-	-
Operations & Maintenance	129,862,398	71,284,465	46,250,383	7,885,829	2,273,693	951,976	1,103,322	112,730	-	-
Capital Outlay	3,188,534	1,386,434	1,743,100	-	59,000	-	-	-	-	-
Salary Class and Pay Study	15,000	15,000	-	-	-	-	-	-	-	-
Internal Service Charges	9,960,478	3,693,739	5,660,701	174,638	431,400	-	-	-	-	-
Non-Departmental Costs	9,935,400	6,577,344	3,333,685	1,432	22,939	-	-	-	-	-
Other	7,551,681	3,000,000	-	-	-	-	-	4,551,681	-	-
Operating Subtotal	327,193,329	206,657,286	78,499,338	8,863,995	3,962,964	961,424	1,103,322	27,145,000	-	-
Reimbursements/Transfers										
Net Other Sources / (Uses)	(43,258,097)	(16,100,093)	980,851	(1,630,514)	(3,962,964)	-	-	(22,545,377)	-	-
General Capital Funding	-	-	-	-	-	-	-	-	-	-
Capital Utility Funding	-	-	-	-	-	-	-	-	-	-
Total Net Operating Expenditures	\$283,935,232	\$190,557,193	\$79,480,189	\$7,233,481	-	\$961,424	\$1,103,322	\$4,599,623	-	-
Capital Projects										
Transportation Projects	63,630,075	-	-	-	-	-	-	-	63,630,075	-
Fire Projects	2,100,000	-	-	-	-	-	-	-	2,100,000	-
Parks, Recreation & Cultural Resources Projects	21,185,000	-	-	-	-	-	-	-	21,185,000	-
General Government Projects	23,813,000	-	-	-	-	-	-	-	23,813,000	-
Downtown Projects	950,000	-	-	-	-	-	-	-	950,000	-
Water Projects	19,880,000	-	-	-	-	-	-	-	-	19,880,000
Sewer Projects	12,155,763	-	-	-	-	-	-	-	-	12,155,763
Capital Subtotal	143,713,838	-	-	-	-	-	-	-	111,678,075	32,035,763
Total Net Expenditures	\$427,649,070	\$190,557,193	\$79,480,189	\$7,233,481	-	\$961,424	\$1,103,322	\$4,599,623	\$111,678,075	\$32,035,763

* Fleet Management charges departments expenses incurred; therefore, Fleet fund expenses are offset by revenues from departments in the General fund and Utility fund. Fleet fund expenses are shown in the Operating and Maintenance costs for departments in the General fund and Utility fund. 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.

INTERFUND TRANSFER SUMMARY

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MAJOR FUNDS										
	General Fund	Utility Fund	Fleet	Transit	Emergency Telephone System - 911	Health and Dental	Economic Development	CDBG	General Capital Reserve	Utility Capital Reserve
General Fund - Transfer		(70,000)	(3,781,174)	(1,630,514)	-	(820,465)	(650,000)	-	-	-
General Fund - (Reimb.)		17,515,088	400,250	157,864	-	-	-	-	-	-
Utility Fund - Transfer	70,000		(181,790)	-	-	(5,098,236)	-	-	-	-
Utility Fund - (Reimb.)	(17,515,088)		-	-	-	-	-	-	-	-
Fleet - Transfer	3,781,174	181,790		-	-	(9,294)	-	-	-	-
Fleet - (Reimb.)	(400,250)			-	-	-	-	-	-	-
Transit - Transfer	1,630,514	-	-		-	(5,005)	-	-	-	-
Transit - (Reimb.)	(157,864)				-	-	-	-	-	-
911	-	-	-	-		-	-	-	-	-
Health and Dental	820,465	5,098,236	9,294	5,005	-		-	-	-	-
Economic Development	650,000	-	-	-	-	-		-	-	-
CDBG	-	-	-	-	-	-	-		-	-
General Capital Reserve	-	-	-	-	-	-	-	-		-
Utility Capital Reserve	-	-	-	-	-	-	-	-	-	
Self-Insurance - Transfer	1,928,530	-	-	-	-	-	-	-	-	
Self-Insurance - (Reimb.)	(265,470)	234,477	21,906	9,087	-	-	-	-	-	
Land Project	7,000,000	-	-	-	-	-	-	-	-	-
Downtown	-	-	-	-	-	-	-	-	950,000	-
Transportation	750,000	-	-	-	-	-	-	-	16,465,000	-
General Government	13,060,000	-	-	-	-	-	-	-	3,753,000	-
Fire	2,000,000	-	-	-	-	-	-	-	100,000	-
Parks	1,080,000	-	-	-	-	-	-	-	7,685,909	-
Sewer Projects	-	5,666,066	-	-	-	-	-	-	-	6,440,737
Water Projects	-	6,751,595	-	-	-	-	-	-	-	8,040,405
Sub-total	\$14,432,011	\$35,377,252	(\$3,531,514)	(\$1,458,558)	-	(\$5,933,000)	(\$650,000)	-	\$28,953,909	\$14,481,142
Other Revenues Credit	(169,106,023)	(80,745,018)	-	(7,099,831)	(464,523)	(21,212,000)	-	(1,103,322)	(12,256,519)	(14,530,528)
Expenditures Debit	177,342,577	56,450,598	3,531,514	8,692,039	961,424	22,593,319	650,000	1,103,322	-	-
Net to Fund Balance	(\$22,668,565)	(\$11,082,832)	-	(\$133,650)	(\$496,901)	\$4,551,681	-	-	(\$16,697,390)	\$49,386
Fund Balance Beginning	90,693,110	79,977,863	309,313	729,603	554,012	17,167,095	496,381	39,124	41,125,654	62,420,015
Fund Balance Ending	\$68,024,545	\$68,895,031	\$309,313	\$595,953	\$57,111	\$21,718,776	\$496,381	\$39,124	\$24,428,264	\$62,469,401

Cary's accounts are organized and operated on a fund basis. A fund is an independent fiscal and accounting entity with a balanced set of accounts, i.e. revenues, and expenditures. Cary also maintains certain additional sub-funds for its own specific management needs. These individual sub-funds must also balance but are consolidated into an appropriate "umbrella" fund for financial statement purposes. The General Fund is one example of this. Examples of independent and sub-funds are shown on the following page.

Interfund transfers generally occur for two reasons. One - the General fund may choose to support independent or capital project fund activities, but are not required to do so. Two - the General fund can choose its level of support / the amount it chooses to transfer. Transfers between sub-funds are necessary to balance those funds. The level of support is determined by the amount that sub-fund expenses exceed sub-fund revenues.

INTERFUND TRANSFER SUMMARY

SUB AND CAPITAL PROJECT FUNDS

	Self Insurance	Land Project	Downtown	Transportation	General Government	Fire	Parks	Sewer Projects	Water Projects
General Fund - Transfer	(1,928,530)	(7,000,000)	-	(750,000)	(13,060,000)	(2,000,000)	(1,080,000)	-	-
General Fund - (Reimb.)	-	-	-	-	-	-	-	-	-
Utility Fund - Transfer	(234,477)	-	-	-	-	-	-	(5,666,066)	(6,751,595)
Utility Fund - (Reimb.)	-	-	-	-	-	-	-	-	-
Fleet - Transfer	(21,906)	-	-	-	-	-	-	-	-
Fleet - (Reimb.)	-	-	-	-	-	-	-	-	-
Transit - Transfer	(9,087)	-	-	-	-	-	-	-	-
Transit - (Reimb.)	-	-	-	-	-	-	-	-	-
911	-	-	-	-	-	-	-	-	-
Health and Dental	-	-	-	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-	-	-	-
CDBG	-	-	-	-	-	-	-	-	-
General Capital Reserve	-	-	(950,000)	(16,465,000)	(3,753,000)	(100,000)	(7,685,909)	-	-
Utility Capital Reserve	-	-	-	-	-	-	-	(6,440,737)	(8,040,405)
Self-Insurance - Transfer	-	-	-	-	-	-	-	-	-
Self-Insurance - (Reimb.)	-	-	-	-	-	-	-	-	-
Land Project	-	-	-	-	-	-	-	-	-
Downtown	-	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-
General Government	-	-	-	-	-	-	-	-	-
Fire	-	-	-	-	-	-	-	-	-
Parks	-	-	-	-	-	-	-	-	-
Sewer Projects	-	-	-	-	-	-	-	-	-
Water Projects	-	-	-	-	-	-	-	-	-
Sub-total	(\$2,194,000)	(\$7,000,000)	(\$950,000)	(\$17,215,000)	(\$16,813,000)	(\$2,100,000)	(\$8,765,909)	(\$12,106,803)	(\$14,792,000)
Other Revenues Credit	-	-	-	-	-	-	-	-	-
Expenditures Debit	2,293,005	7,000,000	950,000	17,215,000	16,813,000	2,100,000	8,765,909	12,106,803	14,792,000
Net to Fund Balance	(\$99,005)	-	-	-	-	-	-	-	-
Fund Balance Beginning	4,398,993	-	11,640,530	47,418,009	15,102,406	75,901	16,921,322	86,926,693	53,575,912
Fund Balance Ending	\$4,299,988	-	\$11,640,530	\$47,418,009	\$15,102,406	\$75,901	\$16,921,322	\$86,926,693	\$53,575,912

CHANGES IN FUND BALANCE - ALL FUNDS

	General Fund	Utility Fund	Fleet Management Fund	Transit Fund	911 Fund	Health & Dental Fund	Economic Development Fund	Community Development Block Grant Fund	General Capital Reserve Fund	Utility Capital Reserve Fund	Total
Estimated Beginning Fund Balance 7/1/2020	90,693,110	79,977,863	309,313	729,603	554,012	17,167,095	496,381	39,124	41,125,654	62,420,015	293,512,170
Total Revenues	184,344,695	80,815,018	-	7,099,831	464,523	4,599,623	650,000	1,103,322	12,256,519	14,530,528	305,864,059
Fund Balance plus Revenues	275,037,805	160,792,881	309,313	7,829,434	1,018,535	21,766,718	1,146,381	1,142,446	53,382,173	76,950,543	599,376,229
Total Expenditures/Expenses	183,872,746	79,460,314	3,531,564	8,863,995	961,424	22,593,319	650,000	1,103,322	28,953,909	14,481,142	344,471,735
Transfers Out/(In)/Other Adjustments											
Transfer to Transit Fund	1,630,514	-	-	-	-	-	-	-	-	-	1,630,514
Transfer to Economic Development Fund	650,000	-	-	-	-	-	-	-	-	-	650,000
Transfer to Health & Dental Fund	-	-	31,150	-	-	-	-	-	-	-	31,150
Reimb. fm Utility Fund - PWUT	-	-	-	-	-	-	-	-	-	-	-
Reimb. to Gen. Fund-indirect costs	-	-	400,250	-	-	-	-	-	-	-	400,250
Transfer to CDBG Fund	-	-	-	-	-	-	-	-	-	-	-
Transfer to Potential Site Acquisition	7,000,000	-	-	-	-	-	-	-	-	-	7,000,000
Transfer to Utility Fund	70,000	-	-	-	-	-	-	-	-	-	-
Transfer to Capital Sidewalk Project	600,000	-	-	-	-	-	-	-	-	-	600,000
Transfer to Cap. Imp. Funds	16,290,000	12,417,661	-	-	-	-	-	-	-	-	28,707,661
Transfer to Existing Cap. Imp. Project	-	-	-	-	-	-	-	-	-	-	-
Other Uses (Sources)	(3,100,000)	19,875	(3,962,964)	(1,630,514)	-	(22,545,377)	-	-	-	-	(31,218,980)
Total Transfers Out (In)	23,140,514	12,437,536	(3,531,564)	(1,630,514)	-	(22,545,377)	-	-	-	-	7,870,595
Total Expenditures and Inter-fund Transfers	207,013,260	91,897,850	-	7,233,481	961,424	47,942	650,000	1,103,322	28,953,909	14,481,142	352,342,330
Estimated Ending Fund Balance 6/30/2021	\$68,024,545	\$68,895,031	\$309,313	\$595,953	\$57,111	\$21,718,776	\$496,381	\$39,124	\$24,428,264	\$62,469,401	\$247,033,899
Estimated Change in Fund Balance	(22,668,565)	(11,082,832)	-	(133,650)	(496,901)	4,551,681	-	-	(16,697,390)	49,386	(46,478,271)
Percent Change	-25.0%	-13.9%	0.0%	-18.3%	-89.7%	26.5%	0.0%	0.0%	-40.6%	0.1%	-15.8%
Restricted by Use	-	-	-	-	-	-	-	-	-	-	-
Estimated Undesignated and Unrestricted Ending Fund Balance 6/30/2020	\$68,024,545	\$68,895,031	\$309,313	\$595,953	\$57,111	\$21,718,776	\$496,381	\$39,124	\$24,428,264	\$62,469,401	\$247,033,899

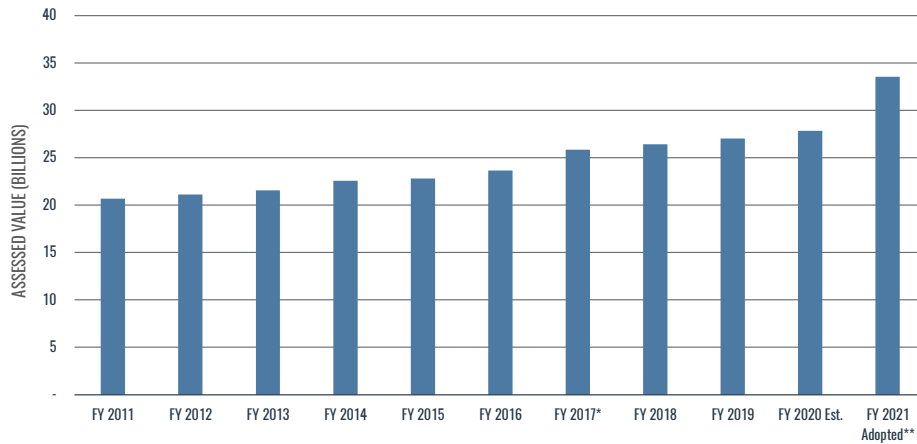
Explanation of Changes in Fund Balance:

GENERAL FUND	Decrease in fund balance is primarily due to costs associated with funding capital projects and through balancing the operating budget due to the impacts of COVID-19
UTILITY FUND	Decrease in fund balance is primarily due to costs associated with funding capital projects and for a transfer to the Health & Dental Fund for OPEB-related costs
FLEET FUND	The Fleet Fund balance was unchanged due to a change in practices regarding charging parts and labor to departments
TRANSIT FUND	Decrease in fund balance is primarily due to the costs of increased expenses for Demand Response services.
911 FUND	Decrease in fund balance is an intentional decision to draw down fund balance to meet the North Carolina 911 Board's revenue allocation policy. Local governments with high fund balances receive smaller distributions from the Board.
HEALTH & DENTAL FUND	Increase in fund balance is an intentional 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.
UTILITY CAPITAL RESERVE FUND	Slight increase in fund balance is primarily due to the timing and scope of projects scheduled for the fiscal year.

ASSESSED VALUES AND CARY, WAKE COUNTY AND 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
FY 2011	18,683,418,465	1,996,762,856	20,680,181,321	0.3300	0.5340	0.8640	0.6219	0.9519
FY 2012	19,046,753,060	2,065,791,714	21,112,544,774	0.3300	0.5340	0.8640	0.6219	0.9519
FY 2013	19,423,704,724	2,133,649,909	21,557,354,633	0.3300	0.5340	0.8640	0.6219	0.9519
FY 2014	19,852,324,768	2,700,436,514	22,552,761,282	0.3500	0.5340	0.8840	0.6219	0.9719
FY 2015	20,370,051,985	2,430,384,093	22,800,436,078	0.3500	0.5780	0.9280	0.6219	0.9719
FY 2016	21,150,342,273	2,504,487,394	23,654,829,667	0.3700	0.6150	0.9850	0.6219	0.9919
FY 2017*	23,155,294,195	2,696,532,914	25,851,827,109	0.3500	0.6050	0.9550	0.6338	0.9838
FY 2018	23,603,564,158	2,810,525,803	26,414,089,961	0.3500	0.6150	0.9650	0.6281	0.9781
FY 2019	24,144,682,370	2,879,847,044	27,024,529,414	0.3500	0.6540	1.0040	0.6281	0.9781
FY 2020 Est.	24,828,704,813	3,017,629,777	27,846,334,590	0.3500	0.7207	1.0707	0.6700	1.0200
FY 2021 Adopted**	30,391,978,369	3,140,785,411	33,532,763,780	0.3500	0.6000	0.9500	0.6700	1.0200

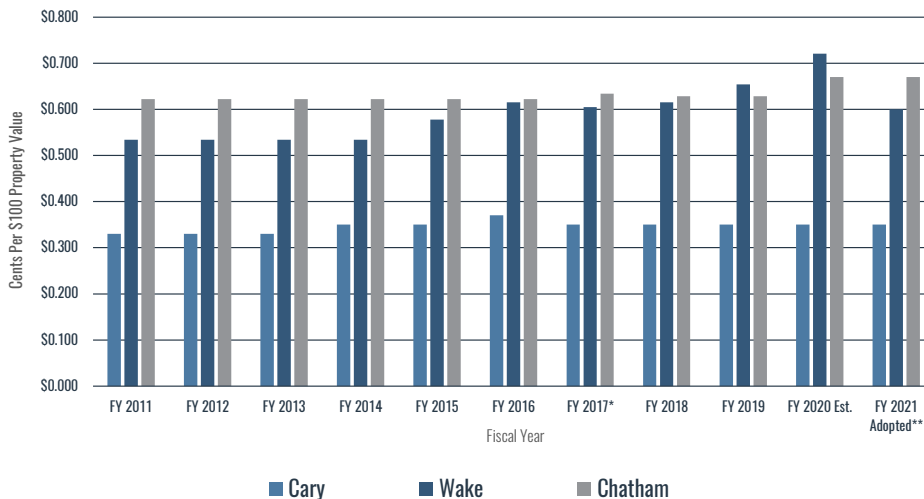
TOWN OF CARY
ASSESSED VALUES FY 2011 - 2021



Property tax values in Wake County are revalued, or adjusted to approximate market value, every four years. The last revaluation occurred effective January 1, 2020, and caused an increase in value of 20.4%. The Town of Cary FY 2021 tax rate is 35 cents.

Similarly, property tax values in Chatham County are revalued every four years (FYs 2010, 2014, and 2018). 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.

CARY, WAKE COUNTY, AND CHATHAM COUNTY PROPERTY TAX RATES



Notes: 1) Includes public service companies, 2) Includes vehicle assessments, 3) Assessed values are net of rebates and appeals

* Wake County real property revaluation as of January 1, 2016 affected land and building assessed values for FY 2017.

**Wake County real property revaluation as of January 1, 2020 affected land and building assessed values for FY 2021

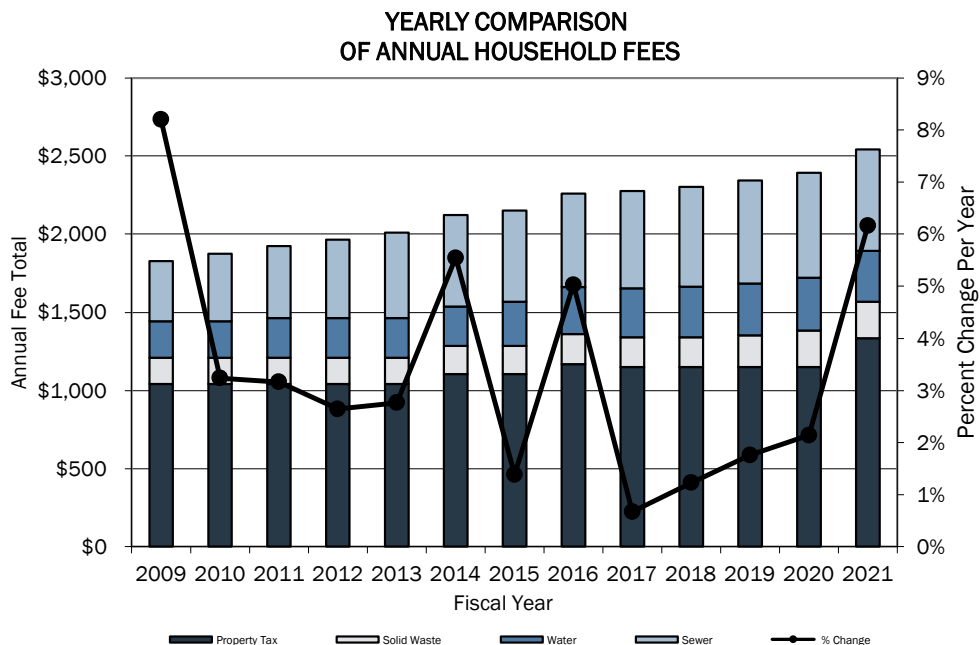
ANNUAL HOUSEHOLD FEES

The examples calculated below reflect the equivalent of a 2,700 square foot single family home with a tax value as shown in the table below. The water and sewer fees are for a residential customer consuming an average of 5,000 gallons of water per month.

The average annual household fee increase from FY09 through FY21 is 3.4%. The United States Consumer Price Index (CPI) annual average from calendar year 2009 through 2019 is 1.5%. Cary's increase in average annual household fees has exceeded the CPI for a variety of reasons.

Property taxes were affected by property revaluations in FY 2009, 2017 and FY 2021. Property tax rates increased by two cents in FY 2014 and FY 2016 to cover bond debt payments that came due in those years. FY 2017's rate was set at revenue neutral and the FY 2021 budget maintained that rate due to COVID-19 revenue uncertainty and to ensure funds for future debt repayment. In FY 2021 residential property values increased an average of 18%. Solid Waste fees increased in FY 2014, 2016, 2019, and 2020 to cover increasing costs for those services. Water and Sewer fees have historically been set using a rate-smoothing model to ensure funding for future capital projects and maintenance without drastic fee increases to customers in a single year. Water and sewer volumetric rates decreased 4% in FY 2021.

FY	Tax Value	Property Tax	Tax Rate	Solid Waste	Water	Sewer	Total	% Change
2009	316,000	\$1,042.80	0.33	\$168.00	\$233.64	\$383.04	\$1,827.48	8.2%
2010	316,000	\$1,042.80	0.33	\$168.00	\$233.64	\$429.24	\$1,873.68	3.2%
2011	316,000	\$1,042.80	0.33	\$168.00	\$252.84	\$459.24	\$1,922.88	3.2%
2012	316,000	\$1,042.80	0.33	\$168.00	\$252.84	\$500.64	\$1,964.28	2.6%
2013	316,000	\$1,042.80	0.33	\$168.00	\$252.84	\$545.04	\$2,008.68	2.8%
2014	316,000	\$1,106.00	0.35	\$180.00	\$252.84	\$582.84	\$2,121.68	5.5%
2015	316,000	\$1,106.00	0.35	\$180.00	\$282.24	\$582.84	\$2,151.08	1.4%
2016	316,000	\$1,169.20	0.37	\$192.00	\$299.64	\$598.44	\$2,259.28	5.0%
2017	328,640	\$1,150.24	0.35	\$192.00	\$310.44	\$621.84	\$2,274.52	0.7%
2018	328,640	\$1,150.24	0.35	\$192.00	\$319.92	\$640.32	\$2,302.48	1.2%
2019	328,640	\$1,150.24	0.35	\$204.00	\$329.40	\$659.40	\$2,343.04	1.8%
2020	328,640	\$1,150.24	0.35	\$234.00	\$336.00	\$673.00	\$2,393.24	2.1%
2021	381,400	\$1,334.90	0.35	\$234.00	\$324.24	\$647.64	\$2,540.78	6.2%



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. Staff of 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.

Cary has seven outstanding series of general obligation bonds, including three series of refunding bonds. The four general obligation bonds were issued in 2006, 2014, 2017, and 2019. Principal and interest payments on general obligation bonds are collateralized by the full faith, credit, and taxing power of Cary. The 2014, 2017 and 2019 general obligation bonds bear interest, payable semi-annually, at rates varying from 2.0% 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 2020, the interest rates, which were adjusted on a weekly basis, ranged from a low of .10% to a high of 5.0%, but averaged approximately 1.3%. 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 Cary, the debt service is funded through utility rates. Cary'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 Cary's interest costs through lower interest rates by demonstrating that investments in Cary's obligations are low risk.

Cary has three general obligation refunding bond issues outstanding. Refunding bonds are issued to retire existing bonds to achieve budgetary savings through lower interest rates. Refunding bonds were issued twice in 2010 and in 2017. The Series 2017B were issued the same time as new money bonds to share the costs of issuance. Portions of the Series 2010A and 2017B 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 Cary.

Cary has four revenue bond issues outstanding, issued in 2013, 2015, and two in 2017 with the last one refunding existing debt. 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 Cary and a trustee for the benefit of the bondholders. In this trust agreement, Cary made certain covenants, or promises, regarding utility rates and the operation of the utility system. Cary's revenue bonds are also rated AAA by all three rating agencies.

Cary issued the only series of certificates of participation in 2002. Principal and interest requirements are provided by appropriation in the year in which they are due and are secured by Cary Hall campus property. Cary refinanced a portion of the bonds in 2010 and 2012 by issuing limited obligation refunding bonds. The original certificates were fully retired in FY 2013 and two refunding bonds are still outstanding.

Cary has four State Revolving Loans with interest rates ranging from 2.21% to 2.42%. The loans financed improvements to the sewer system. These loans are long-term debt instruments that will be repaid from the receipts of the utility system.

HISTORICAL OVERVIEW OF OUTSTANDING DEBT

- 1986 In a November 1986 referendum, Cary voters approved \$27,000,000 in bonds. 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.
- 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 Cary 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 Cary refunded \$20,125,000 in water, sewer, and street bonds in December 1992, at interest rates ranging from 5.5% to 5.6%. The original bonds issued in FY 1987 and FY 1988 were refunded to provide Cary 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% and generated approximately \$105,000 in savings to Cary. 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%. This sale included \$9,075,000 of authorized sewer bonds and \$2,500,000 in parks and recreation bond authorizations.
- 1997 In October 1997, Cary entered into an installment purchase agreement for \$700,000 for the financing of two fire trucks. The debt was repaid over a period of ten years and 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% annual interest rate. In November 1997, Cary 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% annual rate.
- 1998 In December 1998, \$6,925,000 in general obligation bonds were sold with interest rates ranging from 4% to 4.2%. This sale was for the remaining parks and recreation authorization. In December 1998, Cary 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% 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, Cary 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 was repaid over a period of ten years and budgeted in the general fund. The

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- first principal and interest payment was made in FY 2000. Principal and interest payments were made semi-annually based on a 4.73% 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%. 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. Cary also refunded \$12,330,000 of the 1992 refunding in February 2001, at rates ranging from 4.0% to 4.2%, for approximately \$459,000 in present value savings. In November 2001, Cary 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%.
- 2002 In March 2002, Cary entered into an installment purchase agreement for \$375,000 for the financing of a fire pumper. The debt was repaid over a period of ten years and budgeted in the general fund. Principal and interest payments were made semi-annually based on a 4.04% annual interest rate with the first payment in FY 2003. In October 2002, Cary issued \$46,695,000 of certificates of participation to finance Cary hall expansion and to accelerate the widening of NC Highway 55. The certificates of participation are secured by Cary hall campus property and will be repaid over a period of 20 years, semi-annually, at rates ranging from 2.5% to 5.0%. 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, Cary 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%. These bonds were paid off early in June 2013. In July 2003, Cary entered into an installment purchase agreement for \$1,322,688 for the financing of an aerial fire truck and two fire pumpers. The debt was repaid over a period of ten years and budgeted in the general fund. Principal and interest payments were made semi-annually based on a 2.65% annual interest rate.
- 2004 In May 2004, Cary issued \$25,605,000 of revenue bonds to finance 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%. Debt service began in FY 2005 and was complete in FY 2015 due to refinancing most of this debt in FY 2013. Cary 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. Cary 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 and payments were complete in FY 2014.
- 2005 Cary 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 Water Reclamation Facility. 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 No additional debt was issued in FY 2006.
- 2007 In July 2006, Cary 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

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- be repaid over a 20 year period, with the first principal payment made in FY 2009. Additionally, Cary 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 for the utility fund. The revenue bonds will be repaid over a period of 25 years, semi-annually, from receipts of the utility system. Most of the 2007 revenue bonds were refinanced in FY 2015 and the remainder were refinanced in FY 2018.
- 2008 There was no additional debt issued in FY 2008.
- 2009 In July 2008 Cary entered into an installment purchase agreement for two fire trucks in the amount of \$1,315,000. Debt service commenced in FY 2009 and was paid over a period of 10 years at 3.56% interest. In April 2009 Cary 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 Water Reclamation Facility. These bonds will be repaid over a 20 year period with coupon rates ranging from 3.0% to 5.0% with an average total interest cost of 3.49%. A portion of the bonds were refinanced in FY 2017 and FY 2018, and the last payment was made in FY 2019. In April 2009, Cary 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% to 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, Cary 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 Cary 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, Cary 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, Cary 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, Cary received a State Revolving Loan for \$1,041,230 to pay a portion of the design and permitting costs for the Western Wake Water Reclamation 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, Cary formally accepted a \$35,000,000 State Revolving Loan to finance a portion of the construction of the Western Wake Water Reclamation Facility. Repayment will be over a 20 year period, with an interest rate of 2.22% and principal payments began in FY 2015.
- 2012 In February 2012, Cary 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

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- 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 authorization. In January 2013, Cary issued \$98.4 million in Series 2013 revenue bonds with a true interest cost of 3.55% and principal payments commenced 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 % interest for five years with the final payment being made in FY 2018.
- 2014 In February 2014, Cary issued \$74,320,000 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 was 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 to 5.0% with an average total interest cost of 3.29%.
- 2015 In March 2015, Cary issued \$53,785,000 million in Series 2015 revenue bonds with a true interest cost of 2.99% and principal payments commenced 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, Cary 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. In October 2017, these bonds were refinanced via the 2017B Public Improvement Refunding.
- 2017 In March 2017, Cary issued \$31,955,000 million in Series 2017 revenue bonds to finance several water and wastewater projects. The bonds have a true interest cost of 3.37% with principal payments beginning in FY 2018 and repayment over a 25 year period.
- 2018 In October 2017 Cary issued \$31,035,000 in general obligation bonds related to the 2012 Referenda, which provided \$3,605,000 for park-related projects, \$26,500,000 for transportation projects, and \$930,000 for fire projects. These bonds will be repaid over a twenty year period with coupon rates ranging from 2.0% to 5.0% with an average total interest cost of 2.47%. In October 2017, Cary also issued \$28,815,000 in refunding bonds to refinance general obligation bonds of \$5,890,000 in 2009A Public Improvement series and \$25,631,000 in Series 2016A Public Improvement Refunding series. These refunding bonds bear interest coupons from 2.0% to 5.0% with an average rate of 1.77% for 11 years. The bonds provided approximately \$1.3 million in present value savings of which \$686,000 was for the general fund and \$614,000 million for the utility fund. In addition, in December 2017 Cary closed on a large refinancing of revenue bonds prior to the passage of legislation that no longer allowed advanced refundings in the municipal market. Cary refinanced \$8,655,000 of Series 2007 revenue bonds and \$83,520,000 of Series 2013 revenue bonds which resulted in present value savings to the utility fund of over \$6.3 million with coupons from 1.75% to 5.0% with a true interest cost of 3.22%.
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- 2019 In December 2018, Cary closed on an installment purchase loan for \$8,475,000 to finance the construction of Fire Station Number 9 and a portion of the replacement of two aerial ladder trucks. The loan was financed over 15 years at an interest rate of 3.12%.
- 2020 In August 2019, Cary issued \$16,050,000 in general obligation bonds which was the remaining outstanding authority from the 2012 Referenda, which provided \$1,825,000 for park-related projects, \$13,715,000 for transportation projects, and \$510,000 for fire projects. These bonds will be repaid over a twenty year period with coupon rates ranging from 2.5% to 5.0% with an average true interest cost of 2.18%. In October 2019, Cary voters approved the *Shaping Cary's Tomorrow* bond referendum for \$225 million, consisting of \$112 million parks and \$113 million transportation authorization.

FY 2021 DEBT OUTLOOK

Cary is planning to borrow \$1,350,000 in the early fall of 2020 for the purchase of a replacement aerial ladder fire truck. The loan will be financed over 10-15 years with the first interest payment expected in FY 2021.

FY 2022 DEBT OUTLOOK

Cary is proceeding with several capital projects that were part of the *Shaping Cary's Tomorrow* bond referendum that was approved in October 2019. Current financial plans estimate a bond sale of about \$75 million in fall 2021 with full debt service payments beginning in FY 2022.

EFFECTS OF DEBT

With Cary issuing the debt as planned in FY 2021, the general fund will have a debt balance of \$111,493,541 and the utility fund will have a debt balance of \$248,720,283 on June 30, 2021. For FY 2021, the general fund has a debt service obligation of \$17,733,513. This includes principal and interest for street bonds, park and recreation bonds, fire bonds, limited obligation bonds, and installment purchase obligations. For FY 2021, the utility fund has a debt service obligation of \$23,033,273. This includes principal and interest on the two existing water reclamation facilities, the Western Wake Water Reclamation Facility, the water treatment facility, the reclaimed water system, and various water tanks and pump stations.

OUTSTANDING DEBT

ISSUE DATE	SERIES	PRINCIPAL AS OF 7/1/20	TO BE ISSUED	RETIRING IN FY 2021		OUTSTANDING 6/30/2021
				PRINCIPAL	INTEREST	
WATER & SEWER DEBT						
5-04	State Revolving Loan	3,066,967	-	511,161	74,221	2,555,806
2-05	State Revolving Loan	1,251,139	-	178,734	27,588	1,072,405
6-10	Water Refunding	5,760,000	-	3,395,000	230,400	2,365,000
1-11	State Revolving Loan	24,500,000	-	1,750,000	543,900	22,750,000
2-11	State Revolving Loan	572,676	-	52,062	12,628	520,614
1-13	Revenue Bonds	10,890,000	-	1,090,000	500,300	9,800,000
2-14	Sewer Bonds	35,060,000	-	1,255,000	1,379,225	33,805,000
3-15	Revenue Bonds	47,505,000	-	1,840,000	1,824,313	45,665,000
3-17	Revenue Bonds	29,665,000	-	820,000	1,249,831	28,845,000
10-17	Sewer Refunding	12,191,086	-	1,339,628	443,669	10,851,458
12-17	Revenue Refunding	91,330,000	-	840,000	3,675,613	90,490,000
TOTAL WATER & SEWER DEBT		261,791,868	-	13,071,585	9,961,688	248,720,283
GENERAL DEBT						
7-06	Public Improvement Bonds	25,655,000	-	1,800,000	511,694	23,855,000
6-10	COPS Refunding	2,365,000	-	795,000	66,925	1,570,000
10-11	Public Improvement Refunding	5,615,000	-	3,435,000	224,600	2,180,000
2-12	COPS Refunding	4,785,000	-	1,625,000	92,957	3,160,000
2-14	Public Improvement Bonds	21,190,000	-	1,515,000	855,175	19,675,000
10-17	Public Improvement Bonds	26,565,000	-	1,565,000	973,050	25,000,000
10-17	Public Improvement Refunding	13,653,913	-	1,500,372	496,906	12,153,541
12-18	Installment Purchase	7,910,000	-	565,000	237,978	7,345,000
8-19	Public Improvement Bonds	16,050,000	-	845,000	600,856	15,205,000
10-20	Installment Purchase	-	1,350,000	-	28,000	1,350,000
TOTAL GENERAL DEBT		123,788,913	1,350,000	13,645,372	4,088,141	111,493,541
TOTAL		\$385,580,781	\$1,350,000	\$26,716,957	\$14,049,829	\$360,213,824
TOTAL PRINCIPAL PLUS INTEREST TO BE RETIRED IN FY 2021					\$40,766,786	

DEBT LIMIT AND LEGAL DEBT LIMIT MARGIN

	(Estimated) As of 6/30/20	(Budgeted) As of 6/30/21
*Net assessed value	27,846,334,590	33,532,763,780
**Debt limit - 8% of total assessed value	2,227,706,767	2,682,621,102
Less: Amount of debt applicable to debt limit (Net bonded debt)	396,039,999	381,149,999
Legal debt margin	\$1,831,666,768	\$2,301,471,103

* Assessed values are estimated for FY 2020 and budgeted for FY 2021.

** 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.

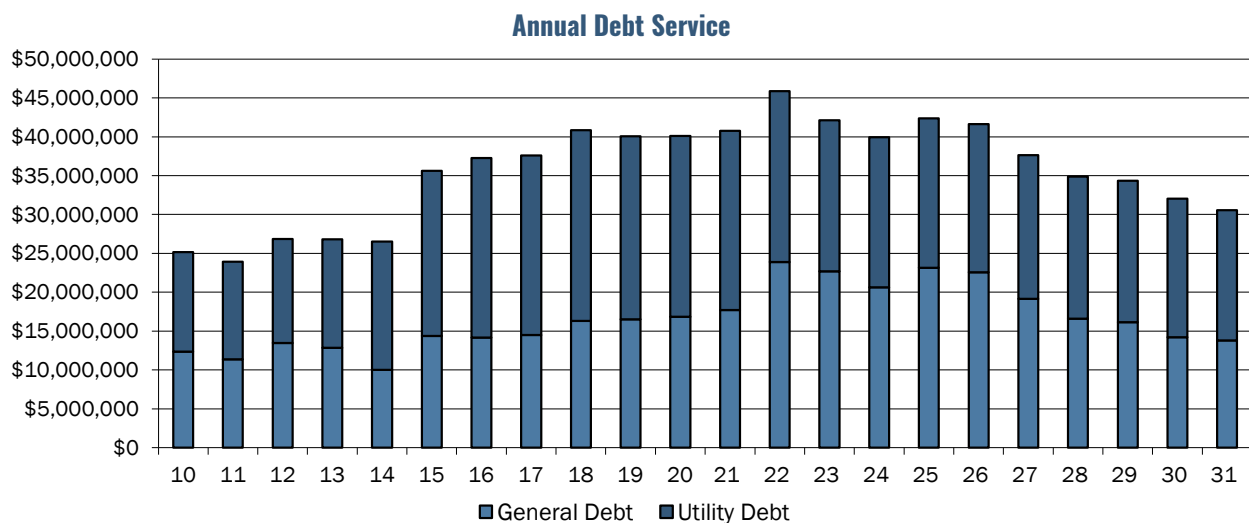
ANNUAL DEBT SERVICE REQUIREMENTS*

Fiscal Years 2010 - 2031

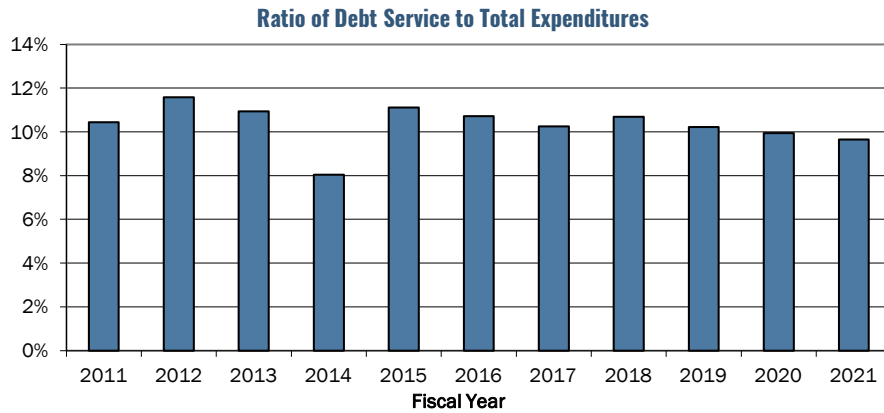
Fiscal Year	General Debt		Utilities Debt		Total		General Debt	Utility Debt
	Principal	Interest	Principal	Interest	Principal	Principal & Interest		
10	7,969,735	4,394,083	7,168,845	5,631,140	15,138,580	25,163,803	12,363,818	12,799,985
11	7,575,082	3,784,666	7,406,890	5,179,010	14,981,972	23,945,648	11,359,748	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	3,612,236	11,804,552	11,299,905	22,360,505	37,272,646	14,168,189	23,104,457
17	11,175,613	3,312,565	12,063,987	11,051,685	23,239,600	37,603,850	14,488,178	23,115,672
18	12,423,432	3,889,882	12,959,081	11,554,973	25,382,513	40,827,368	16,313,314	24,514,054
19	12,366,132	4,147,157	12,615,825	10,922,155	24,981,957	40,051,269	16,513,289	23,537,980
20	12,843,014	4,008,525	12,808,943	10,447,575	25,651,957	40,108,057	16,851,539	23,256,518
21	13,645,372	4,088,141	13,071,585	9,961,686	26,716,957	40,766,784	17,733,513	23,033,271
22	16,965,938	6,929,507	12,541,019	9,445,961	29,506,957	45,882,425	23,895,445	21,986,980
23	16,459,146	6,241,839	10,497,812	8,918,942	26,956,958	42,117,739	22,700,985	19,416,754
24	14,129,995	6,500,055	10,846,963	8,455,715	24,976,958	39,932,728	20,630,050	19,302,678
25	16,356,221	6,796,667	11,190,736	8,008,781	27,546,957	42,352,405	23,152,888	19,199,517
26	16,414,429	6,138,565	11,537,528	7,540,783	27,951,957	41,631,305	22,552,994	19,078,311
27	13,692,636	5,475,980	11,393,160	7,065,020	25,085,796	37,626,796	19,168,616	18,458,180
28	11,650,938	4,940,840	11,641,124	6,648,034	23,292,062	34,880,936	16,591,778	18,289,158
29	11,619,240	4,515,893	11,957,822	6,233,330	23,577,062	34,326,285	16,135,133	18,191,152
30	10,135,000	4,084,095	11,007,062	6,801,453	21,142,062	32,027,610	14,219,095	17,808,515
31	10,130,000	3,674,304	11,392,062	5,370,442	21,522,062	30,566,808	13,804,304	16,762,504

FY 2014 does not include the early pay off of the 2003 GO bonds.

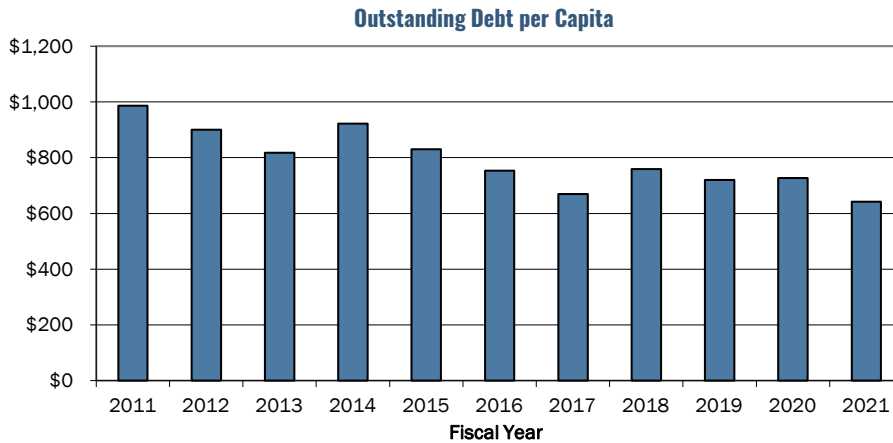
*Represents principal and interest on existing bonds, existing installment contracts, and on debt that has been committed in FY 2020 and prior year budgets. It also includes debt impacts associated with the Approved FY 2021 Capital Improvement Budget (CIB).



GENERAL FUND DEBT RATIOS



This chart compares total debt service to total expenditures for the General Fund. Total expenditures include reimbursements from the Utility Fund. These figures do not include any other transfers. See the table at the bottom of this page for more details.



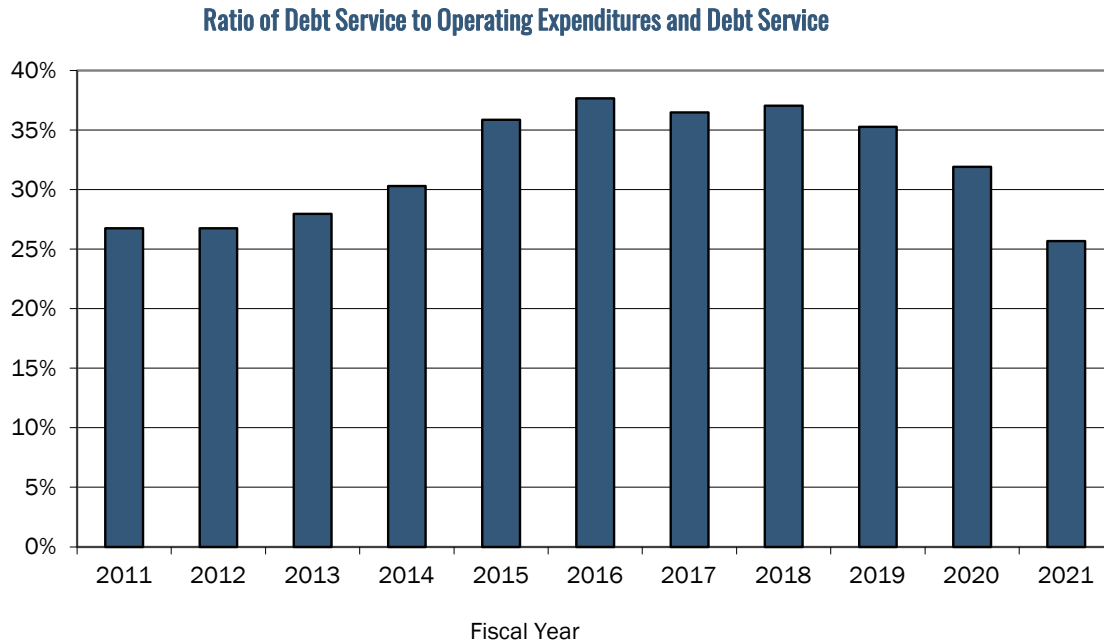
The Town issued general obligation bonds in 2014, 2017, and 2019 for streets, parks, and fire projects included in the the \$80 million general obligation bond referendum approved by voters in November 2012. The Town plans to issue approximately \$75 million in the spring of 2021 as the first issuance of the 2019 Shaping Cary's Tomorrow bond referendum.

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 ²	General Outstanding Debt	Outstanding Debt per Capita
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	\$14,168,189	\$132,161,940	10.7%	157,259	\$118,466,746	\$753
2017	\$14,488,178	\$141,481,720	10.2%	160,390	\$107,291,133	\$669
2018	\$16,313,314	\$152,646,226	10.7%	163,930	\$124,473,059	\$759
2019	\$16,499,331	\$161,547,108	10.2%	167,547	\$120,581,927	\$720
2020	\$16,851,539	\$169,495,994	9.9%	170,322	\$123,788,913	\$727
2021	\$17,733,513	\$183,872,746	9.6%	173,728	\$111,493,541	\$642

¹ Represents principal and interest. The FY 2014 debt service number does not include early repayment of the 2003 general obligation bonds of \$6,065,638.

² Estimated population as of June 30 of each fiscal year.

UTILITY FUND DEBT RATIOS



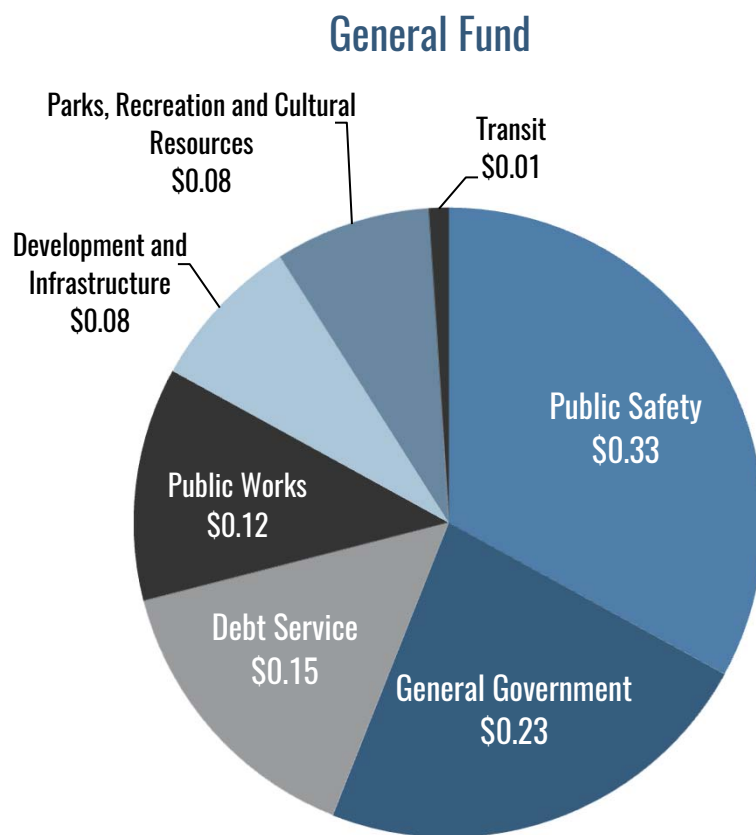
This chart compares debt service to total utility operating expenditures. Operating expenditures include reimbursements to the General Fund for services. These figures do not include any other transfers. The ratio of debt service to total utility operating expenditures increased in 2013 and beyond following the issuance of new revenue bond debt in FY 2013, general obligation bond debt in FY 2014, and revenue bond debt in both FY 2015 and FY 2017. Debt was incurred primarily to finance the construction of the Western Wake Water Reclamation Facility and the expansion of the Cary/Apex Water Treatment Facility.

Fiscal Year	Utility Debt Service ¹	Utility Operating Expenditures and Debt Service	Ratio of Debt Service to Utility Operating Exp.
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	\$59,217,054	35.9%
2016	\$23,104,456	\$61,334,423	37.7%
2017	\$23,115,672	\$63,359,485	36.5%
2018	\$24,514,054	\$66,190,684	37.0%
2019	\$23,537,980	\$66,736,088	35.3%
2020	\$23,256,518	\$72,906,719	31.9%
2021	\$23,033,271	\$89,742,789	25.7%

¹ Represents principal and interest for all debt including a small portion of debt for a revolving loan which is reimbursed by interlocal partners.

GOVERNMENTAL FUNCTIONS EXPRESSED AS CENTS OF A TAX DOLLAR

Function	Cents of Tax Dollar
Public Safety	\$0.33
General Government	\$0.23
Debt Service	\$0.15
Public Works	\$0.12
Development and Infrastructure	\$0.08
Parks, Recreation and Cultural Resources	\$0.08
Transit	\$0.01
Total Cents	\$1.00

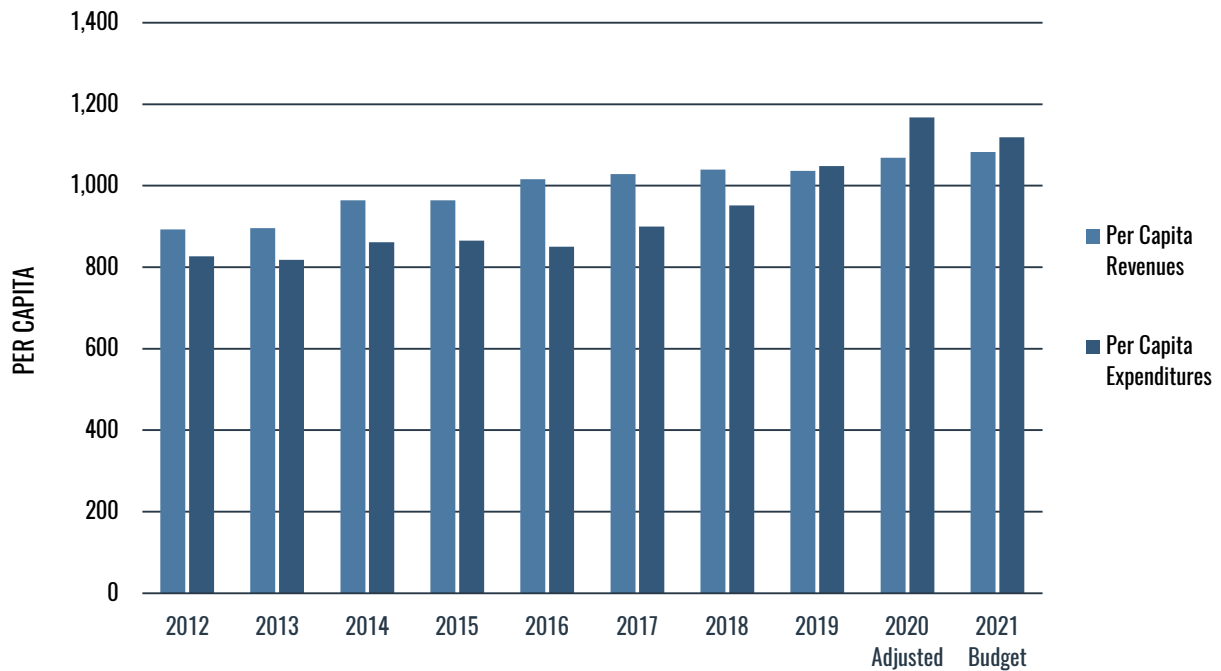


Did you know that for every tax dollar paid...?

33 cents provides fire and police protection
23 cents goes to administrative and internal functions such as Human Resources, Procurement, Information Technology, and Development Services including Transportation and Facilities, Planning, and Inspections
15 cents helps retire debt for streets, parks, government facilities, and other miscellaneous costs/ functions.
12 cents supports Public Works functions
8 cents supports development and infrastructure-related initiatives
8 cents helps fund parks, recreation, cultural, and athletic programs
1 cent helps fund GoCary and other transit-related functions

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.

GENERAL FUND REVENUES AND EXPENDITURES PER CAPITA



Expenditures do not include transfers. FY 2020 is the adjusted budget and FY 2021 is the adopted budget. FY 2014 expenses include \$6.1 million for a one-time, intentional pay down of debt. The revenue side of this is a transfer in of \$4.5 million from capital reserve and a \$1.6 million general fund fund balance appropriation which are not reflected as transfers and are not shown.

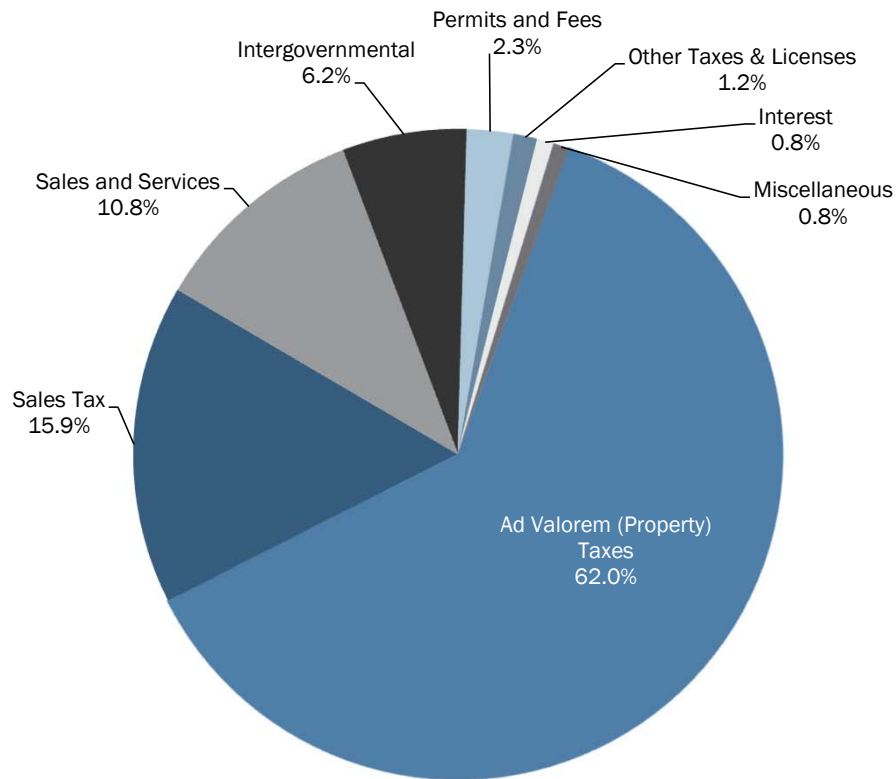
Fiscal Year Beginning	Per Capita Revenues	Per Capita Expenditures
2012	892	827
2013	896	818
2014	964	861
2015	964	865
2016	1,016	850
2017	1,028	900
2018	1,040	952
2019	1,036	1,048
2020 Adjusted	1,069	1,168
2021 Budget	1,082	1,119

Over the ten-year period from Fiscal Year 2012 through Fiscal Year 2021, per capita revenues have increased 21.5%. Per capita expenditures have risen 36.9%. Cary's population has grown from approximately 139,672 at the beginning of FY 2012 to an estimated 170,322 for July 1, 2020, an increase of 21.9% over the same ten year period.

GENERAL FUND REVENUES BY SOURCE

REVENUE	Actual FY 2017	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Estimated FY 2020	Adopted FY 2021
Ad Valorem (Property) Taxes	\$89,973,487	\$92,316,526	\$94,482,047	\$96,188,865	\$96,554,862	\$114,260,225
Sales Tax	32,234,819	33,772,686	36,382,033	36,622,023	36,392,411	29,297,628
Other Taxes & Licenses	2,253,339	2,369,007	2,679,688	2,145,601	2,282,154	2,041,924
Intergovernmental	11,288,013	11,871,963	12,031,005	11,150,308	10,995,797	11,240,862
Permits and Fees	5,421,069	5,504,544	5,504,354	5,266,996	4,767,173	4,213,598
Sales and Services	17,927,298	18,776,151	19,805,108	21,385,338	17,763,583	19,920,114
Interest	309,067	594,962	3,821,307	2,145,000	1,958,000	1,520,000
Miscellaneous	2,328,155	1,525,896	2,657,549	1,596,671	1,703,324	1,850,344
Subtotal	\$161,735,247	\$166,731,735	\$177,363,091	\$176,500,802	\$172,417,304	\$184,344,695
Appropriated Fund Balance for Capital, Small Claims, and/or FY 2021 Pandemic	1,394,410	12,922,821	(9,230,989)	5,160,000	6,965,698	22,668,565
GRAND TOTAL	\$163,129,657	\$179,654,556	\$168,132,102	\$181,660,802	\$179,383,002	\$207,013,260

FY 2021 General Fund Revenue Sources



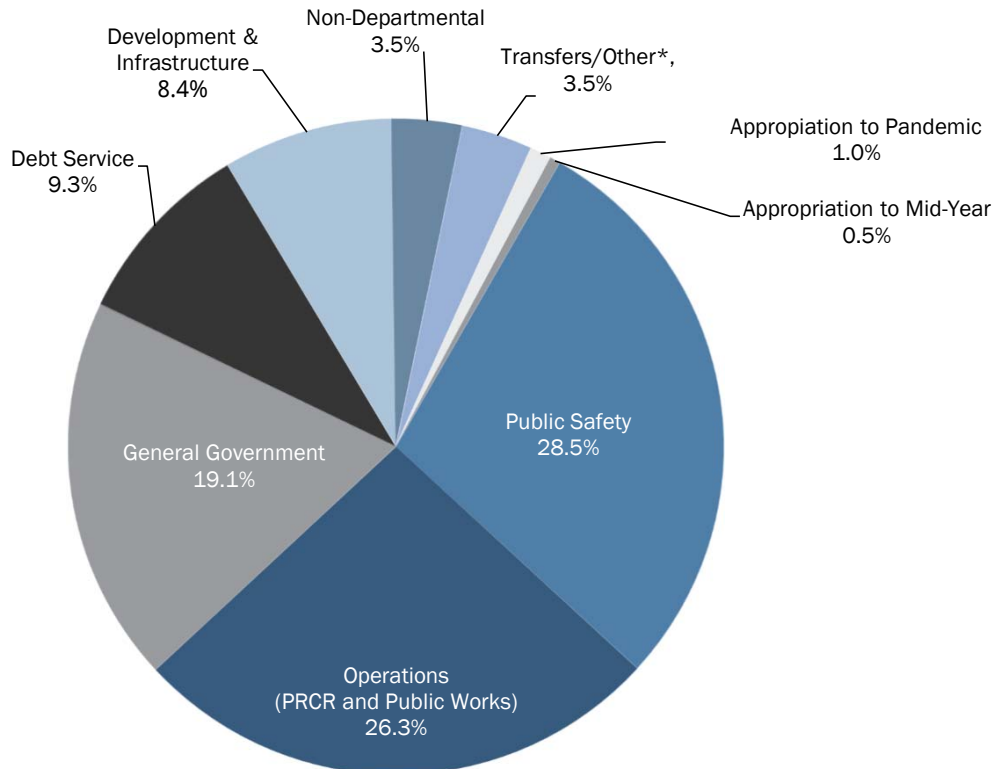
NOTE: Chart does not include use of Appropriated Fund Balance

GENERAL FUND EXPENDITURES AND TRANSFERS BY FUNCTION

EXPENDITURE TYPE	Actual FY 2017	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Estimated FY 2020	Adopted FY 2021
General Government	\$19,551,444	\$25,249,072	\$28,279,697	\$30,503,315	\$31,974,297	\$36,348,035
Development & Infrastructure	16,437,309	16,643,594	15,426,049	16,938,595	15,198,235	15,944,640
Public Safety	45,968,423	47,371,838	49,221,200	52,607,321	51,883,274	54,293,355
Operations (PRCR and Public Works)	45,714,168	47,419,693	47,286,474	51,666,261	48,440,246	50,044,402
Non-Departmental	-	169	5,355,162	5,709,475	5,409,475	6,592,344
Debt Service	13,810,376	15,961,860	15,978,526	17,196,092	16,590,467	17,649,970
Appropriation to Mid-Year	-	-	-	1,177,229	0	1,000,000
Appropriation to Pandemic	-	-	-	-	-	2,000,000
Transfers/Other*	582,325	2,414,905	(305,006)	702,514	1,322,511	6,684,447
Subtotal Operating/Transfer Expenses	\$142,064,044	\$155,061,131	\$161,242,102	\$176,500,802	\$170,818,505	\$190,557,193
Transfer to Capital Projects	\$20,923,589	\$24,451,401	\$6,890,000	\$5,000,000	\$8,404,494	16,290,000
Use of Forfeiture Funds	142,024	142,024	-	160,000	160,003	166,067
GRAND TOTAL	\$163,129,657	\$179,654,556	\$168,132,102	\$181,660,802	\$179,383,002	\$207,013,260

* "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, and reimbursement from the internal service fund.

FY 2021 General Fund Expenditures and Transfers



GENERAL FUND REVENUE SOURCES AND TRENDS

General Fund

As a matter of general policy, revenue estimates during the 1990s were budgeted conservatively, resulting in 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 revenue estimation began in FY 1999 and continues today. FY 2021 budgeted general fund revenues are projected to increase 7.0% over estimated FY 2020.

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 land annexations.

Prior to FY 2021 and the July 1, 2020, effective date of Wake County's property revaluation, Cary increased its tax rate twice during the last 25 years with both increases addressing the cost of the 2012 Community Investment bond repayment. A brief history of Cary's tax rate since FY 2001 follows:

- The property tax rate was reduced from 54 cents to the calculated revenue neutral rate of 43 cents in FY 2001 as a result of property revaluation in Wake County.
- The property tax rate was further reduced by one penny to 42 cents in FY 2002 as a result of full debt repayment on a facility and remained steady at that rate until it was reduced to the calculated revenue neutral rate of 33 cents in FY 2009, again as a result of property revaluation.
- Property taxes increased by two cents to 35 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 two cents 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 property tax rate to 37 cents.
- The property tax rate was reduced to the calculated revenue neutral rate of 35 cents in FY 2017 as a result of the Wake County revaluation.
- The January 1, 2020, Wake County property revaluation calculated a 30 cent revenue neutral tax rate for Cary; however, a \$0.35 tax rate was adopted. Funds generated by keeping our \$0.35 tax rate support debt service associated with the *Shaping Cary's Tomorrow* bonds and general operations.

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.

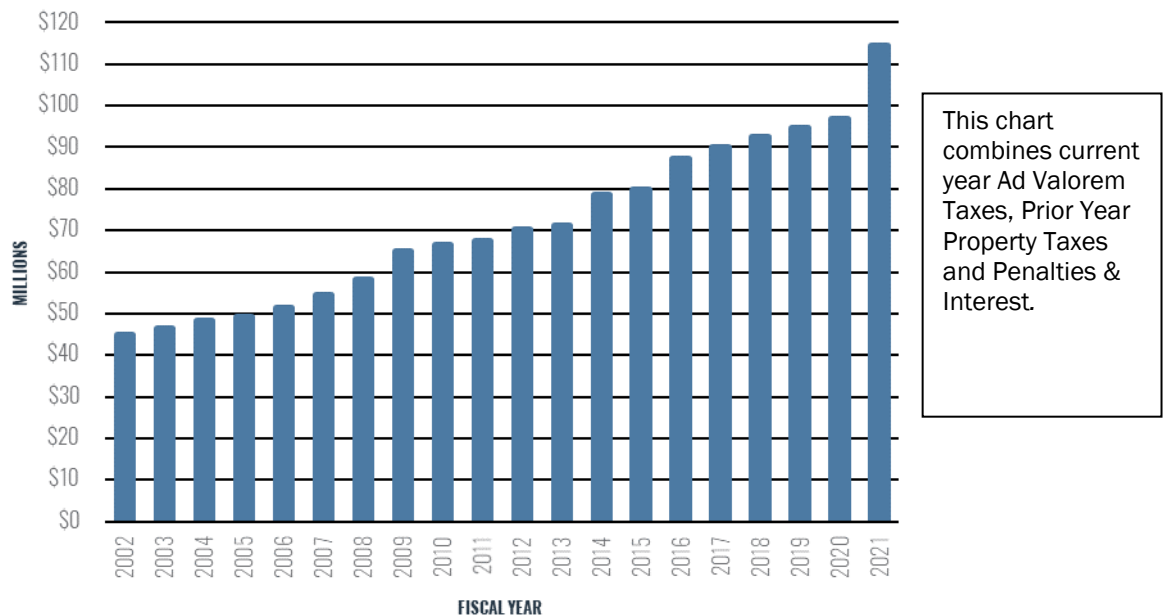
In 1995, the General Assembly repealed the state's intangibles tax on stocks, bonds, and bank deposits, a portion of which was allocated to local governments. The state reimbursed local governments for this lost revenue based on the prior year's allocation level, with no growth factor,

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 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 18 years of actual data, FY 2020 estimated revenues, and FY 2021 budgeted revenues appear for each revenue category.

Ad Valorem Taxes = \$114,260,225



Ad Valorem (Property) Taxes Revenue Detail

- **Current Year Ad Valorem Taxes = \$114,260,225**

Cary's FY 2021 ad valorem (property) tax rate is 35 cents per \$100 of assessed property value. Our FY 2021 total assessed property value is estimated at \$33.5 billion. The ad valorem tax on property is Cary's most significant revenue source, representing 62% 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, Cary levies property (ad valorem) taxes on July 1, the beginning of our fiscal year, for property in place as of January 1 of that same calendar year. Cary property taxes are assessed and collected by Wake and Chatham counties and are remitted to the Town throughout the year. These property taxes are separate from those levied by Wake and Chatham counties. Property 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). This law transferred the responsibility of motor vehicle tax collection for Cary from both the Wake and Chatham County Revenue Departments to the North Carolina Division of Motor Vehicles (DMV). Vehicle tag renewals and vehicle property taxes are now combined on the same bill sent by DMV. During the first year of implementation (FY 2015), tax and tag collected 15 months of vehicle value, rather than 12 months.

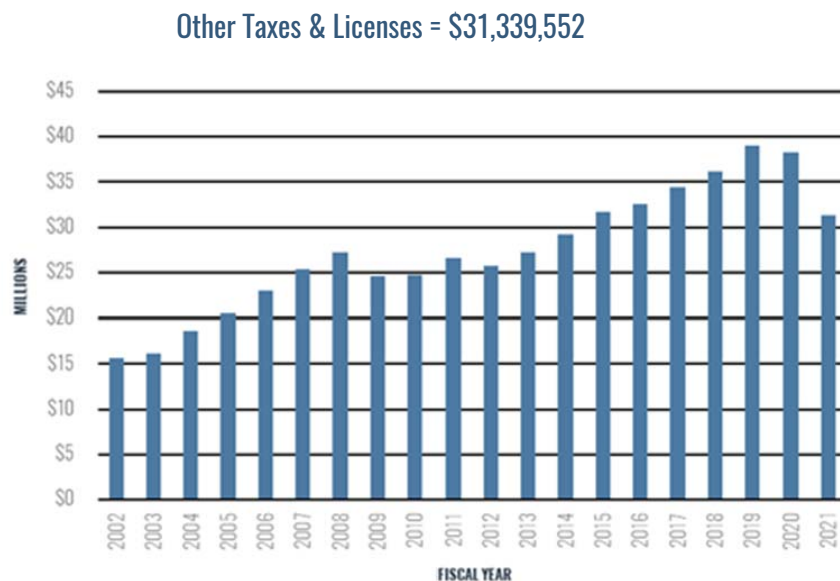
The FY 2021 budget includes an 18% projected increase in ad valorem tax revenue over FY 2020 estimated as the \$0.35 adopted property tax rate is \$0.05 higher than the calculated revenue neutral rate of \$0.30. Projections of assessed value are provided by the tax assessors of Wake and Chatham counties. FY 2021 revenue projections assume a 99% collection rate on real and personal property, and a 91% collection rate on vehicles.

- **Prior Year Property Taxes: = \$60,000**

This revenue consists of late property tax payments from previous fiscal years received in the current fiscal year. FY 2021 is budgeted at \$60,000 compared to \$70,000 estimated for FY 2020. This amount fluctuates annually.

- **Penalties & Interest = \$65,000**

This revenue comes from the fines and interest applied to overdue property taxes. FY 2021 is budgeted at \$65,000, the same as the FY 2020 estimate.



The major revenue source within this category is Sales Tax, budgeted in FY 2021 at \$13.2 million for the one-cent tax and \$16.1 million for the two half-cent taxes and hold-harmless payment. As the graph indicates, this revenue source was affected by both the 2002 and 2009 recessions, as well as the COVID-19 pandemic in FY 2021. Other Taxes and Licenses also includes ABC revenue and occupancy tax.

Other Taxes & Licenses Revenue Detail

- **ABC Revenue = \$1,065,00**

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 2021 budget is projected to decrease 1% from FY 2020 estimated. 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.

Sales Tax Revenues

The uncertainties surrounding the duration and magnitude of the COVID-19 pandemic and its effect on consumer behavior resulted in FY 2021 sales tax estimates that are significantly less than what Cary has experienced in recent quarters and years. In total, FY 2021 sales tax revenues are budgeted at \$29,297,628 or 20% below the FY 2020 Adopted budget total of \$36,622,023. The \$29.3 million FY 2021 budget is more in line with FY 2016 Actual receipts totaling \$30.5 million.

Staff will monitor sales tax revenues on a monthly basis during FY 2021 and bring budget adjustments to Town Council should the need arise.

- **One-Cent Sales Tax (Article 39) = \$13,170,336**

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 before rebounding. The FY 2021 budgeted amount reflects a 20% decrease below the FY 2020 Adopted budget amount.

- **Half-Cent Sales Taxes (Articles 40 and 42) = \$11,925,132**

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 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. Sales tax receipts are received monthly with the fourth and first quarters of each calendar year being the highest and lowest, respectively. The FY 2021 budgeted amount reflects a 20% decrease below the FY 2020 Adopted budget amount.

- **Hold Harmless (Article 44) = \$4,202,160**

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 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 was not charged on food, and its distribution method was 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 Cary 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 and is paid directly to Cary by the NC Department of Revenue. The FY 2021 budgeted amount reflects a 20% decrease below the FY 2020 Adopted budget amount.

Occupancy Tax Revenues

Like sales tax revenues, the uncertainties surrounding the duration and magnitude of the COVID-19 pandemic and its effect on travel and consumer behavior led to FY 2021 occupancy tax estimates well below what Cary typically receives. FY 2021 occupancy tax revenues are budgeted at \$854,924, or 20% below the FY 2020 Adopted budget total of \$1,068,655. The FY 2021 budgeted amount is in line with FY 2015 earnings.

Staff will monitor occupancy tax revenues on a monthly basis during FY 2021 and bring budget adjustments to Town Council should the need arise.

- **Occupancy Tax = \$854,924**

Occupancy Tax in Wake County

Wake County is authorized to levy an occupancy tax according to North Carolina General Statute 160A. Prior to 1991, Cary 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 Wake County occupancy tax is 6% of the net receipts reported for all hotel and motel rooms in Wake County. As 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. The FY 2021 budgeted amount reflects a 20% decrease below the FY 2020 Adopted budget amount.

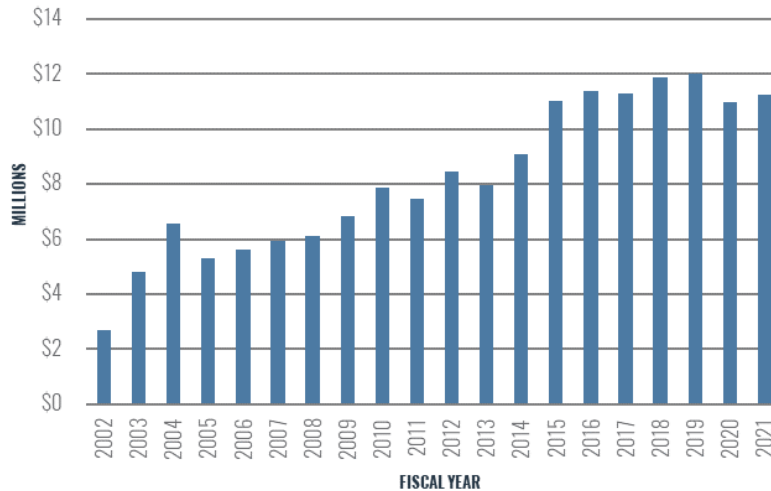
Occupancy Tax in Chatham County

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, Cary receives no occupancy tax funding from Chatham County.

- **Rental Vehicle Tax = \$122,000**

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 Cary recognized revenue beginning in December 2000. FY 2021 revenue is projected to remain unchanged from estimated FY 2020 receipts.

Intergovernmental Revenues = \$11,240,862



Major revenue sources within this category are the utilities sales tax and the telecommunications sales tax. Combined, these sources are budgeted at \$10,262,320 in FY 2021.

Intergovernmental Revenue Detail

■ Utilities Franchise Tax = \$8,518,352

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 amount, then each municipality receives 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 of North Carolina, 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 methods of North Carolina legislative staff regarding the likely effect of the legislation. The FY 2021 budget projects a 4% increase from estimated FY 2020 revenues based on recent trends.

■ Wine and Beer Tax = \$687,037

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 Cary'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 2021 is budgeted with a 2% increase over estimated FY 2020 revenues based upon national beer and wine sales projections and growth in Cary's population.

- **Telecommunications Sales Tax = \$864,758**

Prior to FY 2004, this revenue was budgeted with the utility franchise tax. This revenue represents Cary's share of the state gross receipts tax on telecommunications providers, and like the utilities franchise tax, revenue is received quarterly. The FY 2021 budget is projected to decrease by 7% from the estimated FY 2020 revenues to reflect the downward trend in taxable revenues in this industry.

- **Video Programming Sales Tax and PEG Channel Distribution = \$879,210**

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 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 in the amount of \$852,718 is budgeted at a 3% decrease from estimated FY 2020 receipts in view of the downward trend in this revenue. For FY 2021, PEG channel distribution in the amount of \$26,492 is budgeted at \$12,887 more than FY 2020 estimated due to difficulties in getting Cary's channels certified which led to reduced FY 2020 receipts.

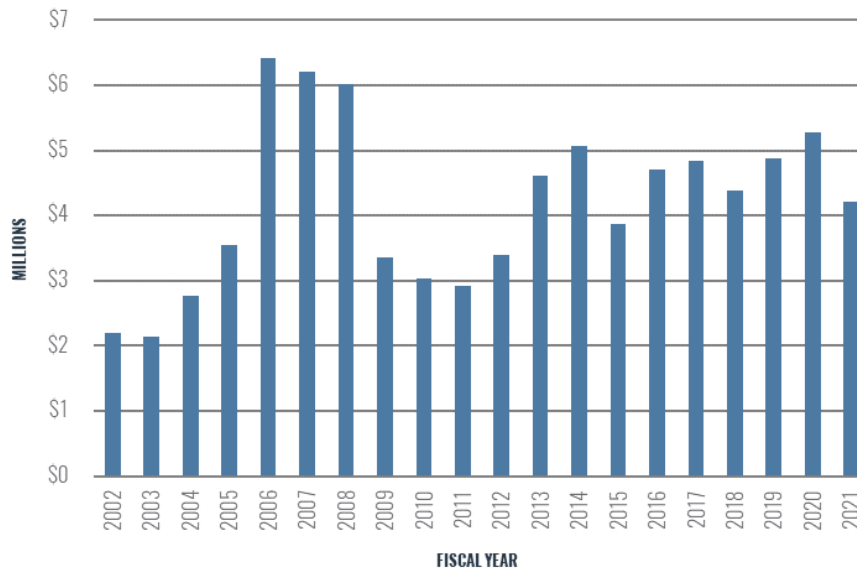
- **High School Resource Officer Reimbursement = \$189,190**

This revenue is a fixed reimbursement (\$37,838 per officer) from Wake County for the provision of one police officer in each of the five public high schools located in Cary (Cary, Green Hope, Middle Creek, Panther Creek, and Green Level).

- **Landfill Excise Tax = \$102,315**

A solid waste disposal tax is imposed by the NC Department of Revenue at the rate of \$2.00/ ton on waste received and disposed of by third parties at qualifying landfills or transfer stations. Counties and municipalities receive a quarterly distribution of the solid waste tax collected by the state. All revenue from the tax, as required by law, is used solely for solid waste management programs and services. FY 2021's budget is the same as FY 2020's estimated revenues.

Permits and Fees = \$4,213,598



Fees for new building permits are the major revenue source for this category, budgeted at \$2.6 million in FY 2021. This category also includes various permits and fees detailed below.

Permits and Fees Revenue Detail

Permits and Fees Revenue

The uncertainties surrounding the duration and magnitude of the COVID-19 pandemic and its effect on development, re-development, and home improvement resulted in FY 2021 permits and fees revenue estimates that are significantly less than what Cary has experienced in recent quarters and years. In total, FY 2021 permits and fees revenues are budgeted at \$4,213,598 or 20% below the FY 2020 Adopted budget total of \$5,266,996. The \$4.2 million FY 2021 budget is more in line with FY 2016 Actuals.

Staff will monitor permits and fees revenues on a monthly basis during FY 2021 and bring budget adjustments to Town Council should the need arise.

- **Building Permits = \$2,579,396**

Cary 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.

- **Pavement/Curb Cuts = \$26,224**

Pursuant to North Carolina General Statute 160A-414, Cary charges this fee for permission to cut and repair a curb. This revenue fluctuates with the rate of new construction.

- **Rezoning/Variance Fees = \$35,682**

Cary collects these fees to cover the administrative and advertising costs of public hearings for a rezoning or variance.

- **Site Plan/Final Review Charge = \$128,970**

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.

- **Inspection Fees = \$248,344**

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 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. This revenue can significantly vary year over year.

- **Sign Permits = \$23,215**

These fees are charged for the placement of temporary and permanent signs.

- **Traffic Impact Analysis Reimbursement = \$107,475**

Developers must pay this fee before site plans are submitted for analysis of traffic impacts from the development. Cary charges developers 90% of the cost and the Town pays for the remaining 10%. Cary also pays for traffic studies related to park and capital projects. The average cost of a study is approximately \$10,000. Receipts from this fee have varied widely in recent years.

- **Grading Permits = \$85,980**

Per North Carolina General Statute 160A-414, Cary 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.

- **Watershed Maintenance Fees = \$343,920**

Cary 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.

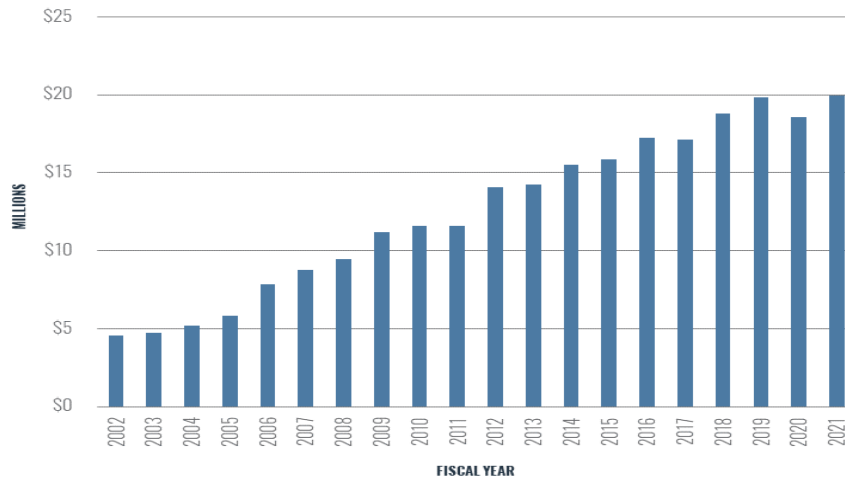
- **Fire Permits = \$34,392**

In accordance with North Carolina General Statute 160A-414, Cary grants special permits for the possession or storage of hazardous/flammable materials. The state fire code requires these fees be charged for additional inspections.

- **Vehicle License Fee = \$600,000**

The vehicle license fee tax is generated by the sale and/or renewal of vehicle licenses for vehicles owned by Cary residents. North Carolina General Statutes 20-97 and 20-97(a) give Cary the authority to impose a motor vehicle tax of no more than \$30 per year per resident vehicle for the following purposes: general use (no more than \$5 of the fee), public transportation (no more than \$5 of the fee) and maintaining, repairing, constructing, reconstructing, widening, or improving streets in Cary that are not part of the state highway system (remainder of the fee). The revenue reflected here is generated by the \$5 general use portion of Cary's \$30 fee. These funds are ultimately transferred to Sidewalk and Pedestrian improvement capital projects.

Charges for Sales and Service = \$19,920,114

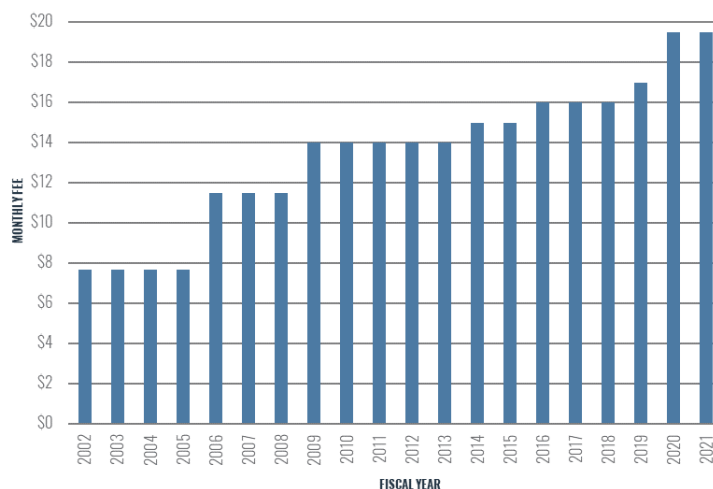


Charges for Sales and Service Revenue Detail

▪ Solid Waste and Recycling = \$11,990,545

Beginning in the fall of FY 2006, Cary switched from backyard solid waste collection to a more efficient curbside collection process. Cary now provides residential customers with once a week curbside collection service for solid waste and once every two weeks curbside collection service for recycling. The FY 2020 solid waste and recycling fee increased \$2.50/month over FY 2019's rate of \$17 bringing the monthly charge to \$19.50. This monthly fee remains unchanged in FY 2021. FY 2021 revenue from this source is budgeted at a 1% increase over FY 2020 estimated receipts to reflect customer growth.

Town of Cary Solid Waste and Recycling Fee History



The solid waste and recycling fee rose from \$7.67 per month to \$11.50 starting in FY 2006. The fee increased to \$14.00 per month in FY 2009 and \$19.50 per month in FY 2020. The fee remains at \$19.50 per month in FY 2021.

- **Used Appliance Disposal Fees = \$70,000**

These fees are collected from residents who request that the Public Works department transport a used appliance to the county landfill. The FY 2021 revenue is budgeted at a 7% decrease from estimated FY 2020 estimated revenues based on prior year trends.

Parks, Recreation and Cultural Resources Revenues

All of Cary's Parks, Recreation and Cultural Resources facilities and programs were closed or cancelled effective March 2019 in response to the COVID-19 pandemic. Many of these facilities, and all programming, remain closed as of the publication of this document in September 2020. FY 2020 estimated revenues noted in the General Fund Summary reflect the fact that there were no receipts for the last quarter (March through June) of that fiscal year. In total, FY 2021 PRCR revenues are budgeted at \$6,689,569 or 20% below the FY 2020 Adopted budget total of \$8,361,779. This action recognizes two influencing factors bringing total FY 2021 PRCR revenue expectations in line with those experienced in FY 2016:

- the uncertainty regarding how long facilities and programming will be closed
- the absence of growth expected in a "typical" year.

Staff will monitor PRCR revenues on a monthly basis during FY 2021 and bring budget adjustments to Town Council should the need arise.

- **Sports Programs = \$456,800**

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 = \$357,200**

These fees are collected for multipurpose field rentals, baseball/softball complexes at Middle Creek and Thomas Brooks, and softball camps/clinics/one-on-one lessons.

- **Senior Programs = \$128,000**

These fees are collected for programs, trips, computer learning and other services designed for patrons ages 55+ and are held primarily at the Cary Senior Center.

- **Community Centers = \$1,101,833**

These fees are 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 = \$218,701**

Fees collected in this area include concessions, programs, events, and boathouse operation at Bond Park and the Challenge Ropes Course.

- **Environmental Programs = \$26,800**

These fees are collected for nature and environmental programs/camps held at Hemlock Bluffs, greenways, and other significant ecological sites throughout town.

- **Tennis = \$1,577,028**

The budgeted revenue amount is a total of various types of revenues collected including fees, rentals, leagues, private lessons, tournaments and pro shop sales.

- **Wake Med Soccer Park = \$761,120**

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. Two professional soccer teams are based out of this facility: FC Cary (men) and NC Courage (women). The facility is also rented for events such as NCAA tournaments and cross country events.

- **USA Baseball = \$490,063**

Revenue consists of concessions, program fees, sponsorships, and rentals and events. The United States Olympic Baseball Team is based at this facility. The facility is also rented out for a variety of different tournaments.

- **Skate Park = \$126,000**

Revenue consists of pro shop sales, concessions, program fees, memberships, and sponsorships.

- **Cary Arts Center = \$682,440**

The majority of arts and craft programs, theatre programs, and recreation facility rentals are held at the Cary Arts Center facility.

- **Historic Program Fees = \$78,800**

These fees are charged to participants in Cary-sponsored arts and crafts activities that are held at the Page-Walker Arts and History Center.

- **Festivals = \$133,376**

This revenue source accounts for revenue generated by the Lazy Daze and Spring Daze festivals.

- **Recreational Facility Rentals = \$246,574**

These fees are collected for rental of Cary recreational facilities.

- **Historic Rentals = \$30,400**

Fees are collected for the rental of the Page-Walker Arts and History Center for meetings, events, and private parties.

- **NCDOT/Amtrak Depot Lease = \$95,000**

The Cary Depot building is owned by the Town of Cary and leased to Amtrak. The FY 2020 lease is anticipated to generate \$95,000 in revenue for Cary.

- **Recycled Goods = \$0**

Cary no longer receives revenue from the sale of recyclables due to changes in the market for these items.

- **Cellular Tower Lease Proceeds = \$735,000**

These funds are from lease payments made by cellular telephone service providers to Cary for the lease of property on which cellular towers are built. FY 2020 is budgeted at a conservative 17% decrease from FY 2020 estimated revenue.

- **Bulk Water Equipment Rental = \$300,000**

These are fees collected for bulk water equipment rental. FY 2021 is budgeted at an 8% decrease from FY 2020 estimated revenue.

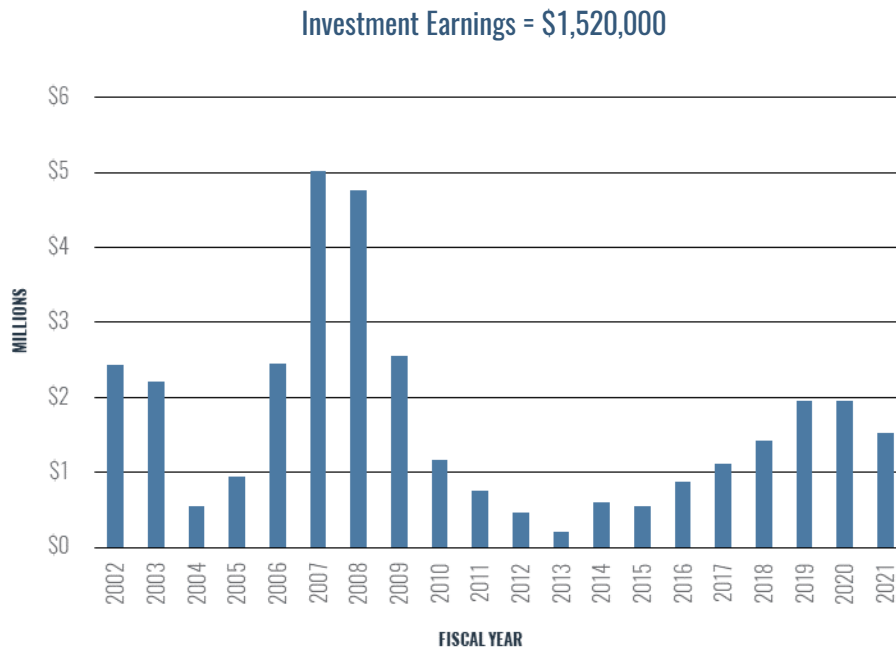
- **Other Minor Revenues**

Recreation Retail Sales = \$24,000

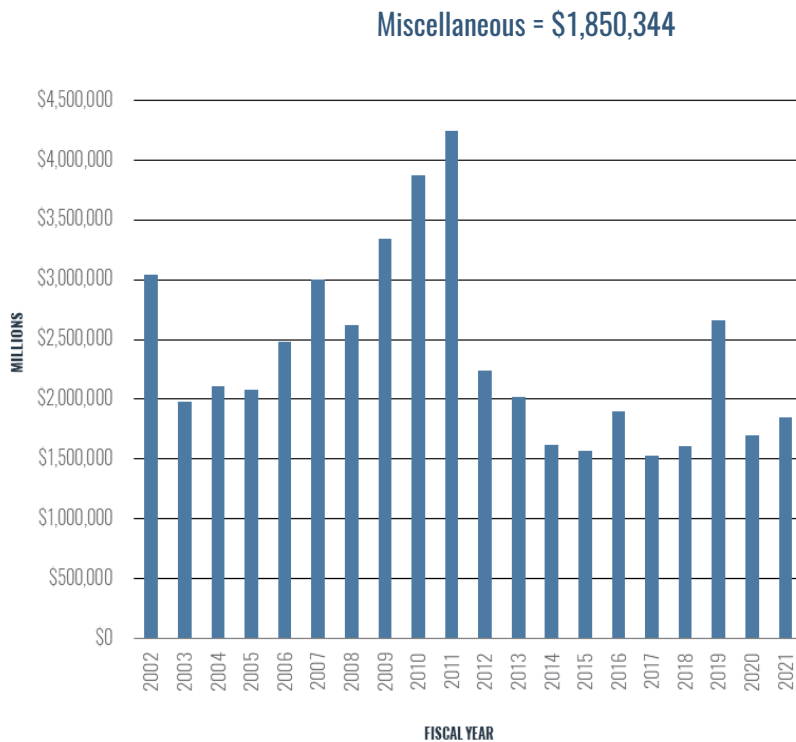
Represents monies from the sale of articles by the Parks, Recreation and Cultural Resources Department.

Dog Park = \$59,600

Represents revenues from the sale of day or annual passes to patrons of the Cary Dog Park.



Investment earnings represent the interest earned on the portion of Cary'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 Cary's investment policy. Cary'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. However, FY 2020 investment earnings assume a 44% increase over FY 2019 estimated earnings based on expected interest rates.



Until FY 2011, the major revenue sources for this category were video programming sales tax, cellular tower lease proceeds, and NCDOT traffic signal reimbursement. In FY 2016, the video programming sales tax 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 includes court costs, donations, disposable rebate, and NCDOT traffic signal reimbursement.

▪ **Appropriation from Fund Balance - Pandemic = \$6,113,493**

This funding source is not displayed in the chart above as it represents the intentional, one-time appropriation of general fund fund balance (or “rainy day” funds) to offset significant COVID-19 driven decreases in major revenue sources like sales tax, occupancy tax, PRCR programming, and special venue and permits and fees revenues.

▪ **Miscellaneous Revenues = \$429,913**

These revenues that do not fit into any other revenue category and include items such as bank charges, returned check charges, fingerprinting fees, and the sale of Town maps. FY 2021 revenue is budgeted to decrease 4% under the FY 2020 estimate.

▪ **Court Costs = \$20,000**

This revenue includes payments to Cary for civil or criminal penalties according to Article 28 of North Carolina General Statute 7A. FY 2021 is budgeted to increase 16% from estimated FY 2020 revenues.

▪ **Donations/Contributions = \$40,000**

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 2021 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 = \$560,000**

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. FY 2021 is budgeted to decrease 6% from FY 2020 estimated receipts.

- **NCDOT Traffic Signal Reimbursement = \$656,071**

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. FY 2021 is budgeted to increase 21% over estimated FY 2020 revenues.

- **Morrisville Reimbursement = \$15,960**

Beginning in 2016, Cary extended its Advanced Traffic Management System (ATMS) containing fiber optic cable and traffic signal controller devices to Morrisville through an interlocal agreement. The agreement runs for five years and sets a revenue floor of \$15,960. Cary could receive additional revenue based on traffic signal installation needs in FY 2021.

GENERAL FUND SUMMARY

	Actual FY 2017	Actual FY 2018	Actual FY 2019	Adopted Budget FY 2020	Estimated FY 2020	Adopted Budget FY 2021
Total Assessed Value	\$25,851,827,109	\$26,414,089,961	\$27,024,529,414	\$27,655,105,731	\$27,846,334,590	\$33,532,763,780
REVENUES						
Current Year Ad Valorem Taxes	\$89,328,983	\$91,851,308	\$94,352,652	\$96,073,865	\$96,419,862	\$114,135,225
Prior Year Ad Valorem Taxes	582,287	400,272	63,350	50,000	70,000	60,000
Penalties and Interest	62,217	64,946	66,045	65,000	65,000	65,000
Subtotal Ad Valorem Taxes	\$89,973,487	\$92,316,526	\$94,482,047	\$96,188,865	\$96,554,862	\$114,260,225
Other Taxes & Licenses						
ABC Revenue	915,344	977,114	1,114,017	961,946	1,079,422	1,065,000
1 Cent Sales Tax-Article 39	14,678,520	15,223,210	16,392,830	16,462,920	16,353,911	13,170,336
1/2 Cent Sales Tax-Articles 40 & 42	13,077,811	13,709,035	14,767,830	14,906,409	14,798,670	11,925,132
Article 44 Hold Harmless	4,478,488	4,840,441	5,221,373	5,252,694	5,239,830	4,202,160
Occupancy Tax	1,198,422	1,267,356	1,433,904	1,068,655	1,076,208	854,924
Pet Licenses	9,190	7,680	7,782	-	-	-
Rental Vehicle Tax	130,383	116,857	123,985	115,000	126,524	122,000
Subtotal Other Taxes & Licenses	\$34,488,158	\$36,141,693	\$39,061,721	\$38,767,624	\$38,674,565	\$31,339,552
Intergovernmental						
Utility Sales Taxes	7,778,128	8,060,522	8,442,013	8,263,786	8,196,085	8,518,352
Wine and Beer Tax	690,814	671,689	687,037	676,251	676,251	687,037
Telecommunications Sales Tax	1,198,628	1,099,233	1,004,343	1,001,689	929,847	864,758
Video Programming Sales Tax	926,863	904,945	865,094	890,050	879,090	852,718
PEG Channel Distribution	27,585	26,757	27,027	27,027	13,605	26,492
High School Resource Officer Reimb.	151,352	189,190	189,190	189,190	189,190	189,190
Other Federal Grants	335,016	739,609	637,824	-	-	-
Other Grants	65,784	64,611	50,412	-	-	-
Landfill Excise Tax	102,520	103,028	118,135	102,315	102,315	102,315
Electronic Recycle Funds from County	11,322	12,379	9,930	-	9,414	-
Subtotal Intergovernmental	\$11,288,013	\$11,871,963	\$12,031,005	\$11,150,308	\$10,995,797	\$11,240,862
Permits and Fees						
Building Permits	3,308,000	3,446,718	3,121,263	3,071,188	2,997,263	2,579,396
Pavement/Curb Cuts	85,183	29,898	45,510	30,546	71,764	26,224
Rezoning/Var. Request Fees	50,575	37,100	33,450	41,462	44,700	35,682
Vehicle License Fee	-	-	571,814	500,000	579,284	600,000
Site/Final Plan Review Fees	340,014	269,300	163,650	200,363	149,503	128,970
Inspection Fees	462,206	500,601	294,657	479,257	223,098	248,344
Sign Permits	39,471	30,115	28,850	29,322	25,269	23,215
Fire Permits	54,585	33,964	37,350	45,108	35,869	34,392
Watershed Maint. Fees	594,003	735,750	796,329	475,000	476,872	343,920
Traffic Impact Analysis Reimb.	289,608	228,950	270,145	225,000	66,802	107,475
Grading Permits	197,424	192,148	141,336	169,750	96,749	85,980
Subtotal Permits & Fees	\$5,421,069	\$5,504,544	\$5,504,354	\$5,266,996	\$4,767,173	\$4,213,598
Sales and Service						
Solid Waste and Recycling	9,142,176	9,281,758	10,071,318	11,755,436	11,863,918	11,990,545
Used Appliance Disposal	71,920	59,793	79,880	67,722	75,316	70,000
Community Garden Program Fees	(66)	703	660	725	700	725
Spruce Program Fees	-	-	660	315	315	315
Dog Park	62,144	57,187	55,029	58,500	45,195	59,600
Specialized Recreation	8,161	6,857	7,130	7,350	3,329	7,350
Community Recreation	514	-	-	-	-	-
Sports Programs	552,026	552,054	560,203	522,000	304,110	456,800
Senior Program	146,226	219,034	184,216	175,000	107,953	128,000
Community Centers	1,275,087	1,558,131	1,340,182	1,369,462	503,862	1,101,833
Outdoor Recreation	168,336	263,715	312,912	256,717	68,845	218,701
Environmental Programs	34,421	35,009	37,242	34,054	12,631	26,800

GENERAL FUND SUMMARY

	Actual FY 2017	Actual FY 2018	Actual FY 2019	Adopted Budget FY 2020	Estimated FY 2020	Adopted Budget FY 2021
Recreation Retail Sales	31,157	36,784	31,807	29,000	15,044	24,000
Recreational Facility Rentals	303,227	-	167,011	293,000	96,166	246,574
Cary Road Race	12,173	-	22,258	26,000	466	20,800
Teen Council	26,128	-	29,299	19,500	9,237	15,600
Sports Venues Admin	349,233	-	435,150	398,000	599,642	357,200
Tennis	1,816,058	2,083,152	2,108,217	2,137,500	1,448,623	1,577,028
Skate Park	110,904	112,200	120,467	126,000	81,654	126,000
Wake Med Soccer Park	706,515	1,078,219	896,461	873,829	358,134	761,120
USA Baseball National Training Complex	433,587	703,333	610,014	611,579	133,536	490,063
Cary Arts Center	815,431	890,182	889,962	885,998	462,239	682,440
Cary Theater	135,265	159,851	169,973	147,800	114,308	128,920
Downtown Special Events	13,618	20,121	17,722	22,450	7,016	17,124
Festivals	169,146	162,539	163,391	230,000	58,328	133,376
Historic Program Fees	94,435	100,385	106,900	100,000	33,797	78,800
Historic Rentals	38,764	34,809	46,032	37,000	25,520	30,400
Ticket Sales	110	-	7	-	-	-
NCDOT / Amtrak Depot Lease	73,205	104,985	96,513	75,401	79,993	95,000
Fire Services	57,413	58,000	40,992	-	40,000	40,000
Recycled Goods	41,327	28,571	8,081	-	-	-
Cellular Tower Lease Proceeds	880,888	877,467	747,011	825,000	887,251	735,000
Miscellaneous Rent	47,399	-	53,798	-	-	-
Bulk Water Equip Rental	278,026	304,152	365,946	300,000	326,455	300,000
Hazardous Waste Reimb.	32,344	(12,840)	28,664	-	-	-
Subtotal Sales & Service	\$17,927,298	\$18,776,151	\$19,805,108	\$21,385,338	\$17,763,583	\$19,920,114
Investment Earnings						
Investment Earnings	1,107,496	1,425,992	1,948,749	2,145,000	1,958,000	1,520,000
Unrealized Gains/Losses	(798,429)	(831,030)	1,872,558	-	-	-
Subtotal Net Investment Earnings	\$309,067	\$594,962	\$3,821,307	\$2,145,000	\$1,958,000	\$1,520,000
Miscellaneous						
Miscellaneous Revenues	771,102	311,295	860,705	355,711	450,075	429,913
Court Costs	25,377	44,701	20,364	20,000	17,181	20,000
Donations / Contributions	42,174	207,683	113,382	95,000	45,985	40,000
Disposable Rebate	592,284	403,014	635,869	560,000	594,123	560,000
Morrisville Reimbursement (Signals)	52,808	47,566	6,638	15,960	15,960	15,960
TJCOG Reimbursement	-	-	-	-	-	98,400
E911 Apex/Morrisville Reimbursement	-	-	111,944	-	-	-
Chatham Reimbursement	-	-	15,000	-	30,000	30,000
Approp. from Fund Balance - Pandemic	-	-	-	-	-	6,113,493
NCDOT Traffic Signal Reimbursement	844,410	511,637	893,647	550,000	550,000	656,071
P.O. Rollover Appropriation from FB	-	-	-	-	-	-
Subtotal Miscellaneous	\$2,328,155	\$1,525,896	\$2,657,549	\$1,596,671	\$1,703,324	\$7,963,837
TOTAL REVENUES	\$161,735,247	\$166,731,735	\$177,363,091	\$176,500,802	\$172,417,304	\$190,458,188
EXPENDITURES						
General Government						
Legislative-Town Council	550,997	598,794	529,959	584,133	600,605	605,569
Legislative-Boards & Comm.	156,187	161,379	167,917	174,960	168,133	177,960
Legislative-Town Clerk	264,989	466,068	256,752	899,916	684,828	545,113
Legislative-Legal	976,352	1,160,011	1,489,108	1,673,366	1,540,502	1,580,092
Town Manager's Office	1,915,071	3,273,550	4,150,263	4,667,006	6,525,933	5,597,481
Public Information Office	1,014,321	1,086,211	785,270	-	-	-
Financial Strategy	621,448	453,875	555,496	488,696	477,984	593,103
Finance-Accounting	2,852,621	3,233,905	3,412,881	4,678,836	4,516,058	4,529,901
Finance-Procurement	1,000,340	963,295	954,619	-	-	-
Self Insurance (Small Claims)	249,884	265,178	198,711	-	181,108	500,000
Information Technology Capital Leases	1,178,759	850,457	4,516,937	1,300,000	1,300,000	2,300,000
Marketing and Information Technology	8,408,378	10,750,181	11,520,484	15,668,200	15,788,773	17,479,711

GENERAL FUND SUMMARY

	Actual FY 2017	Actual FY 2018	Actual FY 2019	Adopted Budget FY 2020	Estimated FY 2020	Adopted Budget FY 2021
Less Reimbursement from Soccer Park	(7,218)	-	-	-	-	-
Human Resources	1,742,735	3,027,261	2,551,382	2,747,499	2,373,318	3,965,684
Self Insurance (Worker's Comp)	1,727,220	1,935,496	1,410,769	1,694,000	1,618,625	1,793,005
311 Information Center	-	-	-	575,194	846,921	1,169,720
Costs Paid by Util. Fund to Gen. Fund	(3,323,125)	(3,295,073)	(4,264,118)	(4,651,210)	(4,651,210)	(4,487,023)
Reimbursement from FLT for Ind. Cost	(246,954)	(241,903)	(289,718)	(480,569)	(480,569)	(400,250)
Reimb. from Transit for Ind. Cost	-	-	(214,363)	(128,430)	(128,430)	(157,864)
Transfer from UF for WC/Sm Claims	(225,500)	(240,936)	(245,184)	(182,613)	(182,613)	(231,007)
Trn from Transit for WC/Sm Claims	-	-	-	(7,623)	(7,623)	(11,769)
Transfer from FLT for WC/Sm Claims	(20,500)	(21,601)	(21,982)	(16,940)	(16,940)	(21,856)
Trn. to Health Fund	715,440	822,924	814,514	818,894	818,894	820,465
Subtotal General Government	\$19,551,444	\$25,249,072	\$28,279,697	\$30,503,315	\$31,974,297	\$36,348,035
Development & Infrastructure						
Development						
Planning	2,512,973	2,510,098	1,957,777	2,102,264	1,558,125	1,821,464
Housing & Neighborhood Services	174,896	182,125	341,957	853,801	975,018	703,400
Historic Preservation	-	-	-	181,068	59,648	164,702
Development Services	1,129,811	1,414,294	1,555,743	1,802,081	1,541,754	1,506,378
Inspections and Permits	4,333,115	4,409,893	4,424,636	4,899,203	4,776,987	4,942,032
Less Reimbursement from Utility Fund	-	-	-	(538,219)	(538,219)	(612,003)
Subtotal Development	\$8,150,795	\$8,516,410	\$8,280,113	\$9,300,198	\$8,373,313	\$8,525,973
Infrastructure						
Transportation and Facilities	5,629,615	5,166,699	4,948,308	5,641,465	4,780,756	5,313,552
Sustainability	-	161,354	183,161	212,336	356,902	271,602
Water Resources - Infrastructure	2,656,899	2,799,131	1,578,864	-	-	-
Stormwater	-	-	435,603	1,784,596	1,687,264	1,833,513
Subtotal Infrastructure	\$8,286,514	\$8,127,184	\$7,145,936	\$7,638,397	\$6,824,922	\$7,418,667
Subtotal Development & Infrastructure	\$16,437,309	\$16,643,594	\$15,426,049	\$16,938,595	\$15,198,235	\$15,944,640
Public Safety						
Police	22,063,468	22,392,647	23,209,969	24,391,339	23,130,584	24,893,530
Less Reimb. from Downtown Ops	(37,784)	(35,513)	(44,001)	-	-	-
Police Separation Fund	495,206	1,260,755	709,581	1,260,755	1,260,755	1,260,755
Emergency Communications	1,702,779	1,841,600	2,072,980	2,734,865	2,341,735	2,568,487
Less Reimb. from Morrisville and Apex	-	-	-	(524,000)	(312,677)	(312,677)
Fire	21,744,753	21,912,349	23,272,671	24,874,362	25,592,877	26,013,260
Less Reimb. From Utility Fund	-	-	-	(130,000)	(130,000)	(130,000)
Subtotal Public Safety	\$45,968,423	\$47,371,838	\$49,221,200	\$52,607,321	\$51,883,274	\$54,293,355
Operations						
PRCR						
Administration	1,618,274	1,921,578	1,771,851	1,614,938	1,476,297	1,674,380
Community Recreation - Admin	400,003	431,265	372,365	334,016	337,323	652,046
Sports Programs	1,274,114	1,360,707	1,414,755	1,489,614	1,318,343	1,445,133
Senior Programs	532,625	589,133	491,991	537,639	493,602	554,319
Community Centers	1,858,386	1,959,572	2,060,808	2,425,762	1,966,755	2,166,295
Outdoor Recreation	430,032	426,563	492,655	693,344	443,518	507,590
Environmental Programs	285,650	316,336	303,054	394,306	325,323	396,270
Cultural Arts Administration	1,131,395	1,206,479	1,194,992	1,246,854	1,317,421	1,272,873
Historic Programs	333,943	351,544	361,553	376,391	389,742	385,236
Festivals	177,975	188,591	215,220	222,170	157,317	200,655
Amphitheatre	778,511	410,073	550,590	306,534	579,140	985,143
Cary Arts Center	1,771,929	1,853,841	1,792,528	1,926,705	1,907,910	1,931,057
Cary Theater	558,066	623,814	607,161	628,544	504,005	588,831
Downtown Special Events	126,723	109,736	139,385	169,524	131,543	160,650
Sports Venues - Admin	443,159	467,117	426,070	459,255	465,748	484,607
Cary Tennis Park	2,140,423	2,309,926	2,424,350	2,443,958	2,399,917	2,597,615

GENERAL FUND SUMMARY

	Actual FY 2017	Actual FY 2018	Actual FY 2019	Adopted Budget FY 2020	Estimated FY 2020	Adopted Budget FY 2021
WakeMed Soccer Park	1,180,853	1,144,031	1,212,101	1,234,340	1,259,387	1,233,100
Skate Park	243,625	247,096	278,073	304,441	306,311	326,562
USA Baseball National Training Complex	707,441	912,417	963,555	965,957	878,154	900,424
Subtotal PRCR	\$15,993,128	\$16,829,819	\$17,073,057	\$17,774,292	\$16,657,756	\$18,462,786
Public Works						
Administration	1,300,670	1,366,582	1,485,437	1,833,134	1,326,158	937,689
Less Reimbursement from Utility Fund	(699,521)	(750,934)	(882,194)	(836,309)	(769,100)	(274,988)
Facilities Management	17,439,511	18,870,141	17,772,474	17,720,890	17,737,797	18,482,146
Less Reimbursement from Utility Fund	(206,067)	(207,713)	(113,687)	(94,323)	(94,323)	(102,432)
Less Reimbursement from Amphitheatre	(347,360)	(298,275)	(418,659)	(230,000)	(230,000)	(567,143)
Less Reimbursement from Downtown Ops	(431,607)	(324,618)	(342,217)	(402,383)	(402,383)	(418,202)
Less Reimbursement from Tennis Park	(226,790)	(243,335)	(264,657)	(264,657)	(264,657)	(374,798)
Less Reimbursement from Skate Park	(14,785)	(14,320)	(19,916)	(19,916)	(19,916)	(23,413)
Less Reimbursement from Soccer Park	(806,233)	(814,093)	(913,659)	(913,659)	(913,659)	(913,659)
Less Reimbursement USA B-ball Complex	(435,595)	(507,232)	(644,887)	(644,887)	(644,887)	(576,059)
Operations	14,952,968	14,178,878	15,015,004	15,889,449	14,858,160	15,489,456
Less Reimbursement from Utility Fund	(9,769,766)	(10,245,522)	(10,154,131)	(9,357,351)	(9,357,351)	(11,164,099)
Solid Waste Management	4,892,611	5,063,059	4,931,647	5,439,079	5,290,568	5,429,741
Recycling	1,704,464	2,011,377	2,327,431	3,083,000	2,850,749	3,075,603
Yard Waste	2,368,541	2,505,879	2,435,431	2,689,902	2,415,334	2,581,774
Subtotal Public Works	\$29,721,040	\$30,589,874	\$30,213,417	\$33,891,969	\$31,782,490	\$31,581,616
Subtotal Operations	\$45,714,168	\$47,419,693	\$47,286,474	\$51,666,261	\$48,440,246	\$50,044,402
Subtotal Departmental Expenditures	\$127,671,343	\$136,684,197	\$140,213,420	\$151,715,492	\$147,496,052	\$156,630,432
Non Departmental Expenses						
Department Allocation Accounts	-	-	5,355,162	5,694,475	5,394,475	6,577,344
Available for Mid-Year Appropriations	-	-	-	1,177,229	-	1,000,000
Available for Pandemic Needs	-	-	-	-	-	2,000,000
Class & Pay Study	-	169	-	15,000	15,000	15,000
Subtotal Non Departmental Expenses	-	\$169	\$5,355,162	\$6,886,704	\$5,409,475	\$9,592,344
Debt						
Debt Principal	11,175,613	12,423,432	12,366,132	12,843,014	12,843,014	13,645,372
Debt Interest	3,312,565	3,889,883	4,133,199	4,508,525	4,125,432	4,088,141
Debt Miscellaneous Expense	184,861	470,809	273,664	611,200	388,668	661,000
Reimb. From Utility Fund for Open Space	(862,663)	(822,264)	(794,469)	(766,647)	(766,647)	(744,543)
Subtotal Debt Expenses	\$13,810,376	\$15,961,860	\$15,978,526	\$17,196,092	\$16,590,467	\$17,649,970
Subtotal Non Departmental Expenses	\$13,810,376	\$15,962,029	\$21,333,688	\$24,082,796	\$21,999,942	\$27,242,314
TOTAL EXPENDITURES	\$141,481,719	\$152,646,226	\$161,547,108	\$175,798,288	\$169,495,994	\$183,872,746
Revenues over Expenditures	\$20,253,528	\$14,085,509	\$15,815,983	\$702,514	\$2,921,310	\$6,585,442
Other Financing Sources (Uses)						
Sale of Assets	309,959	296,798	565,605	350,000	350,000	350,000
General Obligation Bonds Issued	-	300,410	-	400,000	-	450,000
Fire Installment Purchase	-	-	84,444	-	-	-
Capital Lease Proceeds (contra exp)	1,178,759	850,457	2,909,471	1,300,000	1,300,000	2,300,000
Subtotal Total Sources (Uses)	\$1,488,718	\$1,447,665	\$3,559,520	\$2,050,000	\$1,650,000	\$3,100,000
Operating Transfers (Out) In						
Transfer to Transit Fund	(829,545)	(1,729,434)	(1,630,514)	(1,630,514)	(1,630,514)	(1,630,514)
Transfer to Economic Develop Fund	(383,522)	(844,000)	(825,000)	(675,000)	(895,000)	(650,000)
Transfer to CDBG Fund	-	-	(149,000)	(107,000)	(107,000)	-
Transfer to Health & Dental Fund OPEB	(1,000,000)	(1,342,378)	-	-	-	-
Transfer to Fleet Fund	-	(88,782)	-	-	-	-
Transfer to Potential Site Acquisitions	-	-	-	-	-	(7,000,000)
Transfer to Utility Fund	-	-	-	-	-	(70,000)
Transfer to Capital Sidewalk Project	-	-	(650,000)	(500,000)	(500,000)	(600,000)
Subtotal Operating Transfers	(\$2,213,067)	(\$4,004,594)	(\$3,254,514)	(\$2,912,514)	(\$3,132,514)	(\$9,950,514)

GENERAL FUND SUMMARY

	Actual FY 2017	Actual FY 2018	Actual FY 2019	Adopted Budget FY 2020	Estimated FY 2020	Adopted Budget FY 2021
Capital Transfers (Out) In						
Transfer to Downtown Cap Proj Fund	(5,780,000)	(7,000,000)	(850,000)	-	(2,404,494)	-
Transfer to Transportation Cap Proj Fund	(2,500,000)	(4,570,000)	-	-	(1,000,000)	(150,000)
Transfer to Gen Govt Cap Proj Fund	(1,974,800)	(7,726,350)	(3,600,000)	(2,400,000)	(2,400,000)	(13,060,000)
Transfer to Fire Cap Proj Fund	(938,000)	-	-	-	-	(2,000,000)
Transfer to Parks Cap Proj Fund	(5,286,289)	(4,971,051)	(2,440,000)	(2,600,000)	(2,600,000)	(1,080,000)
Transfer to Existing Capital Project	(4,444,500)	-	-	-	-	-
Transfer to General Capital Reserve	-	(184,000)	-	-	-	-
Subtotal Capital Transfers	(20,923,589)	(\$24,451,401)	(\$6,890,000)	(\$5,000,000)	(\$8,404,494)	(\$16,290,000)
Total Financing Sources (uses)	(\$21,647,938)	(\$27,008,330)	(\$6,584,994)	(\$5,862,514)	(\$9,887,008)	(\$23,140,514)
Revenues and Other Sources Over (Under)	(\$1,394,410)	(\$12,922,821)	\$9,230,989	(\$5,160,000)	(\$6,965,698)	(\$16,555,072)
Beginning Fund Balance	\$102,745,048	\$101,350,640	\$88,427,819	\$97,658,808	\$97,658,808	\$90,693,110
Net Fiscal Year Estimated Actual Results	-	-	-	6,160,000	-	(6,113,493)
Ending Fund Balance	\$101,350,640	\$88,427,819	\$97,658,808	\$98,658,808	\$90,693,110	\$68,024,545



GENERAL GOVERNMENT



TOWN COUNCIL

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 Cary. The Council also appoints the Town Attorney, the Town Clerk, and the Town Manager.

Top Three Initiatives for the Fiscal Year



Establish policies and programs for effective delivery of Town services.



Approve annual financial plan and set property tax rate and all user fees.



Provide all ordinances, rules, and regulations for the welfare of Cary.



Significant Service Level Changes

☐ None

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$133,177	\$136,530	\$139,645	\$135,909	\$125,323
Operations & Maintenance	348,437	402,795	390,314	464,696	480,246
Subtotal	\$481,614	\$539,326	\$529,959	\$600,605	\$605,569
Boards & Commissions	166,339	161,379	167,917	168,133	177,960
Total	\$647,953	\$700,705	\$697,876	\$768,738	\$783,529
Authorized FTEs	7	7	7	7	7

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.



BOARDS AND COMMISSIONS

GENERAL NON-PROFITS

Cary funds various boards, commissions, and non-profit organizations each year. These requests are annually evaluated as part of budget development. 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 tables summarize actual funding distributed during Fiscal Years 2017-2019, estimated amounts for FY 2020, and budgeted amounts for FY 2021.

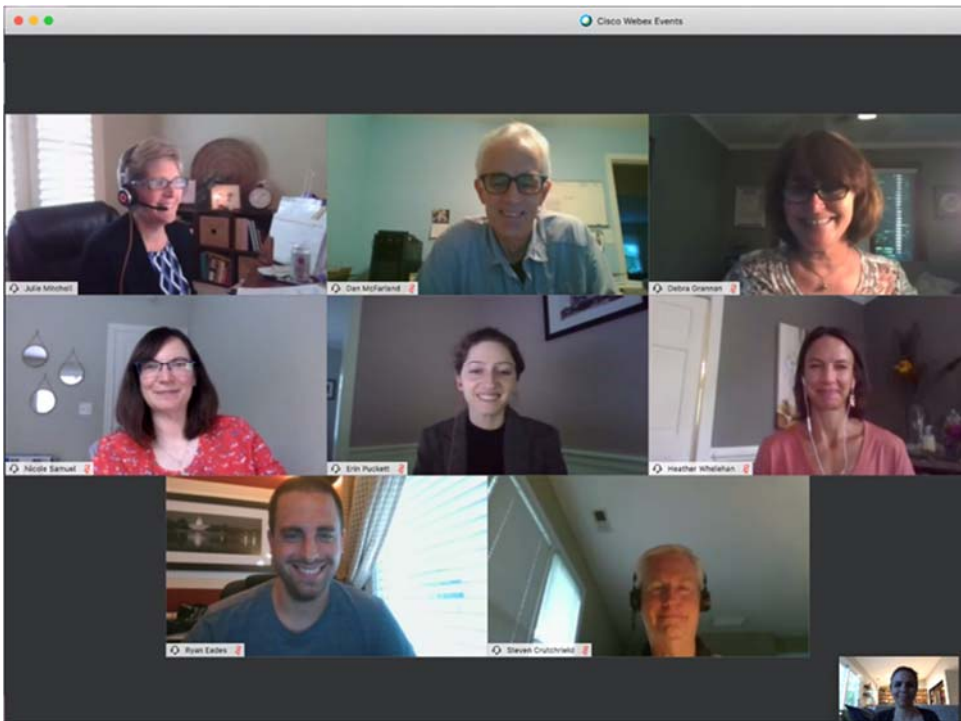
Amount Distributed	Amount Distributed	Amount Distributed	Estimated	Adopted Budget	
FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Non-Profit Organizations - Boards and Commissions
5,950	6,700	6,700	4,500	4,500	Historic Preservation Commission
1,700	1,700	1,700	1,700	1,700	Planning and Zoning Board
2,252	2,360	2,360	2,360	2,360	Board of Adjustment
250	250	250	200	200	Public Art Advisory Board
187	250	250	200	200	PRCR Advisory Board
\$10,339	\$11,260	\$11,260	\$8,960	\$8,960	TOTAL BOARDS AND COMMISSIONS

General (not cultural arts related) non-profit organizations with 501(c)(3) designations promoting, providing, or supporting services to Cary residents may apply to the Town of Cary for operating funding assistance, specific program costs or for capital items necessary for successful execution of their mission. Funding awards of \$1,000 or more may require an audited copy of the non-profit's financial statements. Town Council action is required for approval of all non-profit funding awarded. Annually, the Town budgets an amount equal to \$1.00 (one dollar) for each person living in the Town of Cary as of January 1 of the preceding fiscal year, rounded to the next thousand, for award to non-profit organizations. Additional details regarding this topic may be found in the Town of Cary, Policy Statement 151, "Town Funding of General Non-Profits".

Amount Distributed	Amount Distributed	Amount Distributed	Estimated	Adopted	
FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	General Non-Profit Organizations
3,000	3,100	3,000	3,000	2,400	Big Brothers Big Sisters of the Triangle, Inc.
-	3,000	4,500	3,500	2,500	Bridge II Sports
19,000	19,400	19,400	19,500	19,500	Caring Place, The
2,000	2,000	-	2,000	2,000	Cary Family YMCA
3,250	3,800	3,800	3,800	2,300	Cat Angels Pet Adoptions, Inc
-	-	-	1,000	1,000	Cary EMS
34,000	34,000	33,350	26,300	26,300	Center for Volunteer Caregiving, The
1,500	1,500	1,500	1,000	1,000	Child Care Services Association
2,000	2,000	2,000	-	-	Club Horizon
-	12,000	12,000	-	-	Community Initiative of NC
2,000	2,000	-	1,500	1,500	Communities in Schools of Wake County
5,000	5,300	5,000	4,500	4,500	CORRAL Riding Academy
-	-	2,500	2,500	1,500	Crime Stoppers of Cary, Inc.
23,000	-	-	21,900	21,900	Dorcas Ministries (formerly Christian Community in Action)
2,500	2,750	3,000	3,500	2,000	GiGi's Playhouse
1,500	-	-	-	-	Guiding Lights (Caregiver Support Center)
-	-	-	-	2,250	Habitat for Humanity ¹
26,000	26,000	30,000	30,000	30,000	Interact
-	-	-	-	3,000	Kiran ¹
-	5,800	6,000	6,000	6,000	Life Experiences, Inc.
5,000	5,000	5,000	5,000	-	Lucy Daniels Center for Early Childhood ²
-	-	-	-	1,050	National Alliance on Mental Illness ¹
-	-	-	1,000	-	NextStep Raleigh ²
1,000	2,000	2,500	3,500	2,600	Note in the Pocket
500	3,500	3,500	3,500	2,550	Poe Center (Alice Aycock Poe Center for Health Ed.)
-	-	-	-	6,700	Resources for Seniors ¹
4,500	4,500	4,500	4,500	4,500	SAFEchild
2,500	2,500	2,500	2,500	2,500	Special Olympics North Carolina
-	-	-	-	2,250	Tammy Lynn Memorial Foundation ¹
2,000	2,250	2,250	-	1,200	Transitions Life Care
6,750	6,900	7,000	6,800	6,800	Triangle Family Services
4,000	4,500	3,500	4,000	4,000	White Oak Foundation
5,000	5,200	5,200	5,200	5,200	White Plains Children's Center
\$156,000	\$159,000	\$162,000	\$166,000	\$169,000	TOTAL GENERAL NON PROFIT ORGANIZATIONS

¹ First time recipient

² Did not apply for funding in FY 2021



TOWN CLERK'S OFFICE

The Town Clerk's Office ensures accessible and responsive government by preparing and keeping minutes and permanent records, providing administrative support to Council, and coordinating the Town's boards, commissions, committees, and task forces. The Office also maintains the Charter, Code, and Land Development Ordinance and oversees the accurate and timely accumulation, preservation, and accessibility of public records. The position of Town Clerk is appointed by and reports directly to the Town Council. The office is also supported by one full-time Deputy Town Clerk and one Administrative Assistant.

Top Three Initiatives for the Fiscal Year



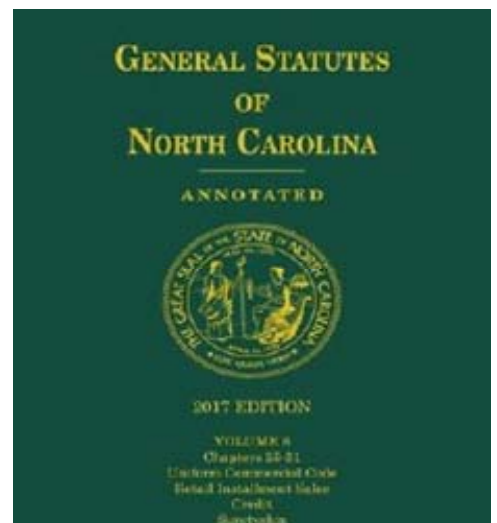
Ensure all "Sunshine" duties are completed in accordance with the NC Open Meetings and Public Records Laws, including, but not limited to, overseeing notices of open meetings, indexing of permanent records, and records management.



Provide staff support to Council Members, including scheduling of outside events, meetings with citizens, and preparation of ceremonial documents.



Successful administration and implementation of various programs, including Advisory Volunteers, Hometown Spirit Award, Sesquicentennial Celebration, and activities in Hillcrest Cemetery.



Significant Service Level Changes

No Cary Council Election

- ☐ FY 2020 expenditures included municipal election costs which will not be experienced in FY 2021.

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$196,665	\$185,731	\$201,257	\$217,602	\$249,049
Operations & Maintenance	62,978	273,905	55,495	467,226	296,064
Total	\$259,643	\$459,636	\$256,752	\$684,828	\$545,113
Authorized FTEs	4	4	4	3	3

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Performance Indicators

- ☐ Process and provide access to records, such as meeting agendas, action agendas, minutes, official action and ceremonial documents, and public notices within reasonable time frame and/or in accordance with general statute.
- ☐ Complete the appointed advisory volunteer program, including recruitment, appointment, and orientation for eight advisory groups within the set timeframe.
- ☐ Quarterly reminders/trainings to Council, appointed, advisory volunteers, and staff about the importance of Sunshine Laws (Public Records and Open Meetings).



LEGAL

The Legal Department represents the municipal corporation that is the Town of Cary. As Cary's legal advisor, we advise and provide legal services to the Mayor and Council acting as governing board, and advise and provide legal services to the Manager, department directors, and staff in carrying out Council policy. We do not provide advice to private citizens.

The Legal Department strives to provide exceptional legal service in support of Council policies and initiatives, including the Imagine Cary Community Plan and other Town priorities, and operates in a manner that reflects and supports the Town's adaptive leadership culture, and that is efficient, effective, and responsive. At all times, the Department exercises independent, professional judgment in the rendering of candid advice.

Top Three Initiatives for the Fiscal Year



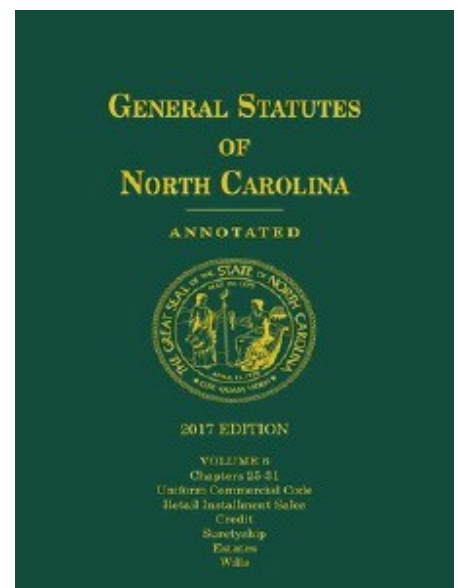
Provide legal support implementation of the Imagine Cary Community Plan, OneCary, and other Town initiatives.



Develop knowledge and expertise in emerging issues (small cell wireless facilities, autonomous vehicles and other disruptive transportation technology, drones, 'smart cities') and in areas of the law that are becoming increasingly important like development agreements and economic development. Train staff in these areas.



Continue learning about and assimilating the adaptive leadership model into the Legal Department's practice, consistent with a lawyer's professional responsibilities, and integrate opportunities provided by new technology and the OneCary culture to enhance the influence and effectiveness of the Legal Department.



DEPARTMENT PROFILE – LEGAL

Significant Service Level Changes

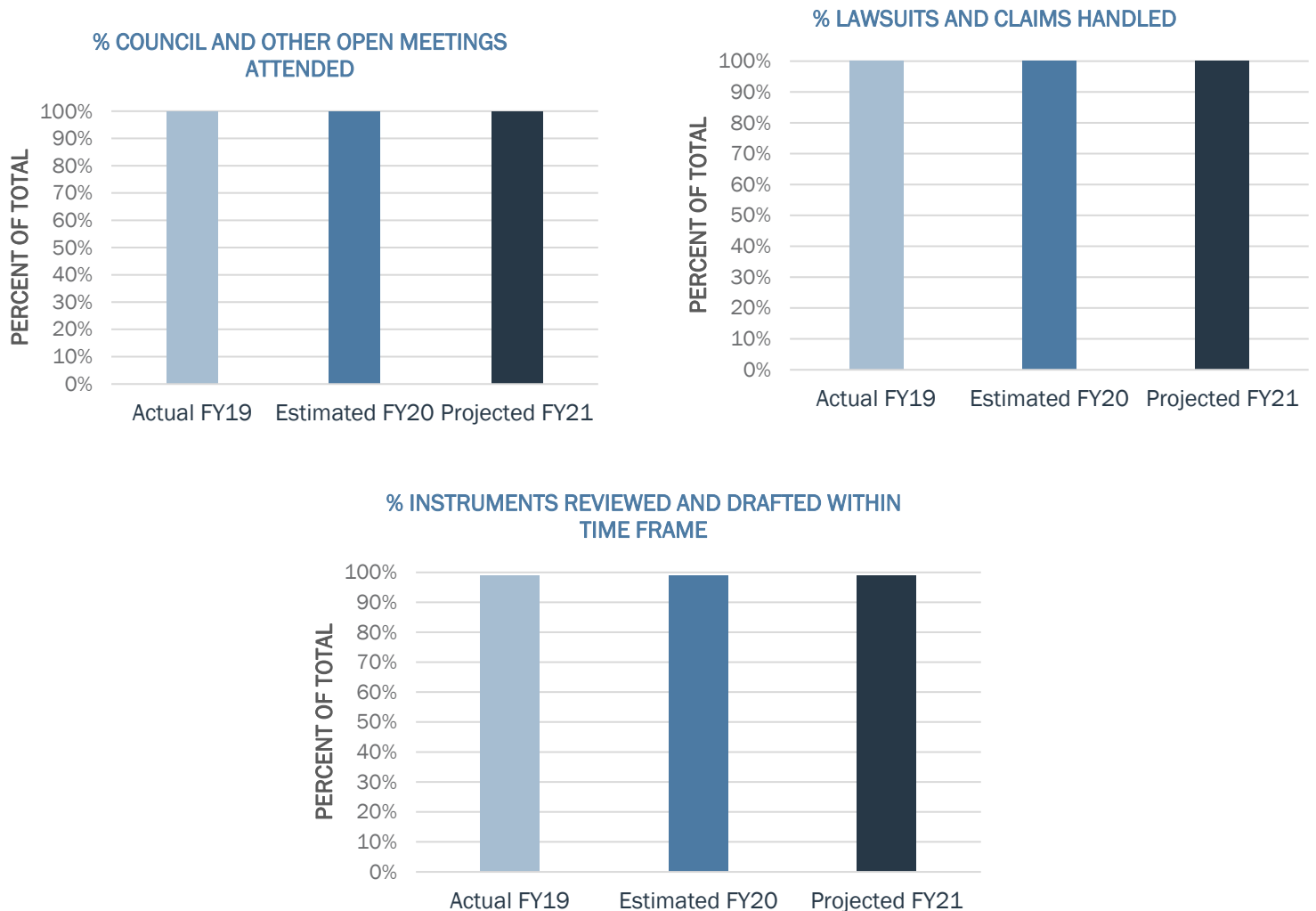
□ None

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$550,089	\$578,478	\$600,120	\$649,811	\$637,865
Operations & Maintenance	421,057	576,411	888,988	890,691	942,227
Total	\$971,146	\$1,154,889	\$1,489,108	\$1,540,502	\$1,580,092
Authorized FTEs	4	4	4	4	4

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Performance Indicators



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TOWN MANAGER’S OFFICE

The Town Manager is responsible for implementing the policies set forth by the Town Council and exercising management responsibility over all operations. Through management of the departments, the Town Manager’s Office ensures the advancement of the vision, goals, and policies of the Town Council, while dedicating the appropriate resources necessary to meet all local, state, and federal laws and regulations. This work allows the Town to address the most pressing issues facing our community and adapt our resources and strategic approach to ensure implementation of the Imagine Cary Community Plan. Only with a sense of purpose and vision can any organization, either public or private, achieve its full potential. This responsibility rests squarely in the Town Manager’s Office.

Top Initiatives for the Fiscal Year



Complete Community Branding Project. Create, adopt, and roll out a logo, tag line, and graphic standards that represent Cary’s new brand identity.



Strengthen Environmental Excellence. Realign resources and cultivate community partnerships to strengthen our environmental excellence through education, outreach, and incentives, while supporting and maximizing existing regulatory programs.



Community Recreation & Indoor Sports Center. Continue developing the parameters for the Community Recreation & Indoor Sports Center.



Continue Shaping a Resilient Downtown. Implement public improvements and facilitate infill and redevelopment to meet the community vision for downtown.



Significant Service Level Changes

Repurposed Positions

- The Manager's Office has an active role in the evolution of the organization's culture and the realignment of resources to meet the demands of emerging issues. Serving as the hub of the organization, the Manager's Office is responsible for ensuring alignment among the Town's many departments to reach our strategic goals. Additional important initiatives this year include continued development of the Downtown Park project, planning for an indoor sports complex, refining the organization-wide use of the Project and Services Catalog, further cultivating and strengthening our 311 system, and developing recommendations for Council-initiated ideas. The Town Manager's Office personnel is continuously repurposed to focus on the organization's highest priorities.

Expenditure and Budget Summary

Town Manager's Office

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$1,539,542	\$1,721,492	\$2,168,349	\$2,590,301	\$2,971,149
Operations & Maintenance	203,533	1,329,459	1,178,589	1,719,554	804,150
Capital Outlay	-	-	2,896	-	-
Total	\$1,743,075	\$3,050,951	\$3,349,834	\$4,309,855	\$3,775,299
Authorized FTEs	12	12	14	19	18

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Organizational Development

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	-	-	\$146,918	\$419,513	\$377,155
Operations & Maintenance	-	-	-	23,845	55,500
Total	-	-	\$146,918	\$443,358	\$432,655
Authorized FTEs	-	-	-	3	3

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Capital Program Management

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel	-	-	\$85,466	\$220,784	\$155,900
Operations & Maintenance	-	-	-	74,990	-
Total	-	-	\$85,466	\$295,774	\$155,900
Authorized FTEs	-	-	-	1	1

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Expenditure and Budget Summary (continued)

Public Safety Administration

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel	-	-	\$84,827	\$401,425	\$374,443
Operations & Maintenance	-	-	-	13,802	17,600
Total	-	-	\$84,827	\$415,227	\$392,043
Authorized FTEs	-	-	-	2	2

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Special Projects

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel	-	-	\$135,467	\$438,357	\$295,223
Operations & Maintenance	-	-	54	2,817	19,000
Total	-	-	\$135,521	\$441,174	\$314,223
Authorized FTEs	-	-	-	3	3

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Public Information Office

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel	\$936,694	\$938,317	\$634,312	-	-
Operations & Maintenance	\$65,419	\$93,922	\$113,268	-	-
Capital Outlay		\$41,586	\$37,690	-	-
Total	\$1,002,113	\$1,073,824	\$785,270	-	-
Authorized FTEs	8.6875	8.6875	8.6875	-	-

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019. The Public Information Office function was assimilated into other departments (primarily Marketing and Information Technology) effective FY 2020.

Economic Development

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel	\$128,417	\$170,468	\$330,764	\$362,594	\$354,841
Operations & Maintenance	\$19,996	\$25,462	\$16,933	257,951	172,520
Total	\$148,413	\$195,930	\$347,697	\$620,545	\$527,361
Authorized FTEs	1	1	1	2	2

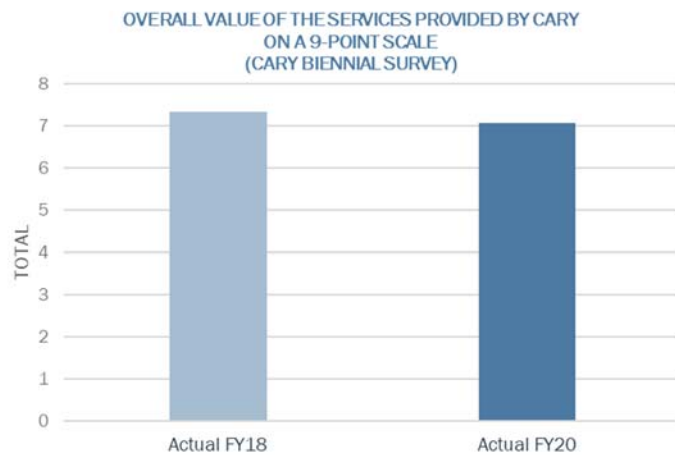
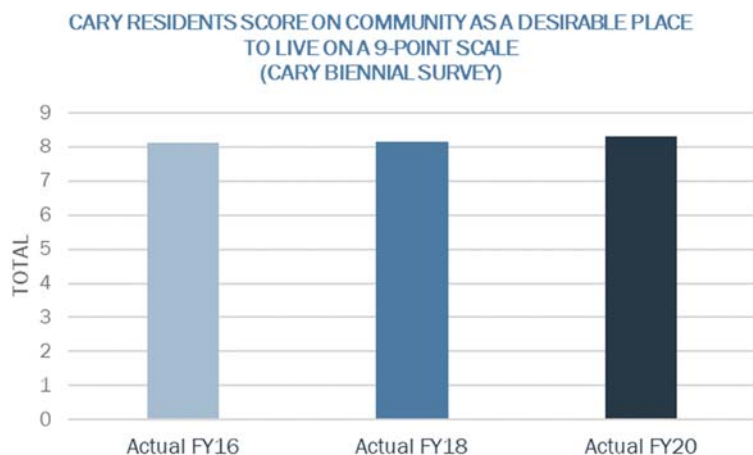
*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Town Manager Office

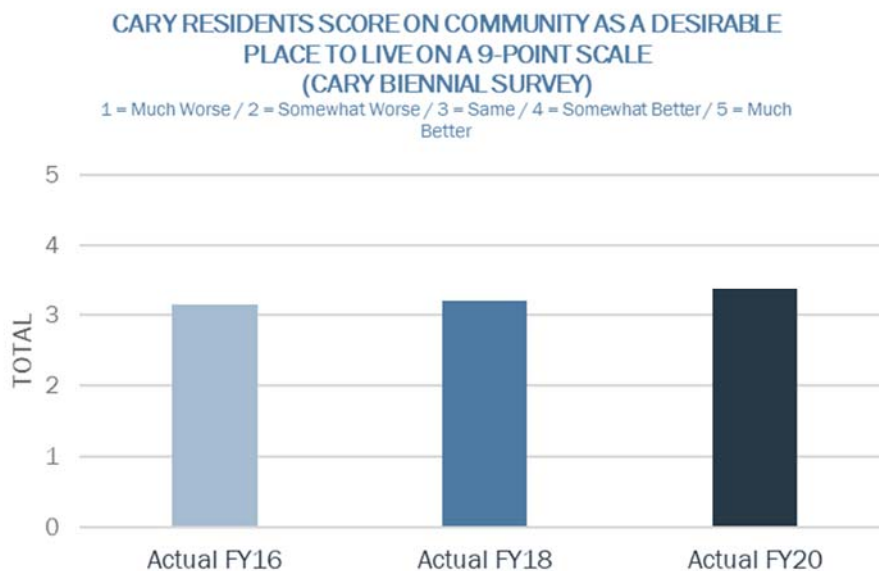
Department Grand Total	\$2,893,601	\$4,320,705	\$4,935,533	\$6,525,933	\$5,597,481
Authorized FTEs Total	21.6875	21.6875	23.6875	30	29

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Performance Indicators



*This question was new beginning in FY 2018



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311 Center

Cary launched a citizen-centric 311 Center in FY 2020. The communication and information hub blends modern software with staff knowledge of Cary operations to provide great service to citizens. With a strong foundation of powerful and interconnected technologies, the 311 Center uses a OneCary approach to citizen services—disrupting silos to better understand and meet citizens’ needs. The Center became operational in January 2020. 311 Center goals include: (1) receive all incoming calls, emails, and web requests from Cary’s main communication channels; (2) track the initiation, work, and closing of a citizen request or issue completely within the 311 system; and (3) have two or more staff in each department who are proficient with the 311 Request system who can successfully manage issues from start to finish. Continuous improvement efforts will follow as the program grows and matures.

Top Three Initiatives for the Fiscal Year



Staffing – Right-sizing 311 Center staffing is essential to providing excellent service for our citizens while allowing our Citizen Advocates to meet the program goals and expectations. Factors impacting staffing levels include meeting call wait times, fully absorbing the work of existing call centers (Public Works, Utility Accounts, Planning, Inspections and Permits, and Development Services), integration of Parks, Recreation, and Cultural Resources (PRCR) services, integration of Development Services front desk operations, and expanding Tier 2 services for additional subject areas.



Space – The current 311 Center was designed for the pilot project as a temporary space. At launch, 11 of 12 workstations were filled. It is likely that the involvement of staff will be necessary as 311 evolves to meet needs for call/request workload, data analytics, and other functions.



Process integration and refinement – The launch of 311 in 2020 was just the beginning. To fully realize the benefits of the 311 system, we must continue to drive adoption by staff while continuing to integrate processes and break down silos. We will also refine and enhance the 311 system and interface.

Significant Service Level Changes

**OneCary
Opportunity**

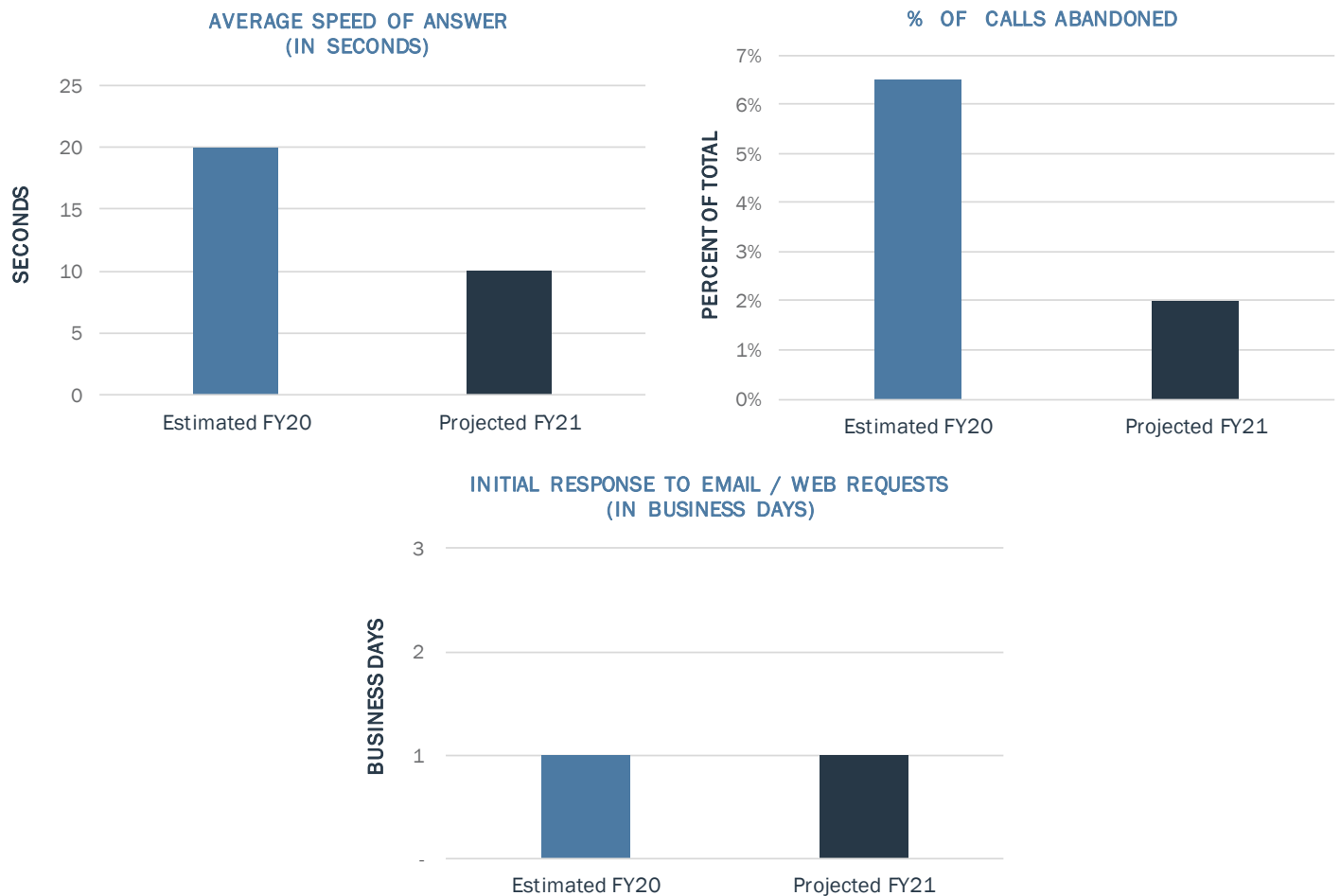
- Additional staff support is required for the 311 Center to meet service level needs for call speed-of-answer times and other service performance measures, and to support Cary’s vision for the future of how we serve our citizens. In true OneCary spirit, we will look within our organization to match existing employees with our needs and discover new ways of working in a post COVID-19 world.

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	-	-	-	\$838,427	\$1,073,540
Operations & Maintenance	-	-	-	8,494	96,180
Total	-	-	-	\$846,921	\$1,169,720
Authorized FTEs	-	-	-	4	13

Performance Indicators

FY 2020 was the first fiscal year during which this program was tracked in a stand-alone capacity. Because the vision for 311Cary is unlike any other citizen service center, standard contact center metrics do not necessarily apply. Staff will continue to define performance indicators that reflect Cary’s needs and service-level expectations.





ACCOUNTING & PROCUREMENT

The Finance Department administers Cary's financial affairs. Financial functions are budgeted in three divisions: Accounting and Procurement, Financial Strategy, and Utility Accounts (which is accounted for within the utility fund).

The Accounting and Procurement Division maintains accounting and financial systems, and provides payroll, accounts payable, revenue, and accounts receivable services. The division provides regulatory and informational reporting and prepares a Comprehensive Annual Financial Report. Also managed within this group are cash and investments, debt, grants, and risk management. Risk related to worker's compensation and safety is managed by the Human Resources department.

The Procurement component of the division is responsible for ensuring procurement functions are provided to all departments, as per local, state, and federal regulatory requirements, to purchase goods (apparatuses, supplies, materials, and equipment), provide solicitation of services, and bid construction or repair work. The division also administers contracts, manages Cary's warehoused inventory, manages internal couriers, and disposes of surplus property.

Top Three Initiatives for the Fiscal Year



Begin the process to replace the general ledger and related software including procurement, accounts payable, and procurement by reviewing processes, controls and software needs.



Full adoption of efficiency and system improvements in accounts payable, procurement, CAFR production and billing as well as process automation through additional applications of DocuSign and Salesforce.



Lead evaluation and planning for long term financial sustainability including policy updates.

Significant Service Level Changes

ERP Project

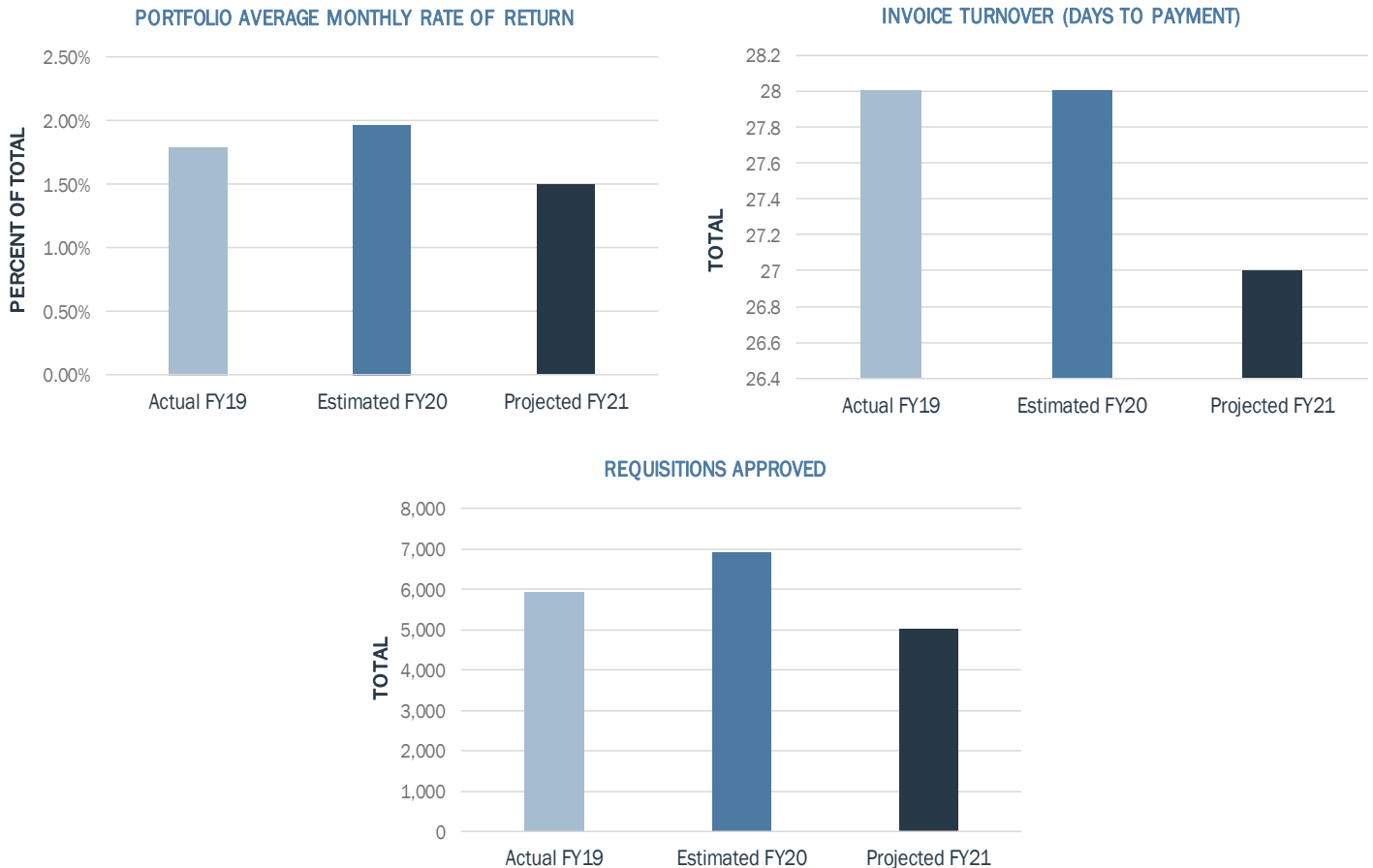
- A capital project for the selection and installation of a new enterprise resource system (ERP) was approved in the FY 2021 budget. Finance will be focused on operational activities as needed to support this project.

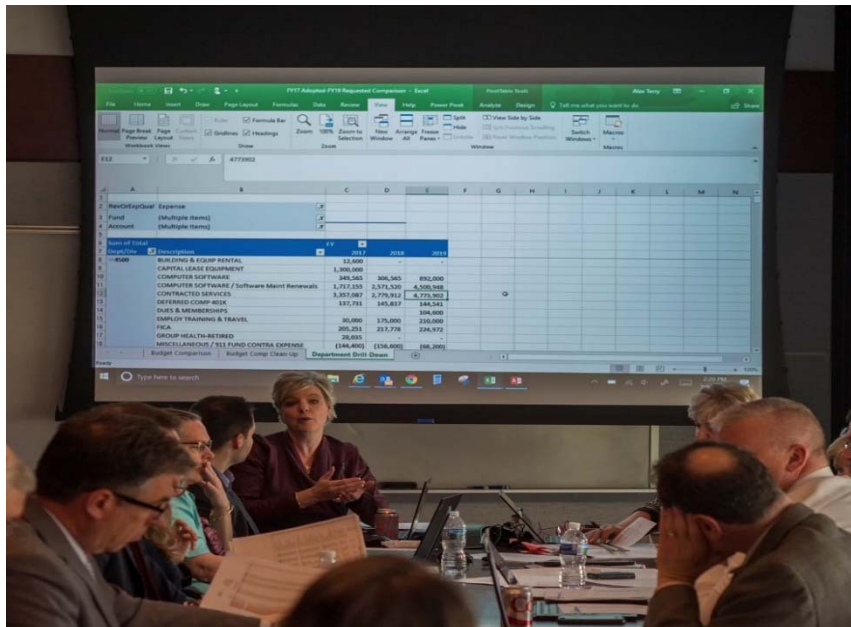
Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$2,527,300	\$2,612,931	\$2,735,832	\$2,681,975	\$2,809,862
Operations & Maintenance	1,285,923	1,544,670	1,578,010	1,811,005	1,720,039
Capital Outlay	-	-	53,657	23,078	-
Subtotal	\$3,813,223	\$4,157,602	\$4,367,500	\$4,516,058	\$4,529,901
Small Claims	249,884	272,853	724,110	535,961	500,000
Total	\$4,063,107	\$4,430,455	\$5,091,610	\$5,052,019	\$5,029,901
Authorized FTEs	25	27	27	28	27

*Historical expenditure numbers presented above reflect the movement of telephone, utilities, and insurance costs to a non-department expenditure category effective FY 2019. The divisions of Finance Accounting and Finance Procurement were consolidated effective FY 2020. Prior year actuals have been combined to reflect this change.

Performance Indicators





FINANCIAL STRATEGY

Financial Strategy is responsible for the planning, development, execution, and evaluation of Cary's operating and capital improvements budgets and capital improvements plan. Other responsibilities include long-term financial planning, revenue and expenditure analysis, presentation development, budget document compilation, and policy research and recommendations.

Top Three Initiatives for the Fiscal Year



Continue migrating operating and capital budget request processes from outdated technology to internally developed systems within Salesforce



Continue refining the newly developed general fund financial model and integrate resulting analysis into routine reporting and annual budget documents



Enhance revenue and expenditure analysis in an effort to best monitor, manage, and inform in the evolving COVID-19 economic environment



PROVIDE YOUR BUDGET INPUT

● ● ● ● ● ● ● ●

budgetinput@townofcary.org
(919) 469-4307

[f @TownofCaryNC](#)
[@TownofCary](#)

#TOCBudget



SEARCH "BUDGET" AT WWW.TOWNOFCARY.ORG

Significant Service Level Changes

☐ None

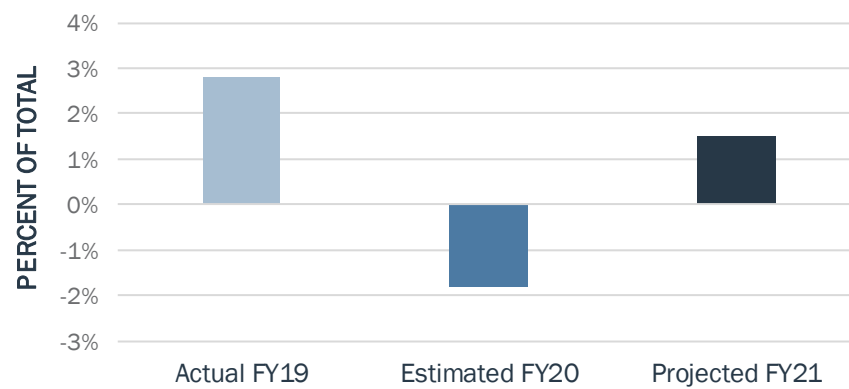
Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$568,521	\$418,792	\$514,275	\$457,220	\$564,018
Operations & Maintenance	47,297	30,113	41,221	20,764	29,085
Total	\$615,817	\$448,905	\$555,496	\$477,984	\$593,103
Authorized FTEs	5	5	5	5	5

*Historical expenditure numbers presented above reflect the movement of telephone, utilities, and insurance costs to a non-department expenditure category effective FY 2019.

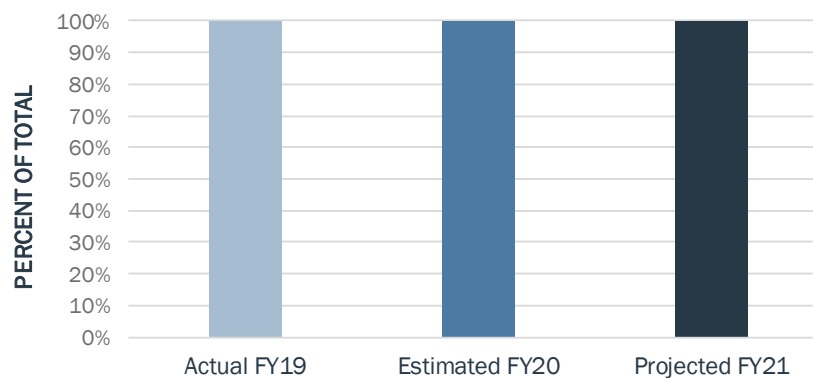
Performance Indicators

YEAR-END OPERATING REVENUE VARIANCE
ADOPTED BUDGET TO ACTUAL (MAJOR FUNDS)



FY 2020 variance due to COVID-19 related revenue losses

BUDGET ORDINANCE COMPLIANCE RATE





HUMAN RESOURCES

The Human Resources Department exists to take care of employees. Every day we live our core value of “People First.” By attracting and retaining the best employees and investing in their personal and professional growth, we are equipped as a workforce to set the standard for what local governments can be. By viewing each other as individuals, we encourage authenticity and bringing your whole self to work. By empowering our employees and connecting their strengths with organizational needs, the Human Resources Department adaptively drives the evolving culture of our organization. This is accomplished by emphasizing working smart in an evolving environment where opportunities to experiment, learn, fail, and try again help create growth and a better future. Technically, HR provides best-in-class service by overseeing a full range of responsibilities, including recruitment and selection, competitive pay and benefits, organizational development, employee relations, safety, and training.

Top Three Initiatives for the Fiscal Year



Partner with employees in evolving a thriving organizational culture centered around an adaptive leadership model that allows us to stay on top of the arc and keep Cary “Cary”. In all that we do, we will continually strive to create extraordinary public value through alternative service models that respect our organizational past while focusing on efficiency, innovation, individuality, specific situations, and appropriate risk.



Maintain a high-quality, agile, diverse, inclusive, passionate, and team-oriented workforce that sets the standard for excellence and professionalism in local government. We will continue to foster an extraordinary work-life experience for employees, focused on their overall well-being, and our exceptional compensation and benefits offerings augment opportunities for professional development, recognition, and wellness to enrich our extraordinary workforce.



Serve as a strategic business partner to the entire organization by facilitating talent management and process improvements that emphasize courage, authenticity, growth, development, transparency, knowledge, performance, and accountability. By daring to think differently in the pursuit of continued excellence, we are committed to ensuring that while challenging convention we always align our employee-centric policies, practices and procedures with our desired culture and employment laws

Significant Service Level Changes

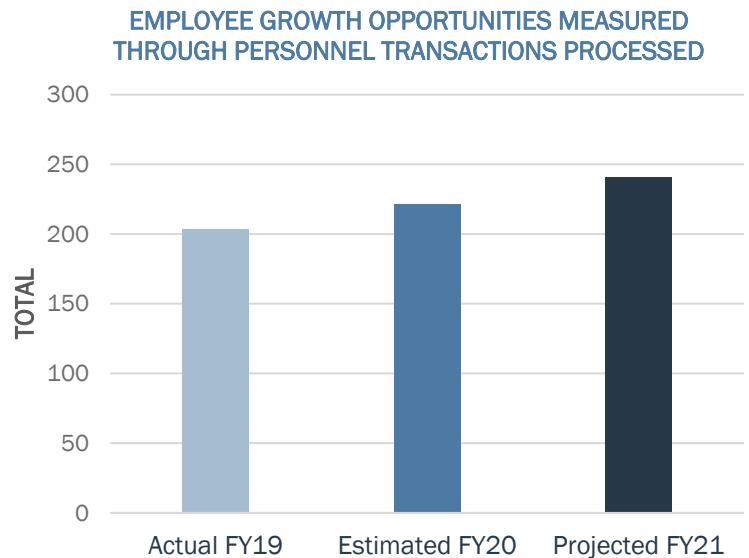
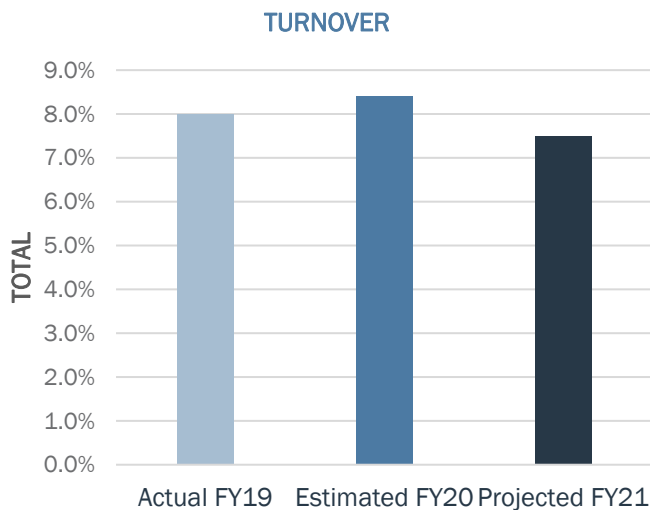
☐ None

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$1,418,291	\$1,443,149	\$1,581,090	\$1,793,712	\$1,806,229
Operations & Maintenance	292,061	325,888	332,123	433,553	478,441
Subtotal	\$1,710,352	\$1,769,037	\$1,913,213	\$2,227,265	\$2,284,670
Unemployment	(99,868)	24,478	6,435	21,510	60,000
Life Insurance	109,711	112,916	131,734	124,543	121,014
Retiree Health Insurance	-	1,098,923	500,000	-	1,500,000
Transfer to Health Ins. Fund	715,440	822,924	814,514	818,894	820,465
Subtotal	\$725,283	\$2,059,241	\$1,452,683	\$964,947	\$2,501,479
Worker's Compensation Fund	1,727,220	1,935,496	1,410,769	1,618,625	1,793,005
Total	\$4,162,855	\$5,763,774	\$4,776,665	\$4,810,837	\$6,579,154
Authorized FTEs	14.625	14.625	14.625	15.625	15.625

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Performance Indicators





MARKETING & INFORMATION TECHNOLOGY

The Marketing and Information Technology (MIT) department provides and supports communications, information, and technology solutions to enable Town departments to serve our citizens in the manner they have come to expect. 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, internet of things (IoT) and network infrastructure.

The Marketing and Information Technology department is focused on building a secure and connected workforce and community through the use of cloud, platform, and data management strategies. We will continue our digital transformation journey through fostering a culture of exploring and testing new concepts and technologies while promoting creativity and cross organization collaboration.

The Marketing arm of the MIT team leads planning and execution of integrated, omni-channel marketing initiatives with the goal of creating a consistent citizen experience. They oversee external and internal communications including social media, web, print, graphic design, video and photography, marketing materials, media relations and news releases, and Cary TV with a citizen-first approach.

Top Three Initiatives for the Fiscal Year



Connected Workforce and Community – A smart and connected workforce and community eliminates the constraints of geographical location and increases productivity while reducing operational costs to support the anytime, anywhere employee and citizen. This initiative leverages our cloud, data management and platform strategies allowing us to move to a smart and connected “proactive” state focusing on citizen experience, operational efficiency improvement using near or real-time data. It also allows us to share and consume this type of data with regional, state, and federal entities, therefore strengthening these partnerships, improving our resiliency and fostering economic development



The Marketing team is focused on completing the final technical steps of our Marketing Cloud implementation to be followed by a comprehensive rollout campaign to the organization. This will familiarize departments with Marketing Cloud’s tool set, with the ultimate goal of changing the way staff thinks about its outreach to citizens. In a time of digital fatigue, Marketing Cloud will enable us

DEPARTMENT PROFILE – MARKETING AND INFORMATION TECHNOLOGY

to design our communications with an unprecedented level of care and specificity, ensuring staff across the organization are able to reach citizens with the right message at the right time.



Data Management. Data is arguably one of the most valuable assets of the Town, second only to our citizens and staff. This Town-wide strategy will ensure that the organization and the citizens we serve are supported with sound data analytics and good data quality practices by establishing a master data management/data governance program.

Significant Service Level Changes

□ None

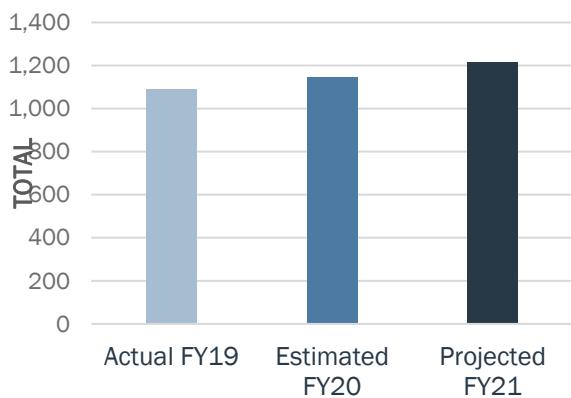
Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$3,004,204	\$3,192,056	\$3,267,959	\$3,365,923	\$4,182,898
Operations & Maintenance	6,247,200	7,996,783	8,252,525	12,422,850	13,296,813
Subtotal	\$9,251,404	\$11,188,839	\$11,520,484	\$15,788,773	\$17,479,711
Capital Lease Proceeds	(1,178,759)	(850,457)	(4,516,937)	(1,300,000)	(2,300,000)
Reimbursement From Soccer Park	(7,218)	-	-	-	-
Total	\$8,065,427	\$10,338,382	\$7,003,547	\$14,488,773	\$15,179,711
Authorized FTEs	31	31	31	34.6875	34.6875

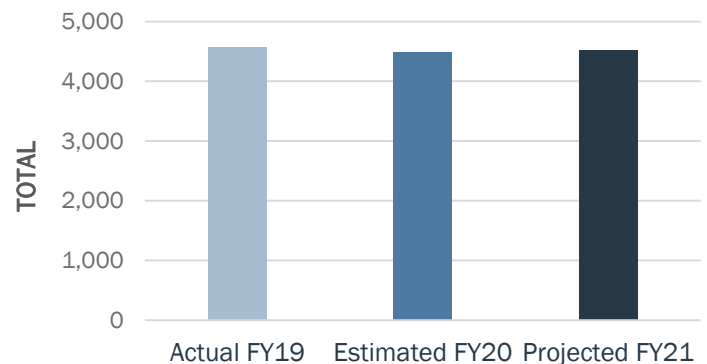
*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Performance Indicators

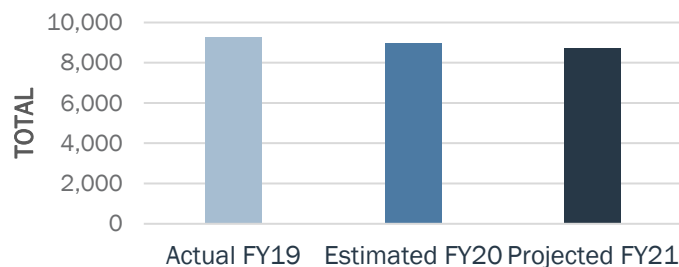
TOTAL NUMBER OF SUPPORTED COMPUTERS



SUPPORT TICKETS RESOLVED WITHIN 24 HOURS



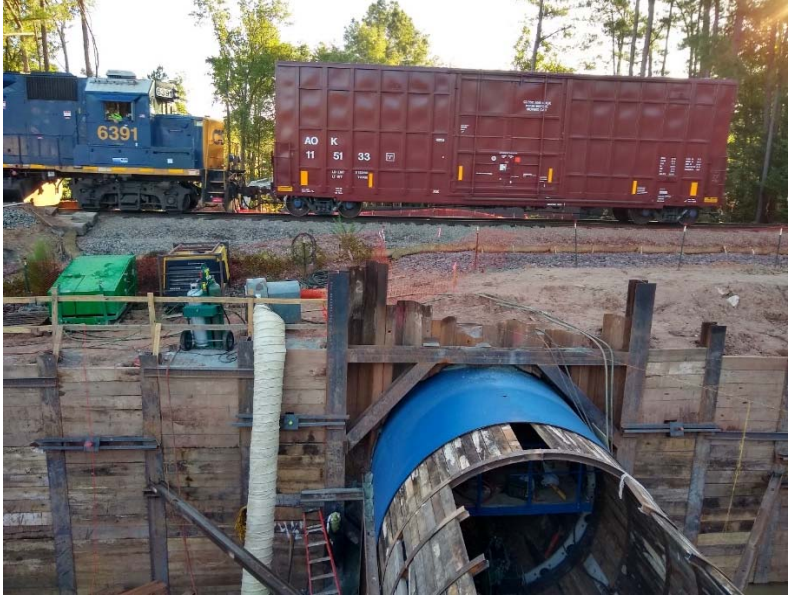
TOTAL NUMBER OF SUPPORT TICKETS



BE SAFE BE KIND BE CARY



DEVELOPMENT AND INFRASTRUCTURE



TRANSPORTATION AND FACILITIES

The Transportation and Facilities Department focuses on project investments in transportation and a variety of public facilities. We embrace collaborative and adaptive efforts in the development of capital projects to ensure holistic project delivery that is consistent with our Imagine Cary Community Plan. Specifically, the department is responsible for the planning, design, and construction of Town-owned facilities including parks, sidewalks, greenways, public buildings, streets, and bicycle routes. Real estate purchases associated with Town projects and related surveying and technical services are also overseen by this group, as well as managing operations of our Advanced Traffic Management System (ATMS).

Top Three Initiatives for the Fiscal Year



Mobility, Safety, and Technology – all Cary projects encompass safe mobility options for all users of the transportation network. Implementation of connected vehicle technology and a focus on emerging trends in transportation and mobility technologies are a priority for the department. Installation of traffic signals warranted at existing unsignalized intersections to improve congestion, safety, and air quality, and installation of pedestrian signals and other warning devices to ensure safe crossing of streets by pedestrians and bicyclists will be prioritized.



2019 *Shaping Cary's Tomorrow* Bond Referendum Implementation – Cary voters approved \$113 million for transportation related infrastructure and \$112 million for parks and recreation needs, including preservation of open space. Implementation of these projects is a key focus and includes improvements for streets, sidewalks, intersections, downtown parking, the Fenton development infrastructure, and NCDOT enhancements. The single most significant project in all the bonds is the completion of the seven-acre Downtown Park.



Facility Maintenance – keeping Cary great through maintenance of existing facilities is a primary focus for the department. As maintenance takes place, we will ensure that we are meeting the latest standards and community expectations. Examples of critical maintenance improvements include: ADA improvements at various Town-owned buildings, streets, greenways, tennis courts, parking areas, and major venue sites.

DEPARTMENT PROFILE – TRANSPORTATION AND FACILITIES

Significant Service Level Changes

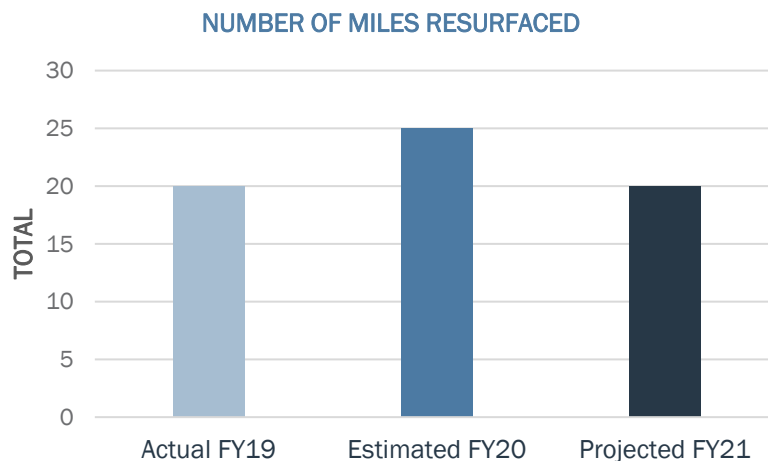
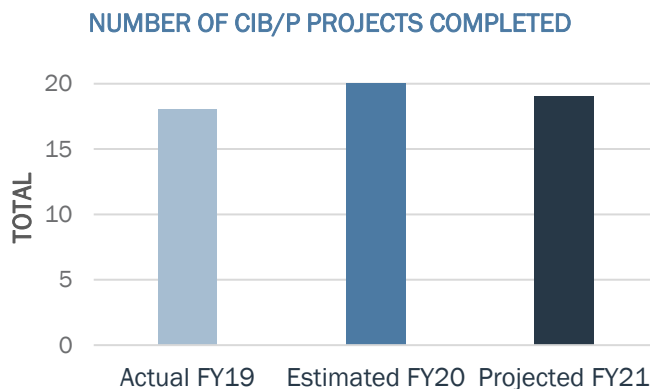
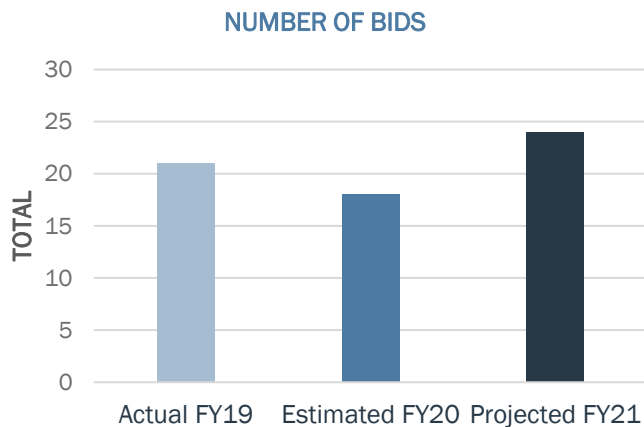
☐ None

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$4,308,759	\$4,307,867	\$4,213,358	\$3,959,248	\$4,424,907
Operations & Maintenance	1,265,544	801,013	734,950	821,508	888,645
Capital Outlay	-	-	-	-	-
Total	\$5,574,303	\$5,108,880	\$4,948,308	\$4,780,756	\$5,313,552
Authorized FTEs	43	42	41	39	38

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Performance Indicators





SUSTAINABILITY

The Sustainability Office provides strategic and technical leadership by creating non-regulatory programs designed to protect the environment. By utilizing a comprehensive education and incentive program, the division plays a critical role in raising public awareness and implementing key projects that align with the vision of our Town Council and Environmental Advisory Board. The Sustainability division collaborates with departments and citizens, while serving as a technical resource, collaborator, coordinator, and point of contact for regional and statewide initiatives.

Top Three Initiatives for the Fiscal Year



Strategic Energy Action Plan (SEAP) Update – update of the Council-approved plan to reduce electricity, natural gas, and fleet fuel usage in Town operations. The first version of the SEAP was passed in 2012, with Update #1 approved in 2015. Update #2 will look at progress for 2015 to 2019.



Community-Wide Carbon Emissions – use feedback from the citizen's Environmental Advisory Board and the community-wide emissions baseline to consider how to reduce community-wide emissions. Work with building officials, transit staff and key influencers in creating realistic progress metrics.



Education and Outreach – continue to engage with citizens and businesses about environmental issues that are important to our citizens. Identify and deliver meaningful information through meetings, social media channels, environmental outreach, and local and regional community groups.

Significant Service Level Changes

☐ None

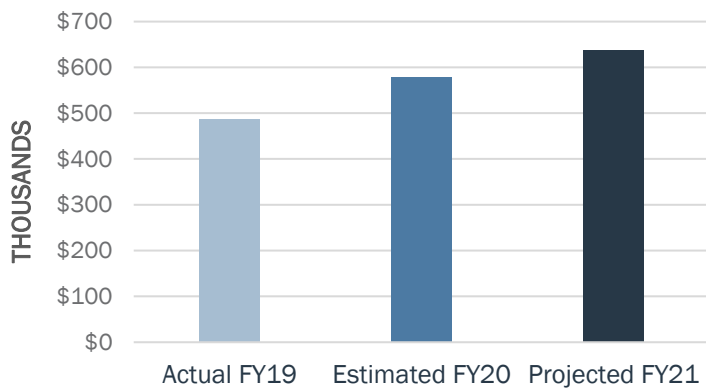
Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	-	\$146,391	\$147,192	\$124,348	\$128,872
Operations & Maintenance	-	14,337	35,969	232,554	142,730
Total	-	\$160,728	\$183,161	\$356,902	\$271,602
Authorized FTEs	-	1	1	1	1

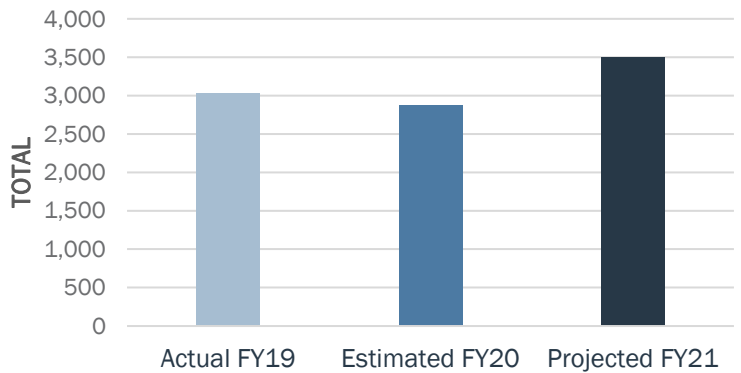
*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Performance Indicators

ENERGY COST SAVINGS, SUPPLY-SIDE



CITIZENS ENGAGED





PLANNING

The Planning Department applies a combination of Imagine Cary Community Plan principals, and Cary's Land Development Ordinance regulations to respond to the diverse needs of citizens, business owners and developers. The staff develops and implements comprehensive land use plans, district and corridor plans and manages annexations, rezonings, development plan review, plat approvals, variance requests and assigning street addresses. Planning staff also work closely with the Development Compliance team to ensure that sites are developed and landscaped in compliance with approved plans and addresses zoning compliance.

Planning staff assembles demographic data, maintains and enforces zoning ordinances, processes sign and other permits, and prepares maps. The staff makes detailed presentations on rezoning and special use cases to the Town Council. The staff also makes presentations to and provides staff support for the Zoning Board of Adjustment, and the Planning and Zoning Board.

The Planning Department contributes to the success of the Town through its integral role in the implementation of the Imagine Cary Community Plan. Planning Department staff, in collaboration with other Cary employees, citizens, and stakeholders, strive to realize the values of the Community Plan, such as fostering strong neighborhoods, creating vibrant destinations, protecting natural resources, managing future land use, and encouraging redevelopment and infill to meet the needs of a growing population and to ensure Cary remains "Cary".

Top Three Initiatives for the Fiscal Year



Continue work on aligning the Imagine Cary Community Plan with the Land Development Ordinance.



Coordinate processes and procedures with Neighborhood Services, Code Enforcement, Historic Preservation, and Affordable Housing to ensure that goals of the programs and being developed and met, while maintaining constructive public input opportunities for residents and business owners.



Continue to implement a robust program to train and cross-train current and new staff and integrate new technology to improve work effectiveness.

Significant Service Level Changes Beyond the Prior Fiscal Year

Update Analysis Tools

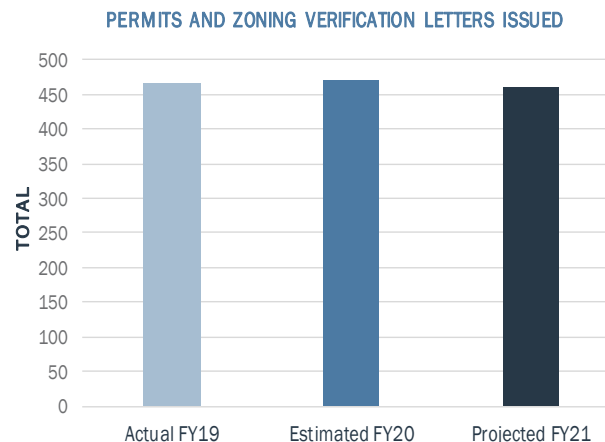
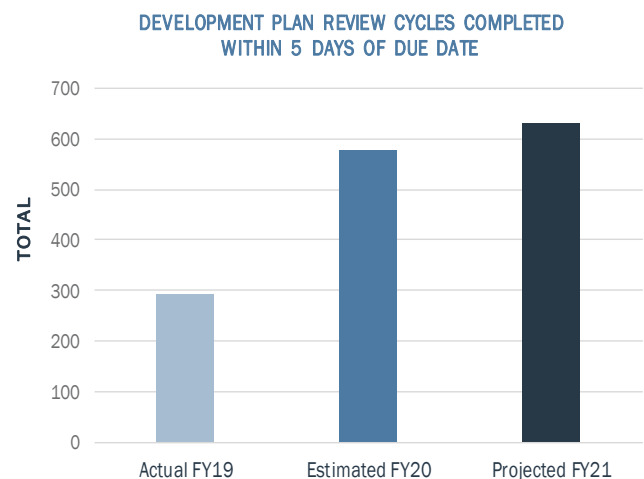
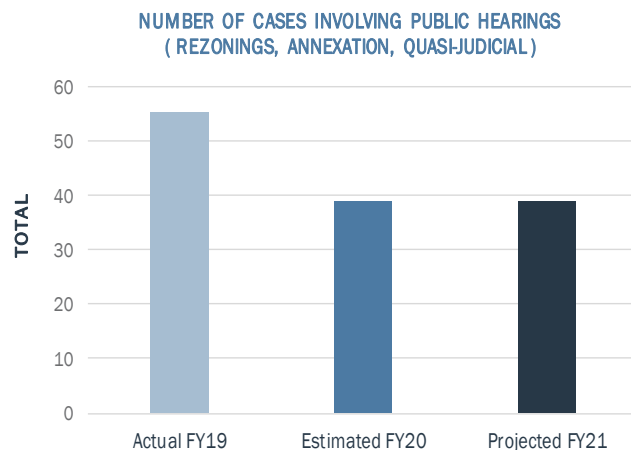
- Incorporation of a variety of Access Databases into the Salesforce platform for improved project management, tracking and sharing of information

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$2,337,795	\$2,277,654	\$1,895,761	\$1,495,125	\$1,747,964
Operations & Maintenance	142,940	100,329	62,016	63,000	73,500
Capital Outlay	-	99,870	-	-	-
Total	\$2,480,736	\$2,477,853	\$1,957,777	\$1,558,125	\$1,821,464
Authorized FTEs	25	25	24	19	17

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Performance Indicators





INSPECTIONS AND PERMITS

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 infrastructure, buildings and other structures. This includes the installation of plumbing, electrical, heating, refrigeration, and air conditioning, water and sewer utility lines, streets and greenways. This responsibility can be grouped in three main functional areas: building code plan review, building code field inspections, and infrastructure 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 plan review group reviews construction drawings for compliance with the NC State Building Code and once approved, building permits are issued by the Development Services Department. The inspection group ensures buildings and other structures are constructed and/or altered in accordance with the approved plans and in compliance with the NC State Building Code.

The primary role of Infrastructure Inspections is the interpretation and enforcement of standard specifications and details as they apply to new development and Town capital projects. Implementation of policies and procedures ensures that new infrastructure meets all applicable codes and requirements of the Town of Cary.

The Inspections and Permits Department promotes life safety by ensuring state building code compliance while providing quality service and responsiveness to our citizens, contractors, and design professionals. The department leverages technology whenever possible to be more efficient and streamline work.

Top Three Initiatives for the Fiscal Year



With the approval from Department of Insurance, we are using live video feeds such as “Google Duo” or “Facetime” to complete some state building code re-inspections remotely. We will continue to propose additional inspection types to the North Carolina Department of Insurance to expand the list of approved inspections.



Increase the number of departmental multi-trade code officials by hiring multi-trade code officials when vacancies occur and providing incentives for existing code officials to become multi-trade via our existing career ladder and merit program.

DIVISION PROFILE – DEVELOPMENT SERVICES



Begin the implementation of Plan Grid, a project management cloud-based platform, to help improve management and coordination of capital projects between project managers and infrastructure inspectors.

Significant Service Level Changes



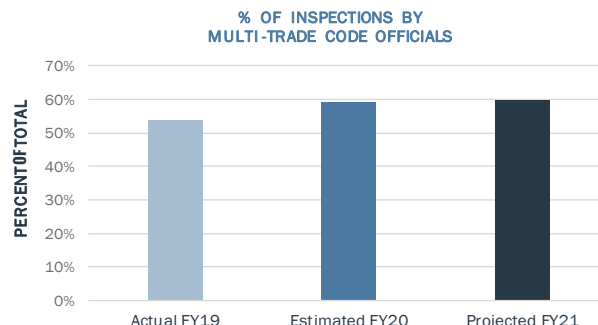
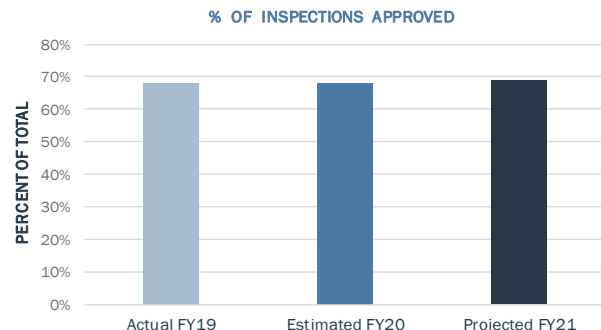
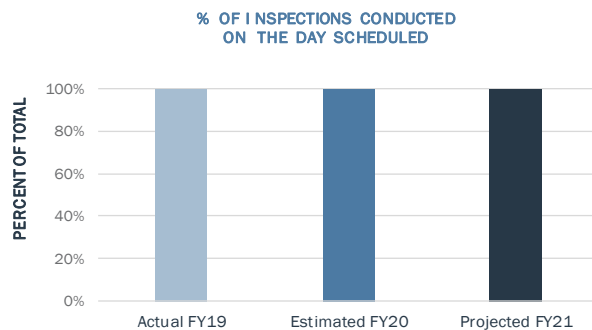
- ❑ Aligned the department with Planning and Development Services
- ❑ Began work to better incorporate Infrastructure Inspections, formerly performed as part of the Water Resources Department, with other Inspections and Permits functions. Created a Right-of-way Coordinator position to provide a dedicated resource to manage encroachment agreements and to help resolve issues related to work being performed in Cary's right-of-way.
- ❑ Initiated an appointment process for our SPOTs (Same Day One-hour Turnaround) program. This allows citizens, contractors, and design professionals the ability to submit plans ahead of time using IDT which enables staff to prepare for the appointment. Assigning times prevents a rush of individuals arriving at the same time and allows staff to proactively make workload adjustments based on the number of plans submitted for review.

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$4,054,194	\$3,968,932	\$4,300,848	\$4,665,430	\$4,777,288
Operations & Maintenance	159,328	160,062	123,789	111,557	164,744
Capital Outlay	37,481	203,981	-	-	-
Total	\$4,251,003	\$4,332,975	\$4,424,636	\$4,776,987	\$4,942,032
Authorized FTEs	43	43	38	43	44

Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Performance Indicators





DEVELOPMENT SERVICES

Development Services coordinates Cary's development review process, with a focus on providing accurate, timely, friendly, clear and consistent service. We offer a professional presence throughout development project lifetimes — from site plan to certificate of occupancy. Development Services continuously examines models where we can proactively communicate and collaborate with those we serve, looking for ways to improve the development process.

The department is organized into the following functional areas:

- **Development Customer Service Desk:** When you arrive at the Town of Cary, our Customer Service Representatives look forward to greeting you and working with you to realize your development related needs. Staff members receive application and permit submittals as well as receipt of payment for all fees related to development. Citizens with general questions and requests to for Planning, Zoning, Minimum Housing, Inspections and Permits, Fire Code Enforcement, and building permit-related inspections can visit, call or email our Customer Service Representatives. This group works closely with the Town's 311 center.
- **Development Technicians:** If you have submitted a building permit or other development application, you have likely had contact with our Development Technicians. The Development Technicians work with the general public, contractor, design professionals, homeowners, and all members of the development community by helping with Town applications, policies and procedures. They assist with application submittals and facilitate the development process through the issuance of a Certificate of Occupancy. They are also responsible for calculating appropriate fees by applying the current fee schedule to submitted plans. Additionally, development technicians facilitate the review of sign permits, and real estate plats.
- **Development Liaisons:** If you are unfamiliar with the Town of Cary's development processes, our Development Liaisons will guide you through the appropriate development plans, permits and approvals. From concept to Certificate of Occupancy, the Development Liaisons help customers successfully navigate the development process. Liaisons have experience in the areas of planning, zoning, permitting, building code and inspections and assist members of the business community, developers, architects, engineers, landowners, attorneys, citizens and contractors who are conducting development related business. Development Liaisons serve as the customer's primary point of contact with the Town throughout the life of a project.
- **Development Review:** Our Development Review staff serve the development community by working with multiple departments to facilitate your project through Cary's development processes. We coordinate pre-application meetings and comment review meetings with the Development Review Committee to address questions and concerns with development projects. Development metrics and

DIVISION PROFILE – DEVELOPMENT SERVICES

analytics are also managed through this team to evaluate how we are serving the community and look for opportunities for improvements.

Top Three Initiatives for the Fiscal Year



Build a development analytics team to customize systems and measure, analyze and present development activity.



Collaborate with 311 to track inquiries and gather data on our relationships with citizens and the development community.



Continue to improve the overall development process through the implementation of technology, process changes, and utilization of individual talents.

Significant Service Level Changes

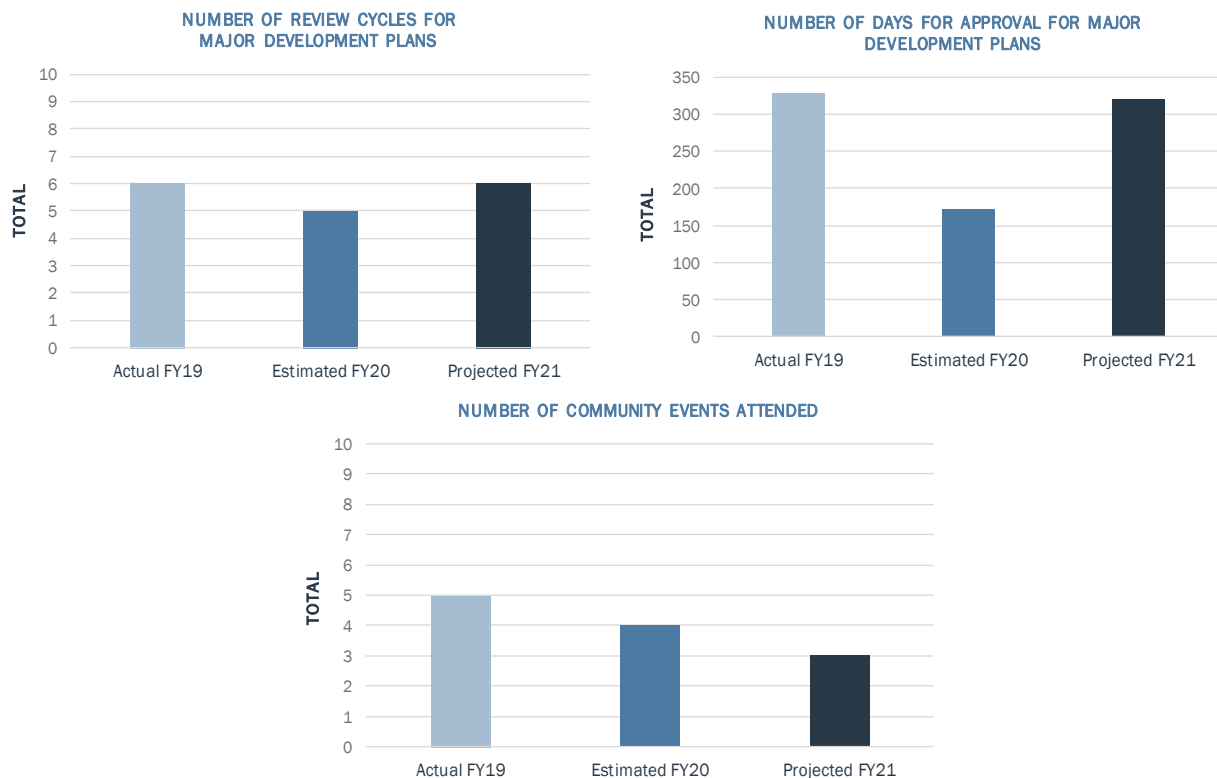
☐ None

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$1,093,010	\$1,373,391	\$1,528,794	\$1,522,036	\$1,469,768
Operations & Maintenance	24,755	28,575	26,948	19,718	36,610
Total	\$1,117,765	\$1,401,966	\$1,555,743	\$1,541,754	\$1,506,378
Authorized FTEs	15	15	20	17	15

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Performance Indicators





HISTORIC PRESERVATION

The mission of the Historic Preservation Program is to enhance the quality of life in Cary through the preservation of the historic resources that give Cary its individuality and provide the context for understanding our heritage historic resources. The program implements the preservation goals outlined in the Imagine Cary Community Plan, maintains a historic resources inventory, and ensures that historic and cultural resources are identified, examined for their relative significance, and, when possible, protected during the planning, development and permitting processes.

The program combines regulation with education and financial incentives to achieve an effective, comprehensive approach to preserving the community's historic resources. It also recognizes that the uses of buildings evolve over time, and while that evolution sometimes requires physical changes, changes can still respect an historic building's special character. The State Historic Preservation Office (SHPO) has recognized Cary's Historic Preservation Program by designating it as a Certified Local Government (CLG); thus, Cary's preservation ordinance mirrors federal and state statutes, and the program conducts all its activities in accordance with the SHPO's methodologies and best practices.

Top Three Initiatives for the Fiscal Year



Relocate the Nancy Jones House while making every effort to maintain its National Register of Historic Places designation during the move.



Work with stakeholders to prepare for the relocation of the Ivey-Ellington House while making every effort to maintain its National Register of Historic Places designation during the move.



Increase awareness of historic preservation by providing more outreach and community resources.

Significant Service Level Changes

☐ None

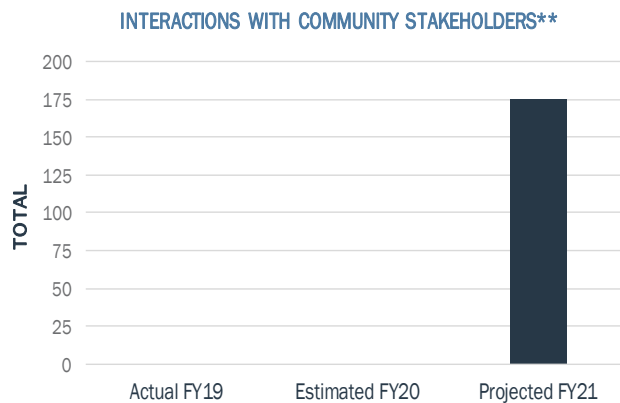
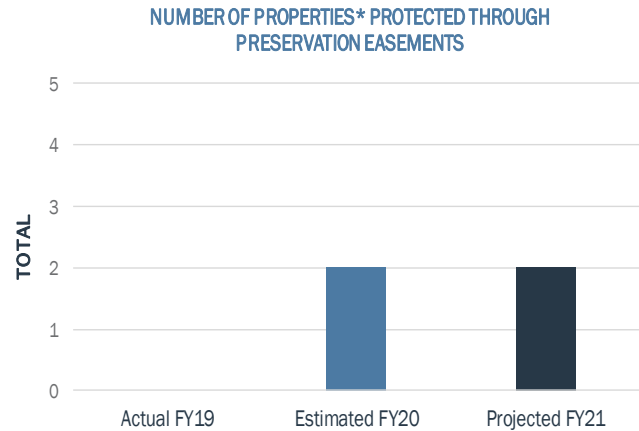
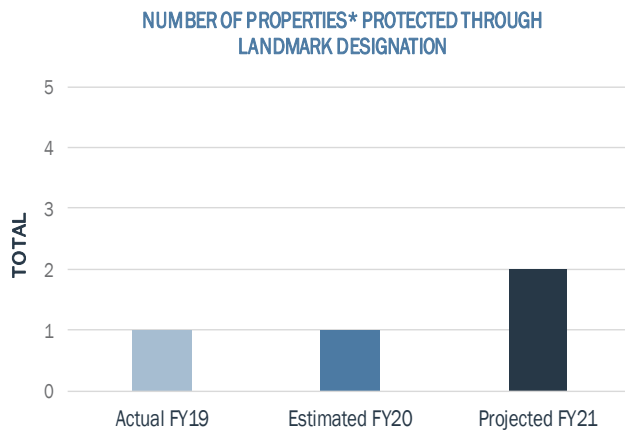
DIVISION PROFILE: TOWN MANAGER'S OFFICE - HISTORIC PRESERVATION

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	-	-	-	\$49,784	\$81,152
Operations & Maintenance	-	-	-	9,864	83,550
Total	-	-	-	\$59,648	\$164,702
Authorized FTEs	-	-	-	-	1

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Performance Indicators



*Properties may include more than one historic building.

**New performance indicator to begin in FY 2021.



STORMWATER

Cary's Stormwater Division has eleven programs that together help mitigate the impacts of stormwater runoff and flooding. These programs cover a broad range of activities designed to facilitate environmentally healthy outcomes through private development regulation, a robust capital improvement program and direct citizen assistance. These programs include stormwater ordinances that address stormwater and floodplain management, watershed protection, illegal discharges and sediment and erosion control. Development review and monitoring services span from plan review to oversight of private construction site runoff, as well as oversight in perpetuity of the maintenance of public and private stormwater control measures (SCM). Cary also ensures that the National Pollution Discharge Elimination System (NPDES) permit program operates at the highest standards, including public education and outreach, public participation, and Town facility good housekeeping. Our capital project program constructs new and upgrades existing stormwater infrastructure to ensure Town facilities and private property are protected from flooding and maintain sound water quality. Our citizen assistance and educational programs provide direct help to Cary residents while providing long term solutions.

Top Three Initiatives for the Fiscal Year



Stormwater Policy revisions and Stormwater Management Plan approvals - Recently, the Stormwater division revised the Stormwater ordinances to better serve our community while we transition from greenfield development to infill and redevelopment. Staff will continue to revise our policies and standards to align with this transition. One notable policy initiative is the continued evaluation of Cary's floodplain standards for the purpose of entering into FEMA's Community Rating System (CRS). Entering into this program would result in a significant level of service change in either 2021 or 2022. On the development side, three notable stormwater management plans will be approved and constructed. Cary Towne Center will be an important redevelopment stormwater plan, while Fenton and the new Downtown Park will be key greenfield development stormwater plans. Staff collaborated directly with the developers for all of these projects and the outcome will be additional stormwater management mitigation to ensure protection of water quality and increased flood control.



Green infrastructure - Staff has produced a strategic initiative identifying public and private opportunities for tree planting in an effort to increase our canopy and align with the goals of our EAB and Council. As part of our downtown redevelopment efforts, staff is collaborating with developers to install green infrastructure in our streetscapes. Town standards will be revisited to accommodate more green infrastructure opportunities.

DIVISION PROFILE: TOWN MANAGER'S OFFICE - STORMWATER



Capital Projects - Staff continues to provide infrastructure improvements throughout Cary with the focus pivoting from reactionary to proactive projects based on our GIS based Condition Assessment program using basin models as the basis for prioritizing and implementing projects. Basin modeling in the Walnut Creek basin led to identification of several projects including Walker Street storm drainage improvements. Coupled with the basin modeling, water level sensors and rain gauges have been installed along Walnut Creek and are being monitored via dashboard. Basin modeling will be expanded to the Swift Creek basin, and through the development and evaluation process, additional capital projects will be identified and undertaken and water level sensors and rain gages will be placed within the basin.

Significant Service Level Changes

Basin Modeling Program

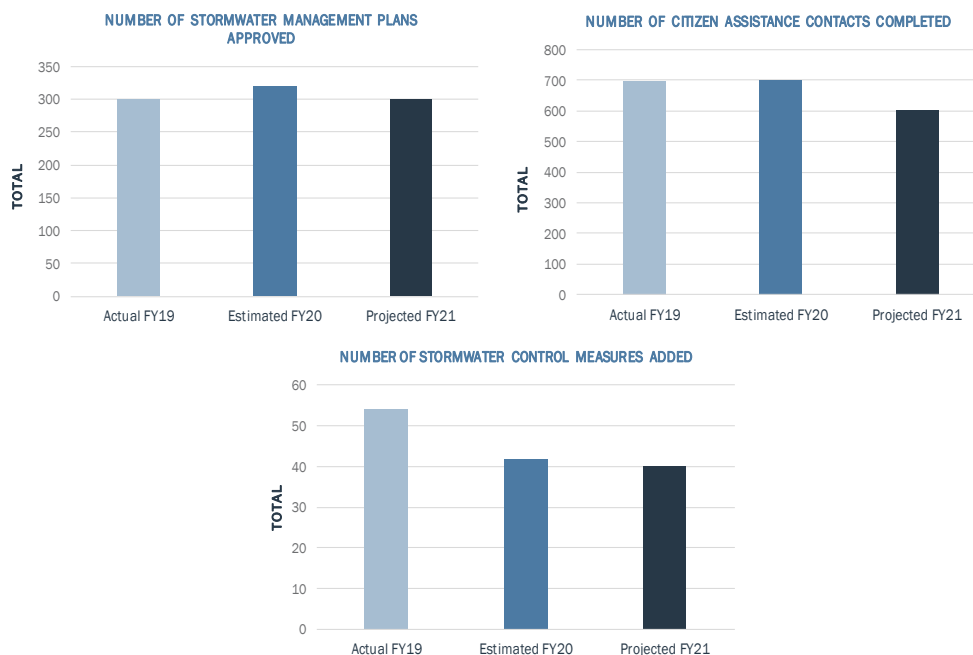
- ☐ Initiation of basin modeling and proactive Condition Assessment Program in the Swift Creek basin.
- ☐ Revisions to policies and standards that align with the transition from greenfield development to infill and redevelopment.
- ☐ Community Rating System Program evaluation

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	-	-	\$435,552	\$1,344,893	\$1,409,779
Operations & Maintenance	-	-	50	342,371	423,734
Capital Outlay	-	-	-	-	-
Total	-	-	\$435,603	\$1,687,264	\$1,833,513
Authorized FTEs	-	-	-	12	12

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Performance Indicators



BE SAFE BE KIND BE CARY



PARKS, RECREATION & CULTURAL RESOURCES



PRCR ADMINISTRATION

The Parks, Recreation and Cultural Resources (PRCR) Department’s mission is to provide high-quality and accessible programs, services, parks, and facilities that inspire and enrich the lives of all Cary citizens. The Department has been nationally accredited since 2003 through the Commission for Accreditation of Park and Recreation Agencies.

The PRCR Administration Division coordinates the work of all the Department’s divisions, which include Sports Venues, Cultural Arts, and Community Recreation. In addition, responsibilities include management of thirty-two public park areas with unique offerings and 79 miles of greenways; facility planning with the Transportation and Facilities Department; budget, grant, and contract administration, volunteer management, customer service, sponsorships, scholarships, policies and procedures, and national accreditation; marketing and communications; special services, including specialized recreation and inclusion, community outreach (including Project PHOENIX in coordination with the Cary Police Department), and environmental outreach.

Top Three Initiatives for the Fiscal Year



Leverage creativity and technology to better serve our citizens through the development of a town-wide Salesforce based integrated recreation registration system, use of text messaging – TXT311 – to reach our citizens with different means of communication, and improve our social media and citizen engagement with unified tools like Marketing Cloud.



Coordinate the planning and design of the Downtown Cary Park and Indoor Sports Center projects.



Collaborate with Town departments, non-profits, and community groups to ensure all Cary citizens are provided with affordable, accessible, quality programs, services and facilities through outreach efforts such as “Pop-Up in the Park” and the Play It Forward Scholarship fund; develop an enhanced operational model for the Good Hope Farm project focusing on supporting beginning farmers and preserving agriculture heritage; increasing citizen access to community garden sites, local food programs, and gardening education; and supporting special recreation services and inclusion for residents with different abilities.

COVID-19

Significant Service Level Changes

- The magnitude and duration of COVID-19 impacts to PRCR services, programs and facilities continue to evolve. With health and safety in mind, the department will remain agile and adaptive in exploring virtual and on-site experiences to engage with citizens.

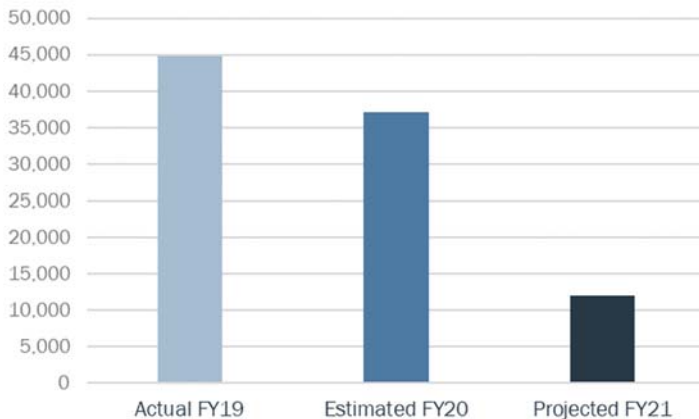
Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$1,114,904	\$1,271,165	\$1,312,960	\$1,064,428	\$1,368,398
Operations & Maintenance	327,714	421,549	458,891	411,869	305,982
Capital Outlay	-	23,500	-	-	-
Total	\$1,442,618	\$1,716,214	\$1,771,851	\$1,476,297	\$1,674,380
Authorized FTEs	12	12	14	10	10

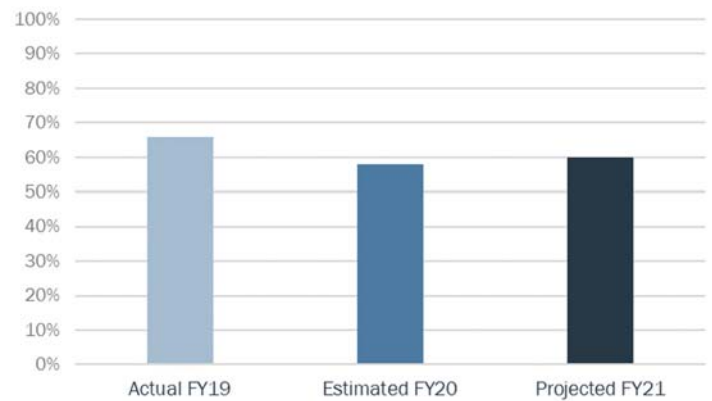
*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Performance Indicators

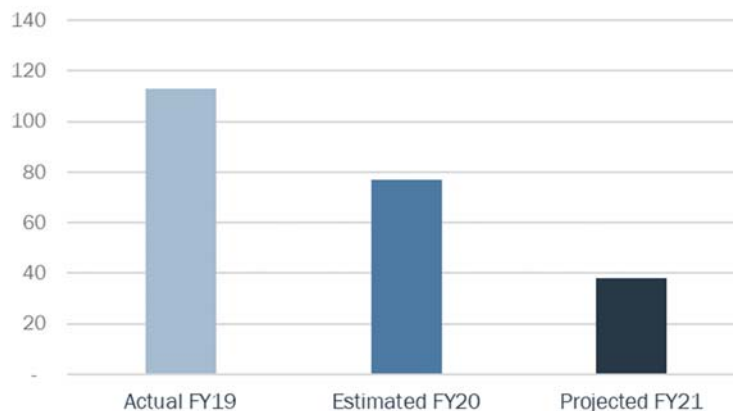
TOTAL NUMBER OF HOURS WORKED BY VOLUNTEERS



PERCENT OF PROGRAM REGISTRATIONS COMPLETED ON-LINE



NUMBER OF SCHOLARSHIPS AWARDED







COMMUNITY RECREATION ADMINISTRATION

The Community Recreation Administration Division provides administrative support for the Town's community centers, older adult programs (age 55+), environmental education, sports, and outdoor recreation. As a unit, Community Recreation staff deliver a wide range of sports and recreational activities for adults, children, and older adults including dance, exercise, adventure, trips, confidence-building, social interaction, camps, as well as programs in ecology, environmental stewardship, preservation and nature appreciation. The division provides youth and adult sports leagues, clinics and camps including basketball, softball, baseball, volleyball, and golf.

Top Three Initiatives for the Fiscal Year

-  The expenses and revenues for functions of Cary Teen Council are being relocated to the Community Recreation Administration division as part of a functional realignment. Cary Teen Council provides the opportunity for collaboration and partnership with community groups that support teen volunteerism.
-  Leverage the Town of Cary technology platforms to better serve our citizens and enhance facility operations by transitioning to user-friendly online information and registration system (i.e. Salesforce, Marketing Cloud, social media, web).
-  Provide leadership and set direction for a wide range and balance of recreational programs/events that support Cary's 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.

Significant Service Level Changes

Teen Council

- ☐ Increase Teen Council membership to include 8th grade students, Cary residents only. Implement monthly and annual eSports events to build credibility within the community for hosting these types of activities.
- ☐ The magnitude and duration of COVID-19 impacts to PRCR services, programs and facilities continue to evolve. With health and safety in mind, the department will remain agile and adaptive in exploring virtual and on-site experiences to engage with citizens.

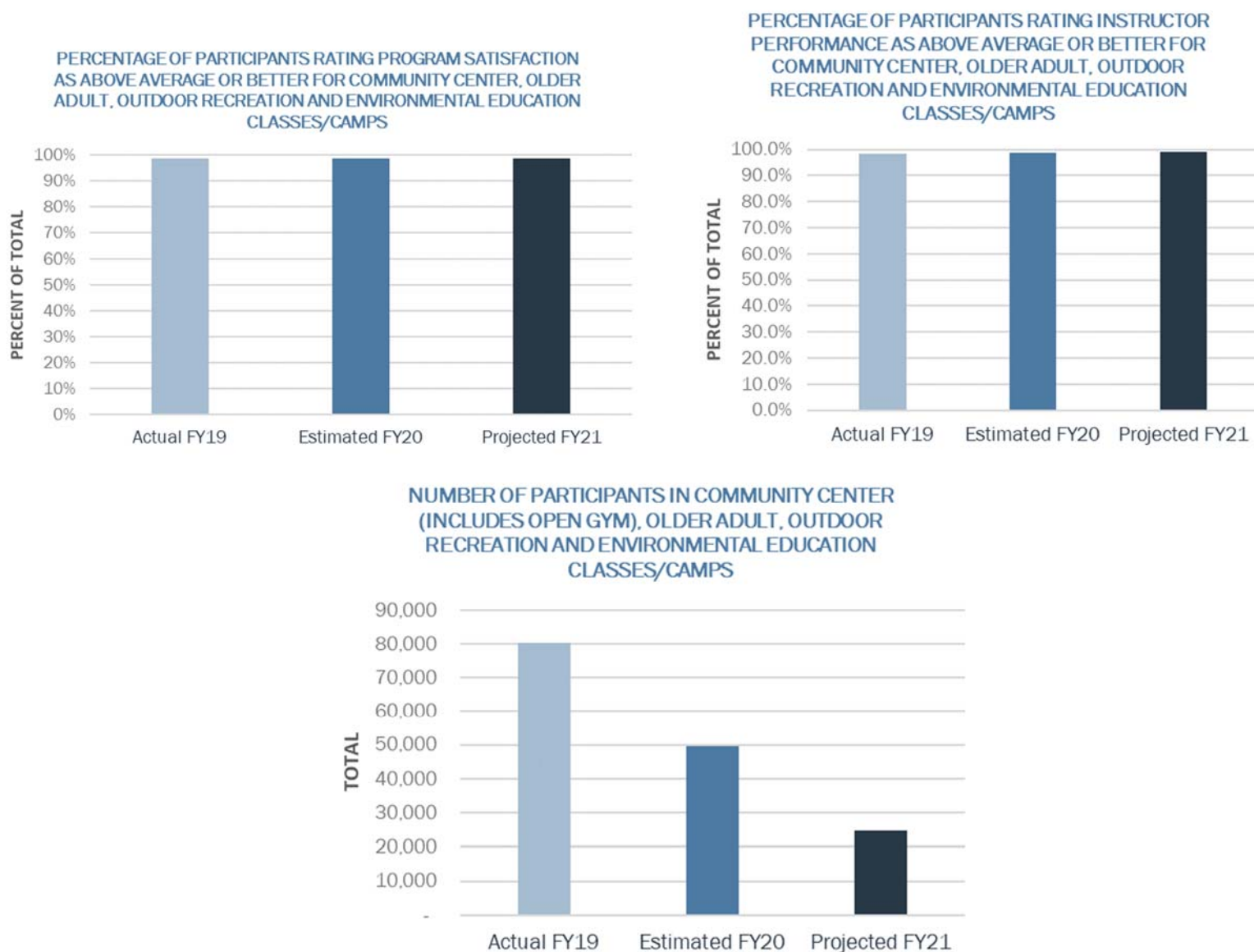
DIVISION PROFILE – COMMUNITY RECREATION ADMINISTRATION

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$251,459	\$265,957	\$282,670	\$317,969	\$543,707
Operations & Maintenance	33,827	42,248	89,695	19,354	108,339
Total	\$285,286	\$308,204	\$372,365	\$337,323	\$652,046
Authorized FTEs	2	2	2	2	2

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Performance Indicators





SPORTS PROGRAMS

The Sports Programs Division provides quality youth and adult sports leagues, tournaments, camps, clinics, and special events with a focus on sportsmanship, skill development, participation, and fun. Members of the division work closely with those in other PRCR divisions, other Town departments, and members of the community to offer sports programs that are conducted safely, with careful attention to the latest rules and norms consistent with each sport. The division further strives to respond quickly and effectively to the evolving demands of the community with respect to what sports are offered, and how programs are conducted.

Top Three Initiatives for the Fiscal Year



Broaden zone-based league management by planning and implementing changes to adult volleyball and adult basketball programs.



Based on feedback from citizens and our Athletic Committee, implement improvements to the organization, management, and rules of our youth baseball program.



Work closely with our Athletic Committee, coaches, and other stakeholders to improve the recruitment, training, and retention of youth sports volunteers. We will survey current, former, and prospective volunteers to learn what motivates them, and determine what they need from us to create a positive experience for them and their players.



DIVISION PROFILE – SPORTS PROGRAMS

Significant Service Level Changes

COVID-19

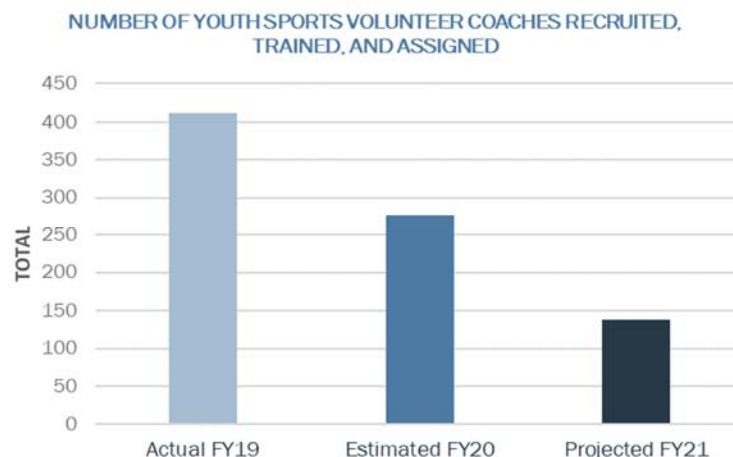
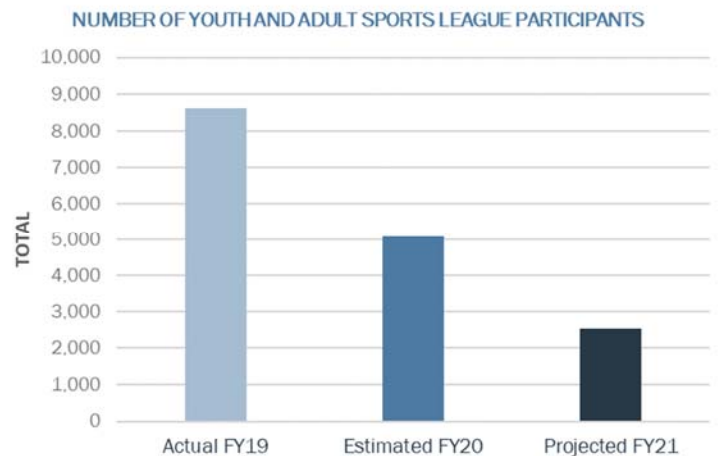
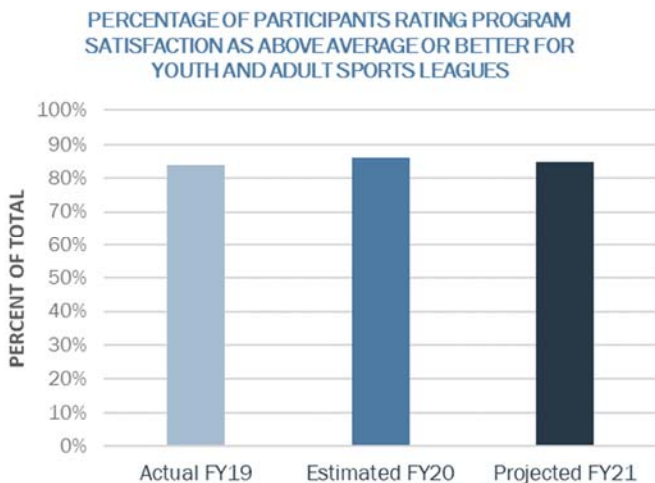
- The magnitude and duration of COVID-19 impacts to PRCR services, programs and facilities continue to evolve. With health and safety in mind, the department will remain agile and adaptive in exploring virtual and on-site experiences to engage with citizens.

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$703,642	\$729,364	\$838,247	\$798,481	\$847,190
Operations & Maintenance	513,741	564,877	576,508	519,862	597,943
Capital Outlay	-	7,382	-	-	-
Total	\$1,217,383	\$1,301,623	\$1,414,755	\$1,318,343	\$1,445,133
Authorized FTEs	6	6	6	6	6

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Performance Indicators





SENIOR PROGRAMS

Senior Programs provide quality leisure activities and support services to older adults helping them live active, productive, healthy, and independent lives. This is achieved by offering top quality programming to residents age 55 and older through a wide variety of educational, fitness, and social events, classes, and activities.

The Cary Senior Center is considered one of the top service providers in North Carolina and has been recognized by the state as a “Senior Center of Excellence” for the past ten years.

Top Three Initiatives for the Fiscal Year



Promote senior programming opportunities outside of the Cary Senior Center to facilitate broader reach of activities to senior population.



Educate and provide training to participants for utilizing new program registration system. Promote programs and services via Marketing Cloud technology platform and other media.



Facilitate participation and input from seniors by expanding the role of non-profit groups that supports the Senior Center (Friends of the Cary Senior Center) and implement advocacy events.



Significant Service Level Changes



- ❑ The magnitude and duration of COVID-19 impacts to PRCR services, programs and facilities continue to evolve. With health and safety in mind, the department will remain agile and adaptive in exploring virtual and on-site experiences to engage with citizens.

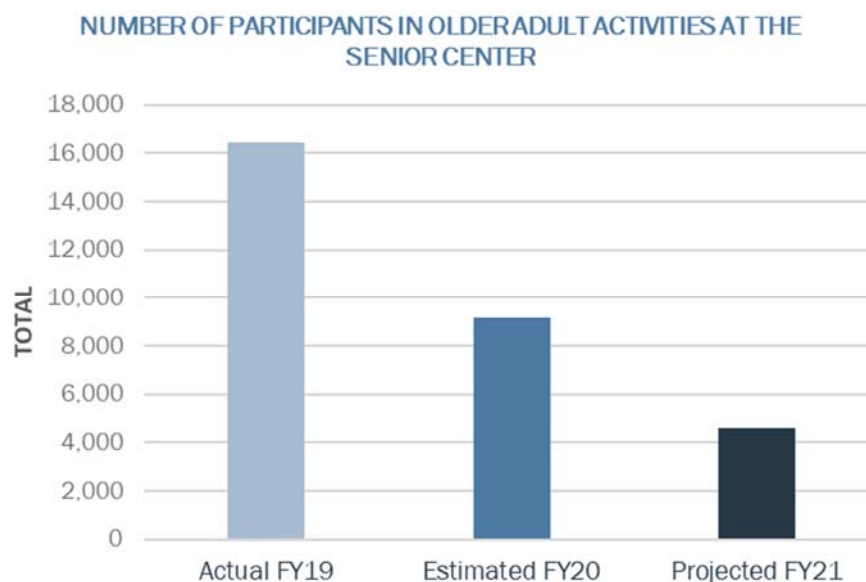
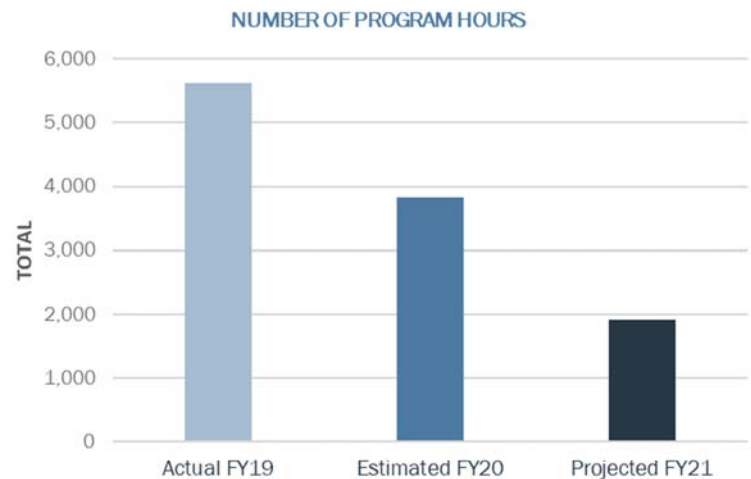
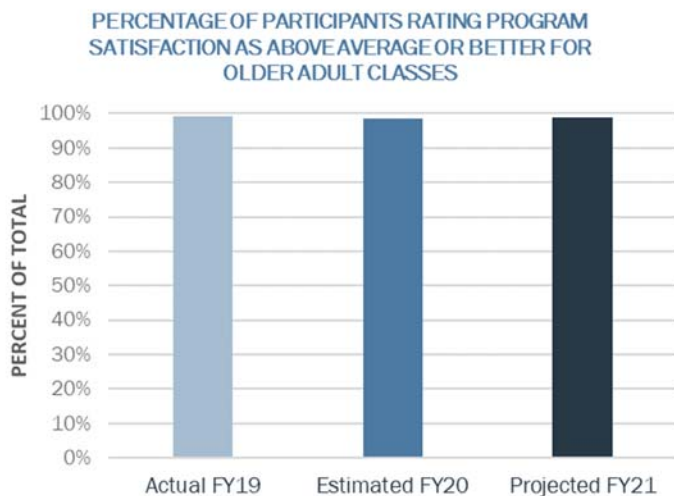
DIVISION PROFILE – SENIOR PROGRAMS

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$339,630	\$371,240	\$355,717	\$385,320	\$361,174
Operations & Maintenance	128,985	156,449	136,274	108,282	193,145
Total	\$468,614	\$527,688	\$491,991	\$493,602	\$554,319
Authorized FTEs	3	3	3	3	3

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Performance Indicators





COMMUNITY CENTERS

The Community Centers Division, comprised of The Hive, Herbert C. Young, Bond Park and Middle Creek activity centers, creates, manages and facilitates recreation experiences for all ages that promote our core values and enrich the quality of life for our community. Community center operations team provides citizens with the opportunity to reserve indoor and outdoor space for group functions. Additionally, the Community Center Division coordinates use of outdoor and indoor space and facilitates year-round programs at school facilities to deliver recreational services in western Cary.

Top Three Initiatives for the Fiscal Year



Enhance the customer experience by cultivating operational processes that utilize the strengths of staff to deliver effective and efficient services.



Provide programs and opportunities that change lives through participant-centered inclusive programming while implementing a community of care in recreation and cultural arts events, programs, and camps.



Provide high school and middle school events, classes, and activities for teens.



Significant Service Level Changes

Maximize Program Offerings

- ☐ Increased programming in western Cary at the Hive, Alston Ridge Middle School, Mills Park Elementary School to strengthen the community
- ☐ The magnitude and duration of COVID-19 impacts to PRCR services, programs, and facilities continue to evolve. With health and safety in mind, the department will remain agile and adaptive in exploring virtual and on-site experiences to engage with citizens.
- ☐ Cary Teen Council management transferred to Community Recreation Administration.

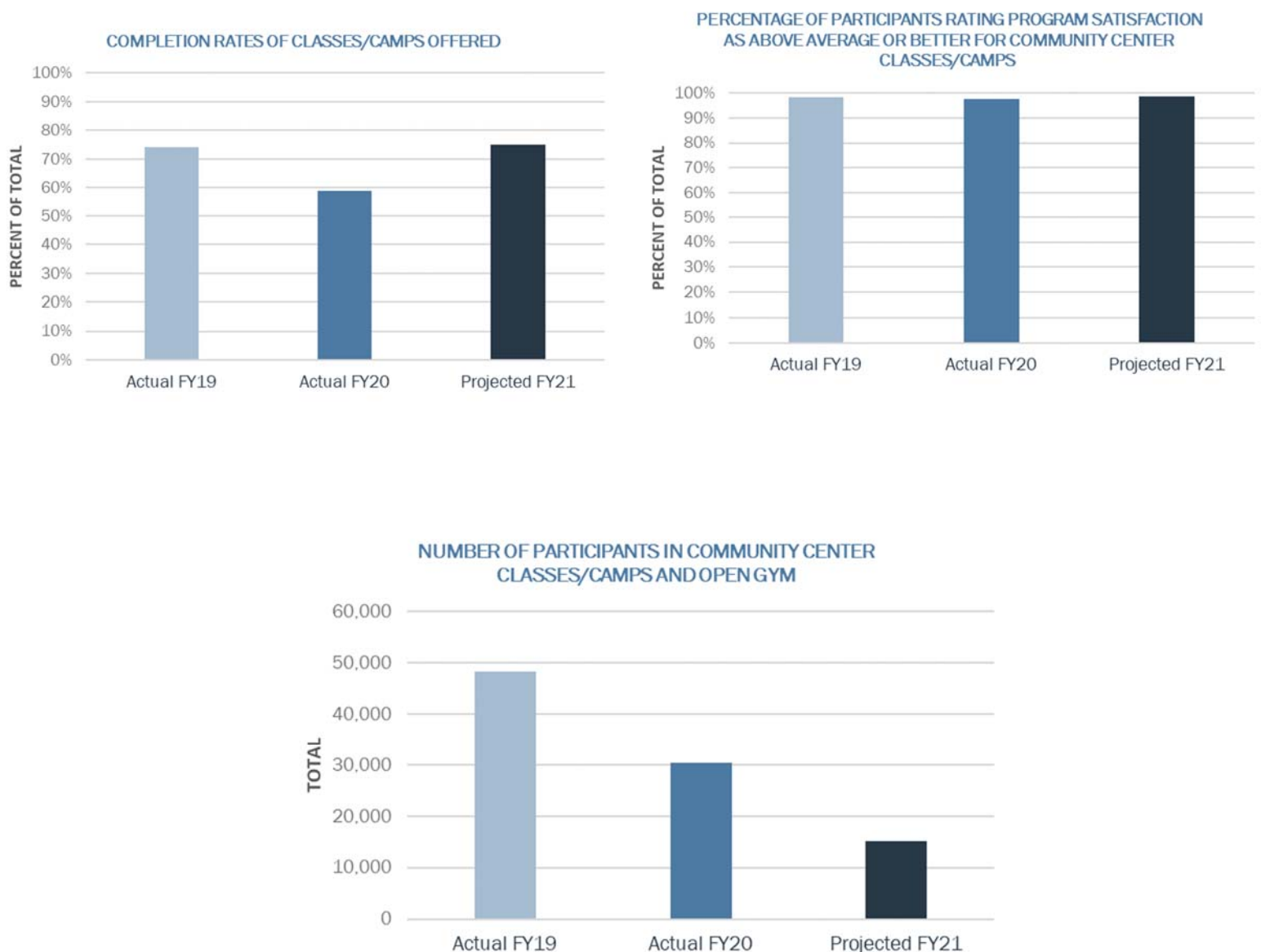
DIVISION PROFILE – OUTDOOR RECREATION

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$1,104,096	\$1,165,804	\$1,291,582	1,344,109	1,377,995
Operations & Maintenance	670,951	690,499	769,226	622,646	788,300
Capital Outlay	-	-	-	-	-
Total	\$1,775,048	\$1,856,302	\$2,060,808	1,966,755	2,166,295
Authorized FTEs	11	11	10	10	9

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Performance Indicators





OUTDOOR RECREATION

Outdoor Recreation provides year-round programs and activities at land and water-based facilities in Bond Park and surrounding areas; manages the Bond Park Challenge Course; and implements special events that promote a sense of community.

Top Three Initiatives for the Fiscal Year



Complete the Bond Park Challenge Course repair and renovation to enhance the participant experience and improve operations



Leverage the Town of Cary technology platforms to better serve our citizens and enhance operations by transitioning to a more user-friendly online information and registration system (i.e. Salesforce technology platform, Marketing Cloud, Social Media, Web).



Offer programs and events that connect families, neighbors, and co-workers with one another to build individual resilience, create a community of care, and strengthen the community.



Significant Service Level Changes

COVID-19

- The magnitude and duration of COVID-19 impacts to PRCR services, programs, and facilities continue to evolve. With health and safety in mind, the department will remain agile and adaptive in exploring virtual and on-site experiences to engage with citizens.

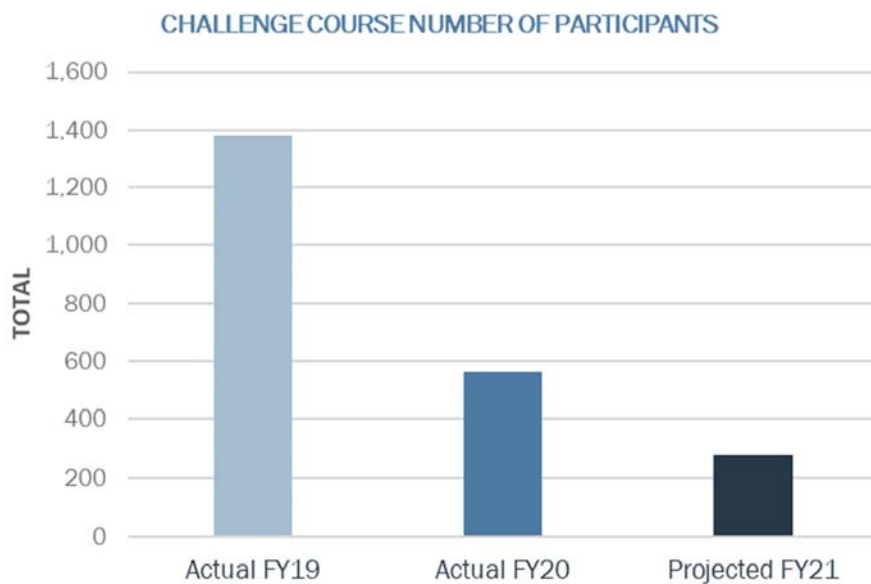
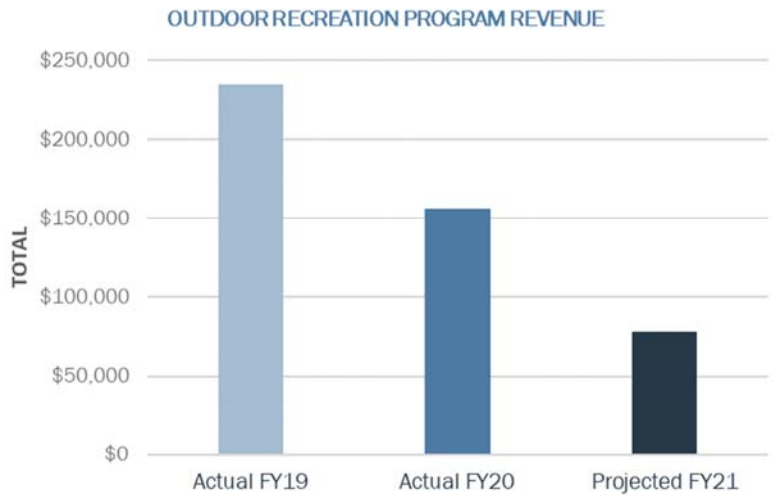
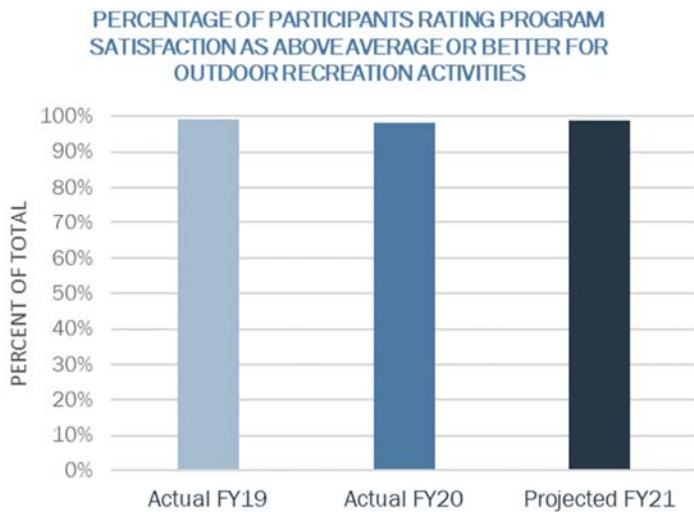
DIVISION PROFILE – OUTDOOR RECREATION

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$269,947	\$288,434	\$349,351	\$329,416	\$332,782
Operations & Maintenance	103,892	92,650	197,254	114,102	174,808
Capital Outlay	7,975	-	-	-	-
Total	\$381,814	\$381,084	\$546,605	\$443,518	\$507,590
Authorized FTEs	2	2	2	3	2

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Performance Indicators





ENVIRONMENTAL PROGRAMS

The Environmental Programs Division provides educational activities and resources to help preserve, manage, and protect our environment. Environmental education programs are conducted year-round at Hemlock Bluffs, and other Cary parks, greenways and areas of natural significance in the state for all ages and abilities. Natural resource management activities include prescribed burns, forest management, biological surveys, erosion control methods and treatment and surveys for non-native plants and insects. The Environmental Programs Division also participates in other Town related environmental events and activities as resources allow, and provides technical guidance to other Cary divisions, employees and the public upon request.

Top Three Initiatives for the Fiscal Year



Provide year-round quality environmental education programs to all ages utilizing Cary parks and greenways.



Conduct natural resource management and biological surveys at Hemlock Bluffs, parks and greenways.



Provide technical guidance on nature, the environment and wildlife management across Town resources.

Significant Service Level Changes



- The magnitude and duration of COVID-19 impacts on PRCR services, programs, and facilities continue to evolve. With health and safety in mind, the department will remain agile and adaptive in exploring virtual and on-site experiences to engage with citizens.



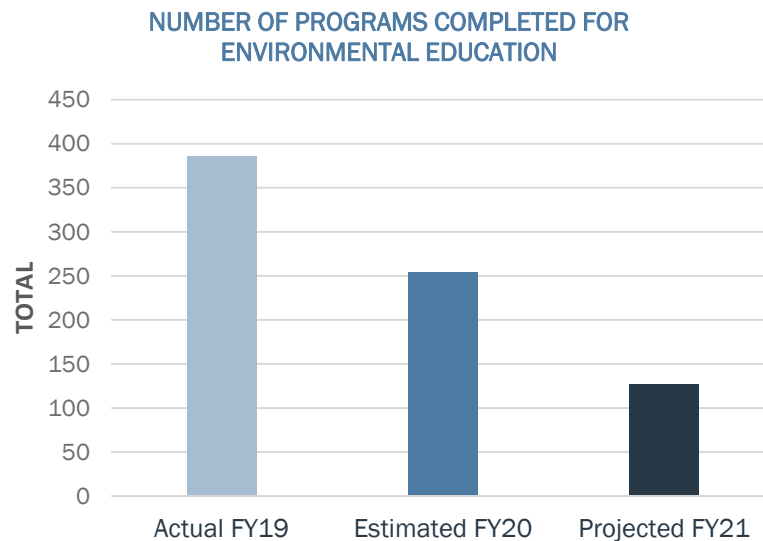
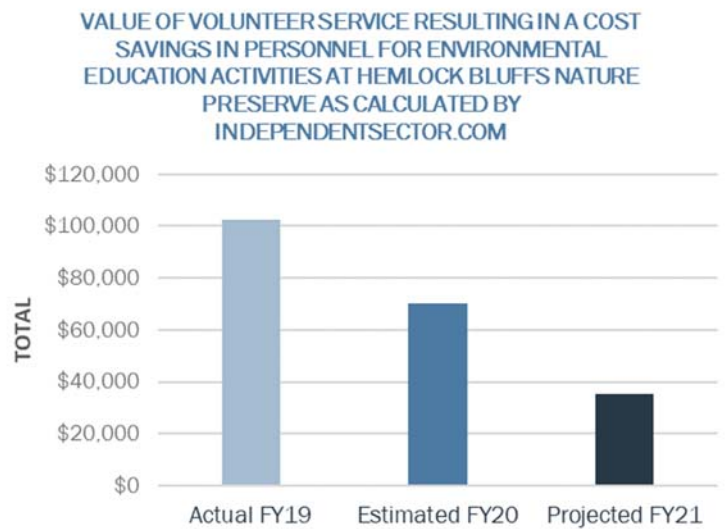
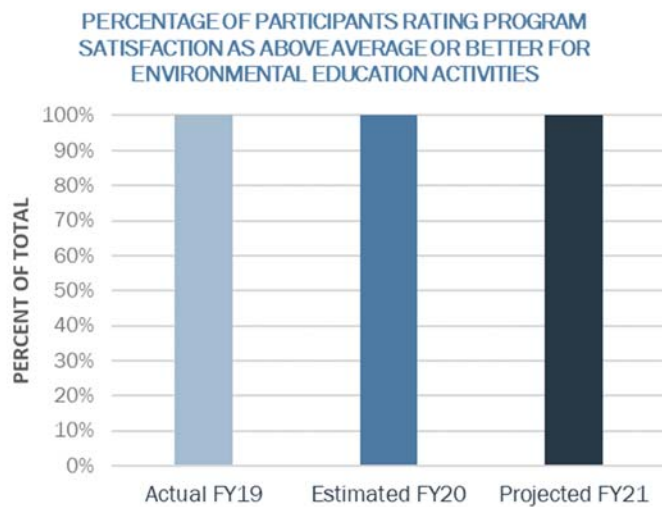
DIVISION PROFILE – ENVIRONMENTAL PROGRAMS

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$252,274	\$259,672	\$276,636	\$288,656	\$361,008
Operations & Maintenance	25,008	46,981	26,418	36,667	35,262
Total	\$277,282	\$306,653	\$303,054	\$325,323	\$396,270
Authorized FTEs	3	3	3	3	2

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Performance Indicators





SPORTS VENUES ADMINISTRATION

The Sports Venues Administration Division provides administrative support for the planning, implementation and supervision of Cary's sports venues. Programs and camps are offered in softball, baseball, tennis, action sports, and full-day sports camps. The Sports Venues group also hosts various special events such as the Division II Baseball World Series, the Tennis Campus Championships, the NCAA Soccer College Cup, SK8 Cary Contests as well as local, state and national level soccer, tennis, baseball and softball tournaments. These venues include the Cary Tennis Park, SK8 Cary (skate park), WakeMed Soccer Park and the USA Baseball National Training Complex. In addition, the Division also manages adult softball and numerous weekend tournaments at the softball complexes located at Middle Creek and Thomas Brooks Parks, in addition to 17 multipurpose fields for club league play and weekend tournaments.

Top Three Initiatives for the Fiscal Year

-  In order to manage facility needs, explore future turf partnerships with local sports clubs for development of grass and/or turf fields. Complete design and construct additional parking at Middle Creek multipurpose fields to address the extreme congestion issue as a result of the success of the turf field use. Begin implementation of the recommendations from the 2018-2019 Sports Venues Security Assessment as it relates to venues and event operations.
-  Continue to manage turf fields in order to provide fair use and maximize revenue during non-peak hours. Manage weekend tournaments at the softball complexes to provide a quality experience for the guest, maximize revenue, and fill as many weekends as possible.
-  Work closely with NCSA (North Carolina Sports Association) and GRSA (Greater Raleigh Sports Alliance – sports division of the Raleigh Convention and Visitors Bureau) to recruit and bid on large tournaments. Events similar to United States Specialty Sports Association World Series, NCAA championships, National Club Rugby Championships, and collegiate conference championships.

Significant Service Level Changes

COVID-19

- ☐ The magnitude and duration of COVID-19 impacts to PRCR services, programs, and facilities continue to evolve. With health and safety in mind, the department will remain

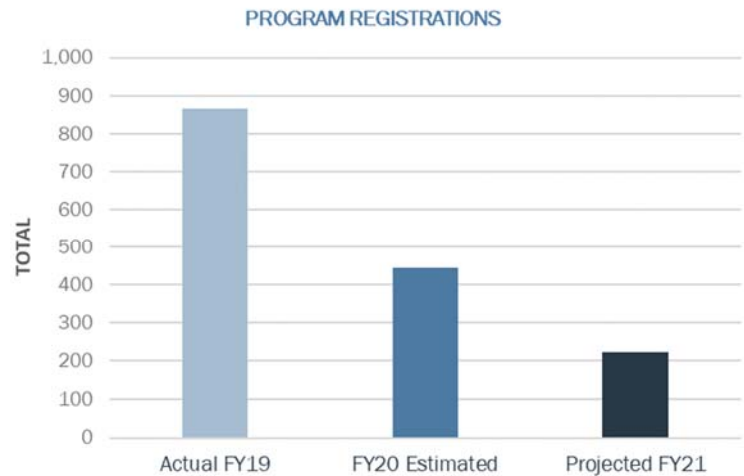
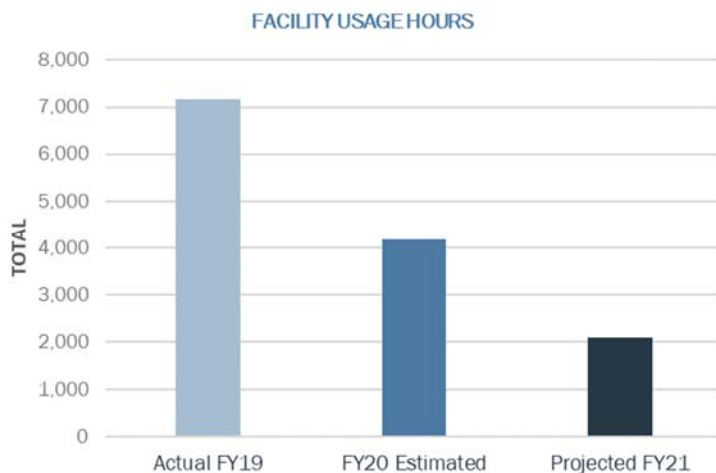
DIVISION PROFILE – SPORTS VENUES ADMINISTRATION

agile and adaptive in exploring virtual and on-site experiences to engage with citizens.

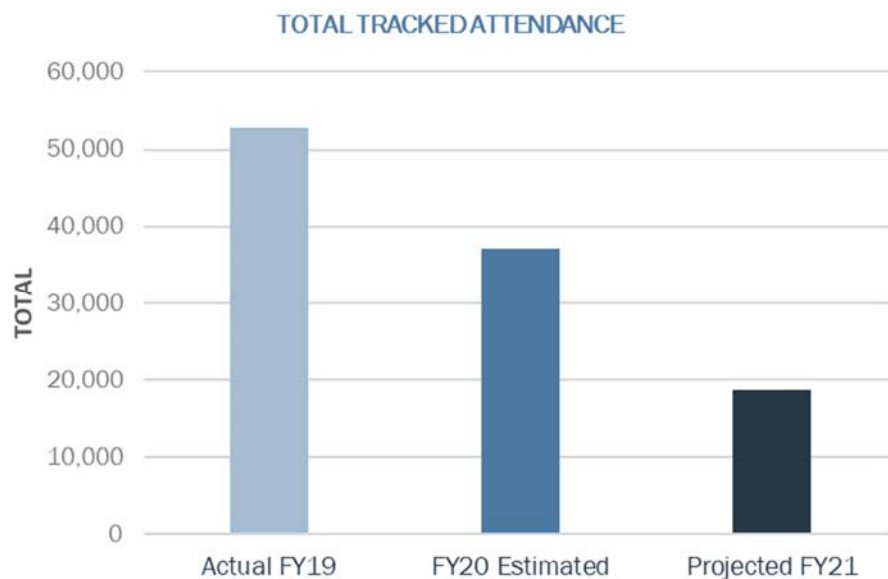
Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$367,157	\$377,905	\$384,447	\$433,603	\$420,386
Operations & Maintenance	23,362	31,347	39,924	32,145	64,221
Capital Outlay	-	-	1,699		
Total	\$390,519	\$409,251	\$426,070	\$465,748	\$484,607
Authorized FTEs	3	3	3	3	3

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.



Performance Indicators



DIVISION PROFILE – CARY TENNIS PARK



CARY TENNIS PARK

The Cary Tennis Park Division provides tennis facilities, events, programming and related services to foster an environment which promotes learning, competing, playing and enjoying the game of tennis. The Division oversees a total of 61 courts within Cary. The Cary Tennis Park has a total of 36 courts, including 25 full outdoor courts, seven covered courts and four QuickStart courts for youth lessons. The Cary Tennis Park offers programs and tournaments for all ages and levels, group and private lessons, and a pro shop with racket stringing. In addition to the Cary Tennis Park, there are 25 courts located across four neighborhood parks.

Top Three Initiatives for the Fiscal Year



Complete Hotel Occupancy projects for event enhancements of bleachers, Playsight, lighting, court renovations, and some clubhouse improvements updates. Continue to explore plans and develop designs for clubhouse expansion.



Continue to manage all Town tennis courts to provide balanced use between, tournaments, league, programs, and general walk-up play/court reservations. Optimize facility operations maintaining a revenue recovery percentage of 85% or greater by efficiently managing costs and revenue.



Continue to seek opportunities with partners to create, recruit, or bid on events that generate visitation and an economic impact for the area. Current and past events include ACC Tennis, Tennis on Campus, Atlantic Tire Men's Pro tournament, and Southern/National level tournaments.



Significant Service Level Changes



- The magnitude and duration of COVID-19 impacts to PRCR services, programs and facilities continue to evolve. With health and safety in mind, the department will remain agile and adaptive in exploring virtual and on-site experiences to engage with citizens.

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$1,433,560	\$1,541,525	\$1,675,757	\$1,719,773	\$1,734,745
Operations & Maintenance	398,235	439,663	483,936	415,487	479,072
Indirect Cost	226,797	243,335	264,657	264,657	374,798
Capital Outlay	11,990	10,200	-	-	9,000
Total	\$2,070,581	\$2,234,723	\$2,424,350	\$2,399,917	\$2,597,615
Authorized FTEs	12	12	14	14	14

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Performance Indicators



DIVISION PROFILE – SK8 CARY (CARY ACTION SPORTS)



SK8 CARY (CARY ACTION SPORTS)

Sk8 Cary is a 12,000 square foot outdoor skatepark that initially offered BMX biking and skateboarding opportunities and has expanded to include scooters, mountain biking, parkour and RC car sports programs. The facility continues to grow to meet the community's need for action sports. Programs offered on site and at select Cary facilities include instructional classes, lessons, camps and retail operations that support a safe, family-friendly environment for all ages.

Top Three Initiatives for the Fiscal Year



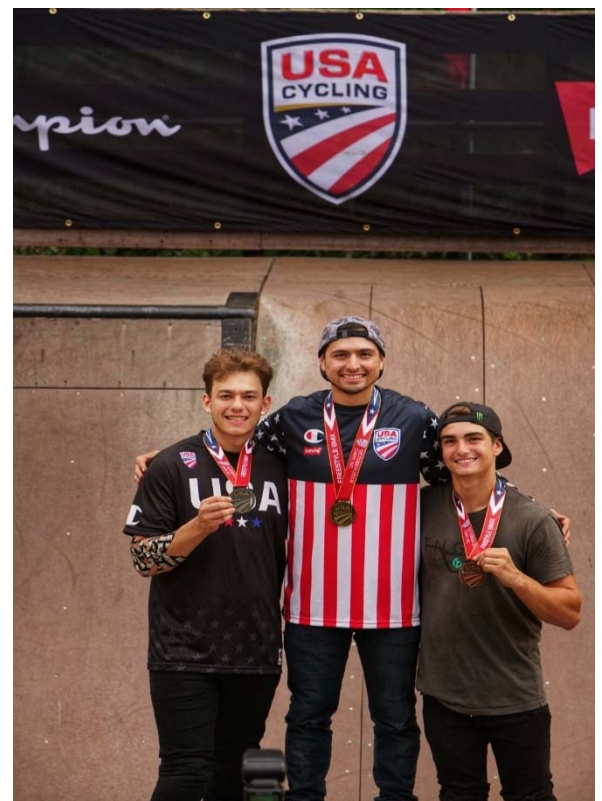
Continue to work on the design of the mountain bike skills course. The design will include elements that will drive individual progression and provide a family-friendly environment that caters to all skill levels. Continue to manage the Master Plan by coordinating course renovation/replacement/repair, planning for funding of Master Plan elements, and other improvements at the park.



Continue to facilitate open sessions for participants and increase program participants with diverse programs and marketing efforts. Continue to host events that bring professional and international athletes to the Cary area and continue to work with partner organizations to bring larger events to Cary.



In order to meet demands outside of Sk8 Cary, expand programming to other parts of Cary, especially western programming and assisting with new park development by incorporating action sports elements.



DIVISION PROFILE – SK8 CARY (CARY ACTION SPORTS)

Significant Service Level Changes



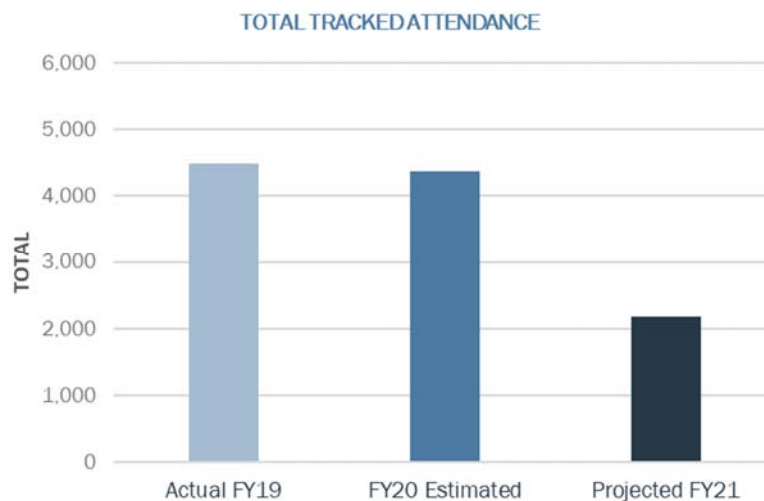
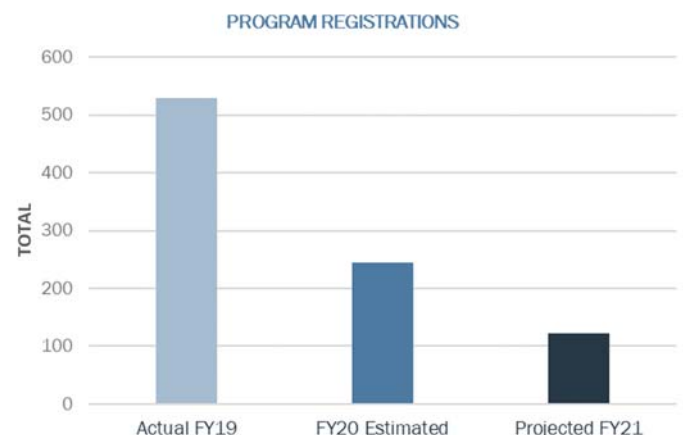
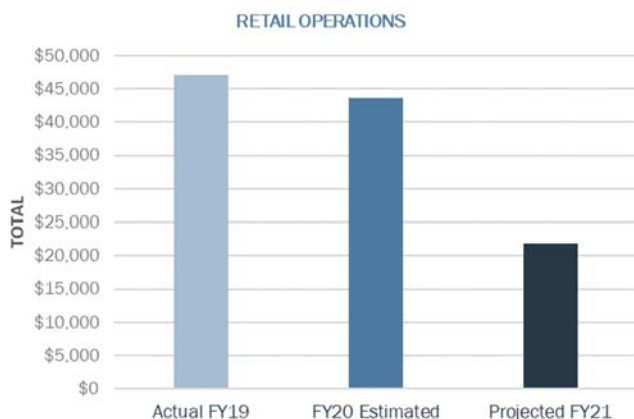
- The magnitude and duration of COVID-19 impacts to PRCR services, programs, and facilities continue to evolve. With health and safety in mind, the department will remain agile and adaptive in exploring virtual and on-site experiences to engage with citizens.

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$176,492	\$190,556	\$208,912	\$242,285	\$243,634
Operations & Maintenance	44,271	35,128	49,245	44,110	59,515
Indirect Cost	14,787	14,320	19,916	19,916	23,413
Total	\$235,550	\$240,003	\$278,073	\$306,311	\$326,562
Authorized FTEs	2	2	2	2	2

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Performance Indicators








WAKEMED SOCCER PARK

WakeMed Soccer Park is a 150-acre multi-use sports complex consisting of eight multi-purpose athletic fields and a national caliber competitive cross-country course. The highlight of the facility is a 10,000-seat soccer specific stadium (Sahlen's Stadium) that includes office space, locker rooms, team facilities, concession areas, luxury suites and a state-of-the-art video board. The cross-country course can handle race sizes from 1,000 to 10,000 or more with its loop capability. WakeMed Soccer Park is home to two professional soccer teams, the NC Football Club of the United Soccer League, and the NC Courage of the National Women's Soccer League. WakeMed Soccer Park routinely hosts training, matches, and championships at the local, regional, state, national, and international level. Many soccer clubs use the park daily for training and games. The facility currently hosts a private middle school (Accelerator School) with an emphasis on soccer development.

Top Three Initiatives for the Fiscal Year

-  Expand the NCSCA Coaches Kick Off to three locations to include WakeMed Soccer Park, Mills Park, and Middle Creek Park. The goal is to bring in 100 teams from North Carolina and surrounding states playing 75 matches over two days.
-  Complete combined North Carolina Football Club (NCFC) and North Carolina Courage lease for 2021-2024. Facilitate daily, weekly, monthly, and yearly use by two professional soccer clubs, including their subsidiary programs such as camps, clinics, U23 programs, as well as manage the components of their facility tenant contracts.
-  Begin construction on field improvements in coordination with William Peace University (WPU) on Field 4/5 to include new field house with press box, team facilities in addition to lights on Field 4. Fields 4 and 5 will become the "Home for WPU Soccer and Lacrosse".

Significant Service Level Changes

COVID-19

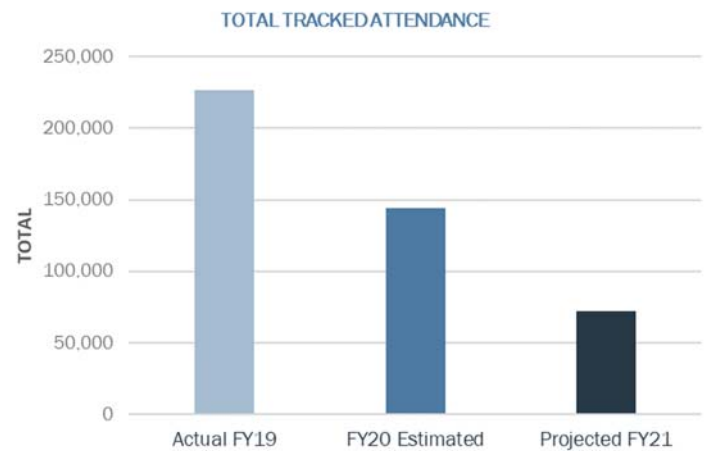
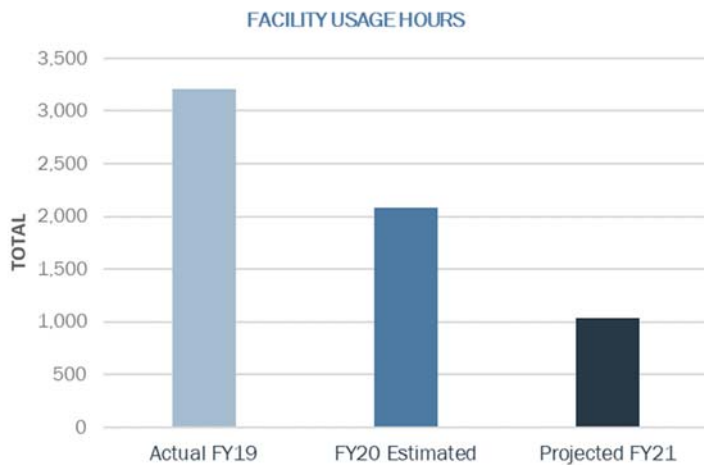
- ☐ The magnitude and duration of COVID-19 impacts to PRCR services, programs, and facilities continue to evolve. With health and safety in mind, the department will remain agile and adaptive in exploring virtual and on-site experiences to engage with citizens.

DIVISION PROFILE – WAKEMED SOCCER PARK

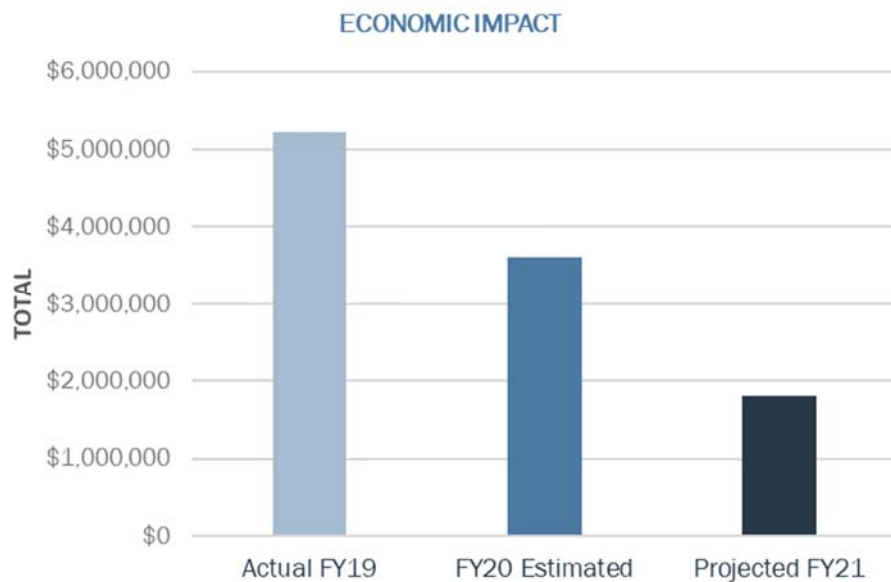
Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$139,891	\$147,349	\$170,251	\$177,632	\$172,586
Operations & Maintenance	72,751	31,277	128,191	168,096	146,855
Indirect Cost	813,455	814,092	913,659	913,659	913,659
Capital Outlay	14,590	-	-	-	-
Total	\$1,040,687	\$992,719	\$1,212,101	\$1,259,387	\$1,233,100
Authorized FTEs	1	1	1	1	1

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.



Performance Indicators





USA BASEBALL NATIONAL TRAINING COMPLEX

The USA Baseball National Training Complex is a four-field baseball complex at Thomas Brooks Park maintained to major league baseball specifications. The complex features a stadium field with 1,750 seat backs and grass berm seating for 1,500 more spectators. Three other fields complete the complex along with a full concessionaire stand and ample of parking for spectators. It is home to USA Baseball (USAB) from June-Labor Day each year during which USAB hosts National Team trials (training) and 8-10 larger four-day national scale baseball events. The facility has hosted the NCAA Division II Baseball Championship this past year for the tenth time and hosts more than 150 collegiate games annually.

Top Three Initiatives for the Fiscal Year



Complete Hotel Occupancy expansion project of developing USAB offices, USAB merchandise warehouse, performance training space with locker rooms, USAB store expansion and event support facilities. Complete 20-year development agreement with USAB relating to the aforementioned expansion project to include repayment terms and lease space conditions.



Increase attendance at major sporting events at the National Training Complex through social media platforms and unique experiences, including free entry opportunities and developing personalization tactics. Increased attendance has a positive revenue correlation with concessions and USA Baseball Team Store sales. Offering free entry options at some higher profile events.



Continue to manage fields to maximize hours and revenues to meet our growing demand from users, including collegiate teams, local high school and middle schools, men's senior leagues, Town baseball camps, clinics, and one-on-one personal lessons.

Significant Service Level Changes

COVID-19

- The magnitude and duration of COVID-19 impacts to PRCR services, programs, and facilities continue to evolve. With health and safety in mind, the department will remain agile and adaptive in exploring virtual and on-site experiences to engage with citizens.

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$146,319	\$175,640	\$176,500	\$170,957	\$178,465
Operations & Maintenance	37,622	100,377	140,131	62,310	135,900
Indirect Cost	435,599	507,231	644,887	644,887	576,059
Capital Outlay	4,355	33,883	2,037	-	10,000
Total	\$623,895	\$817,132	\$963,555	\$878,154	\$900,424
Authorized FTEs	1	1	1	1	1

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Performance Indicators





CULTURAL ARTS ADMINISTRATION

The Cultural Arts Administration Division provides administrative support for the Cary Arts Center, the Page-Walker Arts & History Center, The Cary Theater and Koka Booth Amphitheatre. In addition, it encompasses support for special events, performances, and festivals. The division also coordinates the Town's interface with cultural groups and their activities. Cary's public art program, as well as gallery exhibitions in various facilities, rounds out this division's activities.

Top Three Initiatives for the Fiscal Year



Provide coordination, planning, and evaluation to ensure comprehensive program of events, educational experiences, and cultural activities that enhance the quality of life for Cary citizens.



Assist with the master planning of the next phase of the Downtown Cary Park to ensure that it is planned for maximum programming, including public art, concerts, events and festivals.



Provide opportunities to enhance Cary's character and create a sense of place through a dedicated public art program. Specific projects include the Academy Street Artwork Projects (ASAP) – GLOW. GLOW will be a series of temporary light infused artworks along Academy Street in surprise places. Mediums include performance, video, projections, sculpture, and creatively incorporating light as its primary medium.



DIVISION PROFILE – CULTURAL ARTS ADMINISTRATION

Significant Service Level Changes



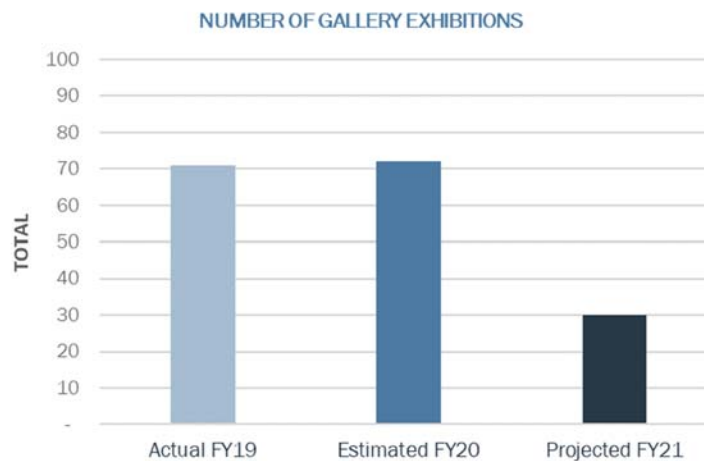
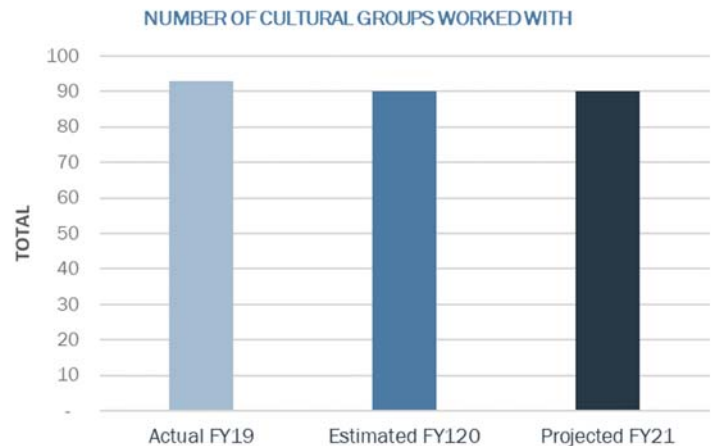
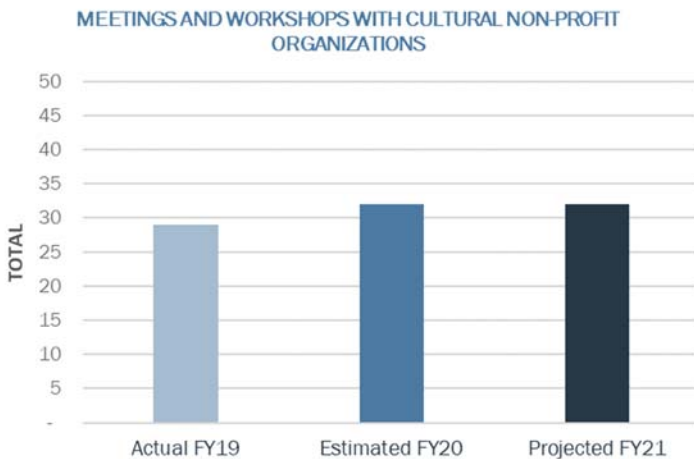
- The magnitude and duration of COVID-19 impacts to PRCR services, programs, and facilities continue to evolve. With health and safety in mind, the department will remain agile and adaptive in exploring virtual and on-site experiences to engage with citizens.

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$833,552	\$810,601	\$883,096	\$1,014,552	\$964,348
Operations & Maintenance	292,158	386,124	311,896	302,869	308,525
Total	\$1,125,709	\$1,196,726	\$1,194,992	\$1,317,421	\$1,272,873
Authorized FTEs	10	10	9	9	10

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Performance Indicators



BE SAFE BE KIND BE CARY

CULTURAL ARTS NON-PROFITS

Cultural Arts (not general related) non-profit organizations with 501©(3) designations promoting, providing, or supporting services to Cary residents may apply to the Town of Cary for operating funding assistance, specific program costs or for capital items necessary for successful execution of their mission. Funding awards of \$1,000 or more may require an audited copy of the non-profit's financial statements. Town Council action is required for approval of all non-profit funding awarded. Annually, the Town budgets an amount equal to \$1.00 (one dollar) for each person living in the Town of Cary as of January 1 of the preceding fiscal year, rounded to the next thousand, for award to non-profit organizations. Additional details regarding this topic may be found in the Town of Cary, Policy Statement 115, "Cultural Arts Policy: Support and Sponsorship of Cultural Groups and Activities".

The following table summarizes the actual funding distributed during fiscal years 2017-2019, estimated amounts for FY 2020, and budgeted amounts for FY 2021.

Actual FY 2017	Actual FY 2018	Actual FY 2019	Estimated FY 2020	Adopted FY 2021 Non-Profit Organizations
3,000	3,500	5,000	5,000	5,000 American Turkish Association of NC, ATA-NC
1,800	2,900	5,000	7,000	7,500 Asian Focus Corporation
1,000	1,000	1,200	-	- Carolina Youth Ballet ¹
1,500	2,000	2,500	2,500	2,500 Cary Art Loop
-	-	1,000	-	- Campaneria Ballet Company ¹
2,000	3,000	4,000	4,000	3,500 Cary Ballet Company
-	750	750	750	800 Cary Community Choir
17,500	17,500	17,500	17,500	18,000 Cary Players
2,000	2,000	2,500	2,500	- Cary Playwrights' Forum ¹
6,100	6,000	6,000	6,000	6,500 Cary Town Band
12,000	11,000	8,000	8,000	8,000 Cary Visual Art, Inc.
-	-	-	1,850	1,850 Cary Apex Youth Choir
2,500	3,500	5,100	5,500	5,250 Cary Youth Voices
-	-	-	1,650	1,750 Cary Photographic Artists
-	-	-	750	750 Cary Piano Teachers Association
16,500	16,500	16,500	17,000	18,000 Concert Singers of Cary
8,000	8,400	10,000	5,000	6,000 Diamante, Inc.
-	-	-	-	750 Filipino American Performing Artists of North Carolina ²
2,500	2,500	3,000	2,500	1,500 Fine Arts League (Cultural Arts Assoc.)
2,000	1,750	2,500	2,500	2,500 Friends of Page-Walker
1,300	2,250	-	3,500	3,500 Graceful Expressions Dance Company
10,500	10,500	6,000	10,000	11,500 Hum Sub, Inc.
1,250	-	-	-	500 International Ballet Company
-	-	-	1,000	1,100 NC Storytelling Guild
50,000	50,000	50,000	50,000	50,000 NC Symphony Society, Inc.
2,000	1,300	1,300	1,300	900 Oak City Sound, RTP Chapter, Barbershop Harmony Society
500	650	650	1,000	- Professional Art Quilters Alliance-South ¹
2,000	2,500	2,700	2,700	3,500 Philharmonic Association, Inc.
-	-	-	-	600 Raleigh Camerata ²
3,000	3,000	3,000	-	- Sister Cities Association ¹
800	1,500	2,000	2,000	2,000 Triangle Artworks, Inc.
3,000	3,000	2,500	2,500	3,000 Triangle British Brass Band
2,000	2,000	2,000	2,000	2,250 Triangle Wind Ensemble
-	-	1,300	-	- Ujima Group ³
\$154,750	\$159,000	\$162,000	\$166,000	\$169,000 TOTALS

¹ Did not apply for funding in FY 2021

² First time recipient

³ Receives some funding through Cultural Arts operating budget for Kwanzaa Celebration and African American Celebration



CARY ARTS CENTER

The Cary Arts Center Division consists of the historic Cary Arts Center, which is dedicated to providing visual and performing arts opportunities for area citizens through educational classes, exhibits, special events, and performances. The Center is home for numerous Cary based cultural organizations providing arts services and performances to serve

Top Three Initiatives for the Fiscal Year



Operate a vibrant cultural arts center that engages citizens in a wide range of performing and visual arts experiences through Town sponsored educational programs, performance and exhibition opportunities while providing a venue for Cary cultural organizations to maintain programs and activities that serve citizens of all ages.



Serve as a destination venue for citizens and visitors contributing to the vitality of the downtown district and enhancing the economic performance of the area.



Serve as a space for artists and cultural organizations to develop talents, conduct business and enhance the life experience of area citizens.



Significant Service Level Changes

COVID-19

- The magnitude and duration of COVID-19 impacts to PRCR services, programs, and facilities continue to evolve. With health and safety in mind, the department will remain agile and adaptive in exploring virtual and on-site experiences to engage with citizens.

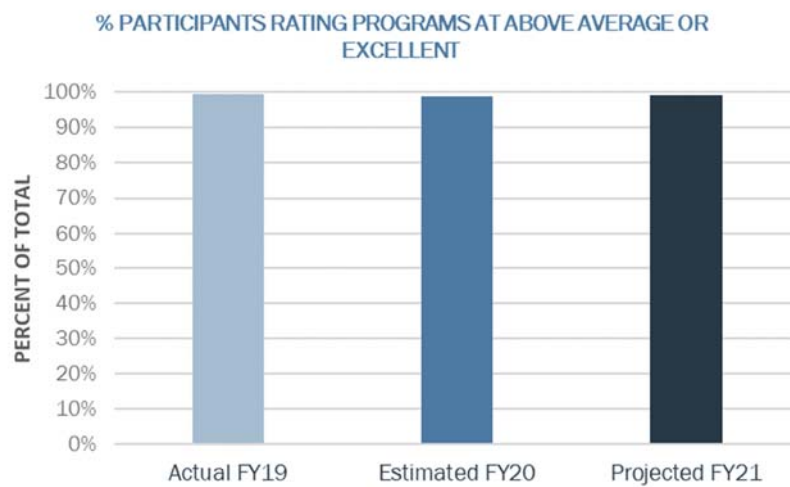
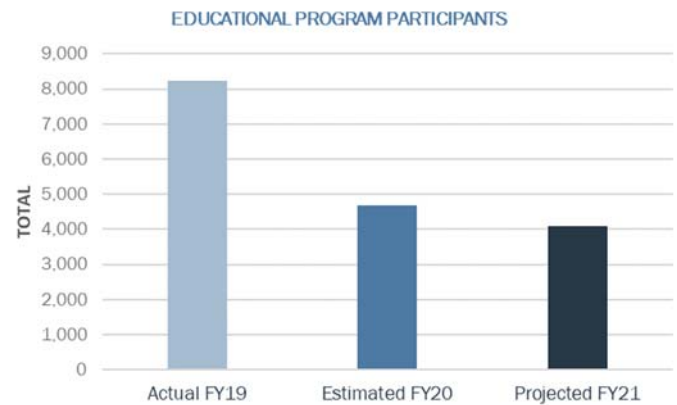
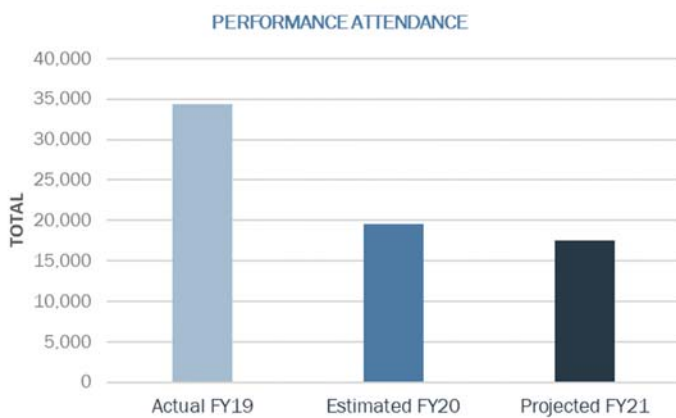
DIVISION PROFILE – CARY ARTS CENTER

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$1,063,289	\$1,103,741	\$1,169,339	\$1,242,045	\$1,258,830
Operations & Maintenance	335,810	347,389	370,820	271,994	412,826
Indirect Cost	247,954	220,614	178,962	243,209	259,401
Capital Outlay	6,160	80,769	73,407	150,662	-
Total	\$1,653,214	\$1,752,514	\$1,792,528	\$1,907,910	\$1,931,057
Authorized FTEs	8	8	8	8	8

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Performance Indicators





THE CARY THEATER

The Cary Theater provides a unique setting for an art house theater and live performances for the purpose of creating a community-centered gathering place in Downtown Cary.

Top Three Initiatives for the Fiscal Year



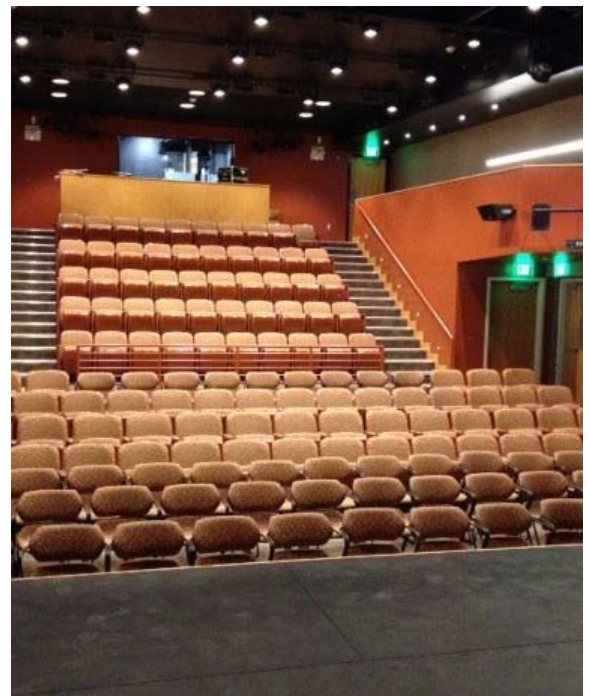
Provide programs that enable The Cary to be considered regionally as a key venue for patrons to experience the best in independent film, including classics (repertory), documentary and international films as well as providing support and exhibition opportunities for local filmmakers through engaging the audience with a deeper film experience.



Provide an annual film festival which is unique to Cary that will assist in providing an additional means of activity (both economic and event) for the downtown area and will contribute to Cary's evolving cool factor.



Provide live performance events congruent with and apart from the film program that create additional, unique cultural experiences to engage different patron groups.



Significant Service Level Changes

COVID-19

- The magnitude and duration of COVID-19 impacts to PRCR services, programs, and facilities continue to evolve. With health and safety in mind, the department will remain agile and adaptive in exploring virtual and on-site experiences to engage with citizens.

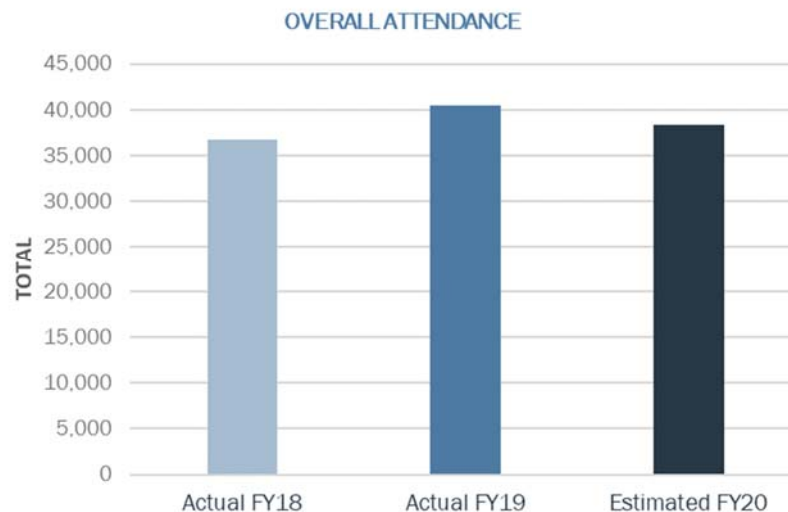
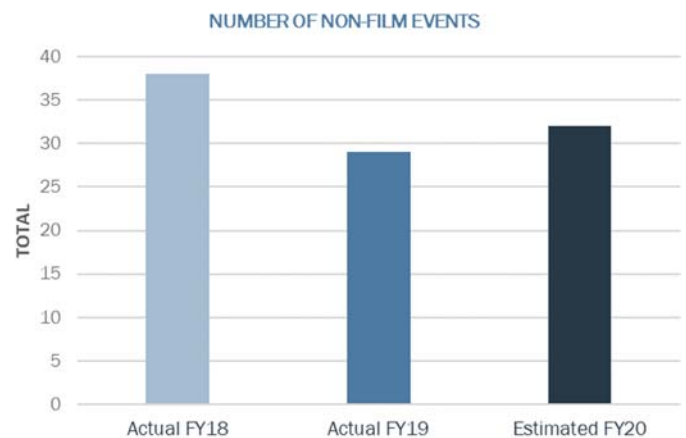
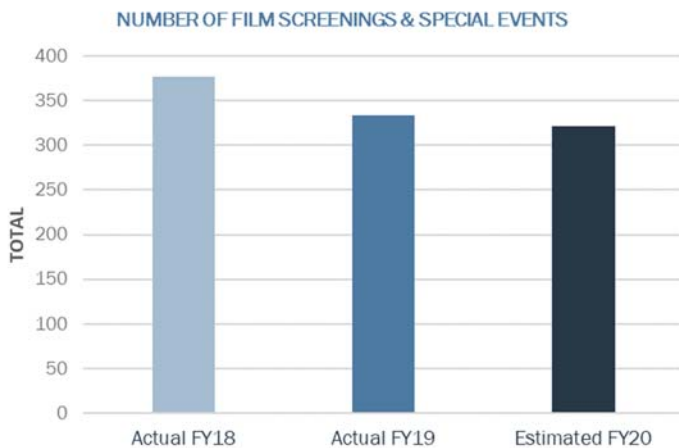
DIVISION PROFILE – THE CARY THEATER

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$172,935	\$170,842	\$176,630	\$153,114	\$181,375
Operations & Maintenance	206,893	311,985	305,697	244,104	311,054
Indirect Cost	124,193	104,004	100,856	96,775	96,402
Capital Outlay	16,221	-	23,978	10,012	-
Total	\$520,243	\$586,831	\$607,161	\$504,005	\$588,831
Authorized FTEs	2	2	2	2	2

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Performance Indicators





DOWNTOWN SPECIAL EVENTS

Provide a unique set of programs and activities, such as concerts and special events, for the purpose of encouraging citizens to visit downtown Cary and creating an atmosphere where downtown Cary becomes the center of the town for both business and cultural activities.

Top Three Initiatives for the Fiscal Year



Identify opportunities to continue programming in downtown once construction for Phase II of the Downtown Park begins.



Evaluate risk management practices at events to ensure the safety of citizens.



Continue to build a strong network with downtown organizations and businesses by collaborating and attracting citizens to downtown.



Significant Service Level Changes



- The magnitude and duration of COVID-19 impacts to PRCR services, programs, and facilities continue to evolve. With health and safety in mind, the department will remain agile and adaptive in exploring virtual and on-site experiences to engage with citizens.

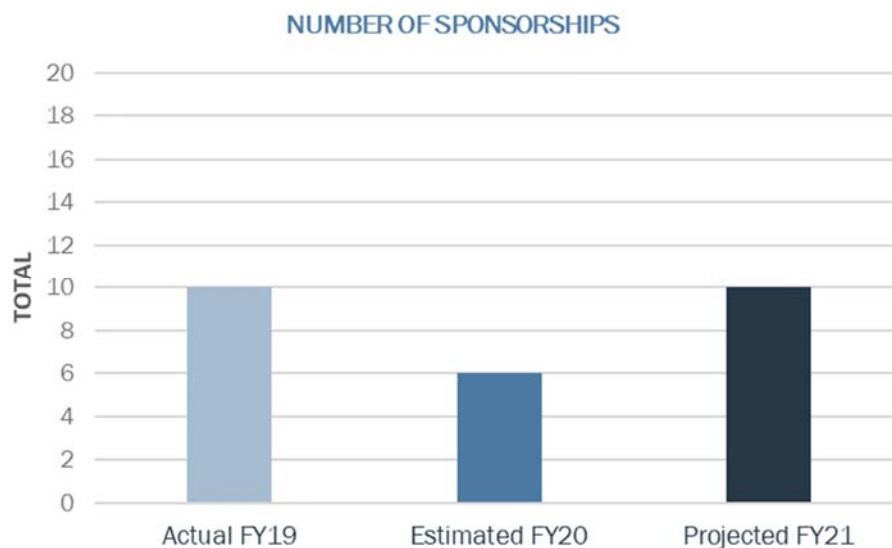
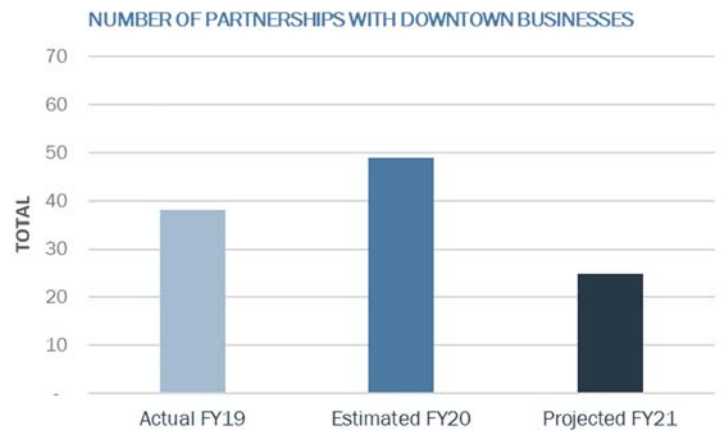
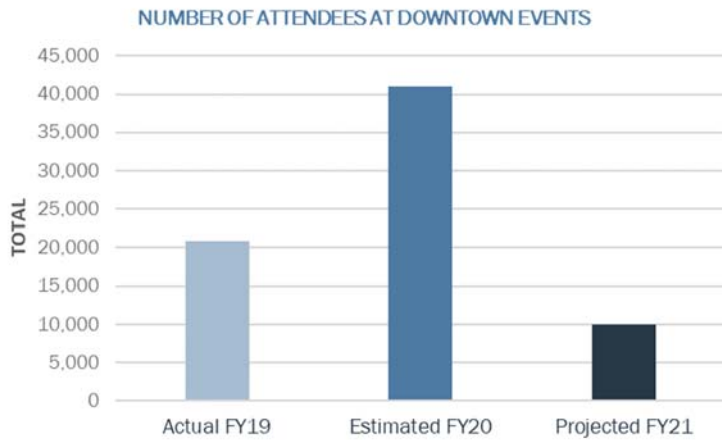
DIVISION PROFILE – DOWNTOWN SPECIAL EVENTS

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$2	\$0	\$48	\$0	\$0
Operations & Maintenance	56,858	106,615	76,938	69,144	98,251
Indirect Cost	68,076	-	62,399	62,399	62,399
Total	\$124,934	\$106,615	\$139,385	\$131,543	\$160,650
Authorized FTEs	-	-	-	-	-

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Performance Indicators





FESTIVALS

The Festivals Division produces Cary's two arts and crafts festivals; Spring Daze each April in Bond Park and Lazy Daze downtown in August. The purpose of each festival is to provide the Cary community with the opportunity to see high quality local and nationally recognized artists display and sell their fine art and crafts and to provide local and regional artists a venue to market their art. In addition, the festivals support local arts non-profits by providing opportunities to promote their organizations and receive grant funding for art related projects.

Top Three Initiatives for the Fiscal Year



Produce the annual Spring Daze Arts and Crafts Festival in Bond Park and the annual Lazy Daze Arts and Crafts Festival on Cary's Town Hall campus.



Identify opportunities for the festivals to enhance their services to better serve citizens with disabilities.



Identify ways to reduce the carbon footprint at the festivals by evaluating and enhancing sustainable offerings.



Significant Service Level Changes

COVID-19

- The magnitude and duration of COVID-19 impacts to PRCR services, programs, and facilities continue to evolve. With health and safety in mind, the department will remain agile and adaptive in exploring virtual and on-site experiences to engage with citizens.

DIVISION PROFILE – FESTIVALS

Expenditure and Budget Summary

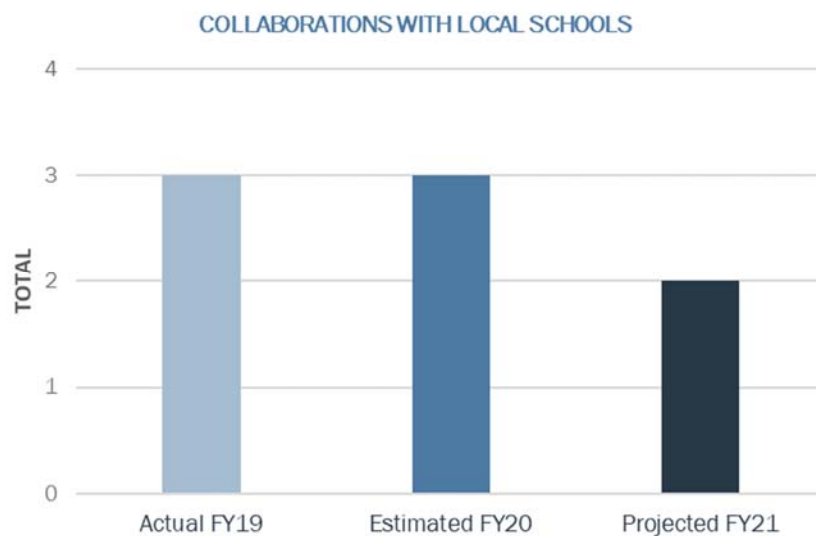
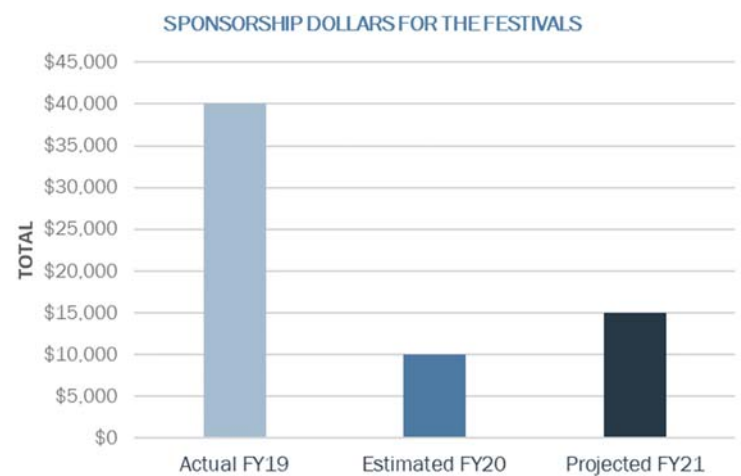
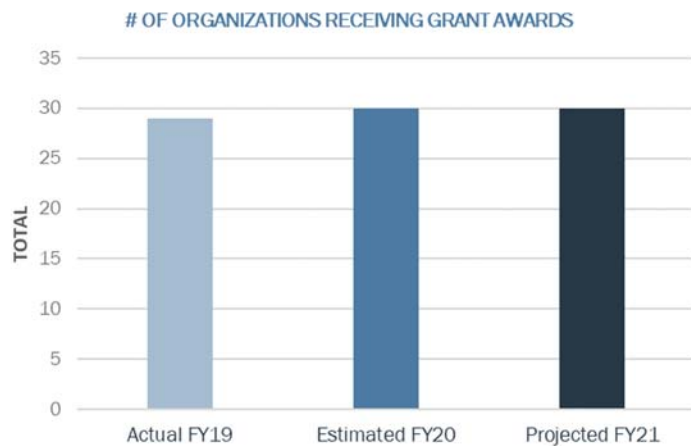
Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Operations & Maintenance	\$177,789	\$188,591	\$215,220	\$157,317	\$200,655
Total	\$177,789	\$188,591	\$215,220	\$157,317	\$200,655

Authorized FTEs

- - - - -

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Performance Indicators








HISTORIC FACILITIES AND PROGRAMS

Historic Facilities and Programs provides administrative support for, and oversight of, the Page-Walker Arts and History Center. The Page-Walker hosts special events and other cultural programs and classes that offer opportunities to enhance understanding of Cary's rich history and explore creativity and build skills. In addition, Historic Facilities and Programs provides oversight and technical assistance for all of the Town's historic resources.

Top Three Initiatives for the Fiscal Year

-  Working with the Friends of Page-Walker, continue to enhance the understanding of Cary's rich history for its citizens and visitors alike by providing opportunities and activities at the Page-Walker Arts & History Center.
-  Provide opportunities for history education and other cultural experiences by renting the Raleigh Trolley and partnering with the Friends of Page-Walker and other groups.
-  Complete the initial phase of reactivating three Town-owned historic properties by working with Transportation & Facilities to address structural needs to enhance stabilization and facilitate public walking tours of the exterior by installation of basic historic interpretive signs and site improvements, while continuing to explore ideas and refine vision concepts for each site.



Significant Service Level Changes

COVID-19

- ☐ The magnitude and duration of COVID-19 impacts to PRCR services, programs, and facilities continue to evolve. With health and safety in mind, the department will remain agile and adaptive in exploring virtual and on-site experiences to engage with citizens.

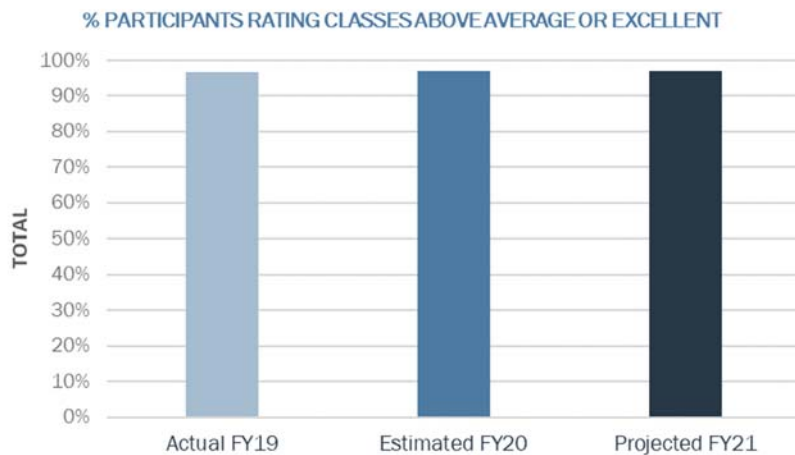
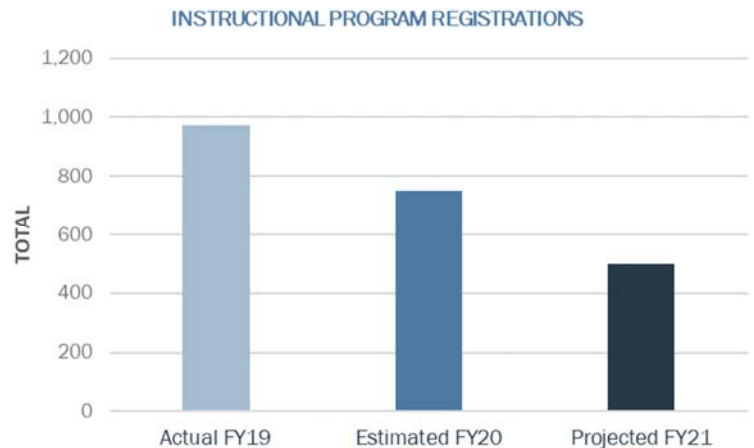
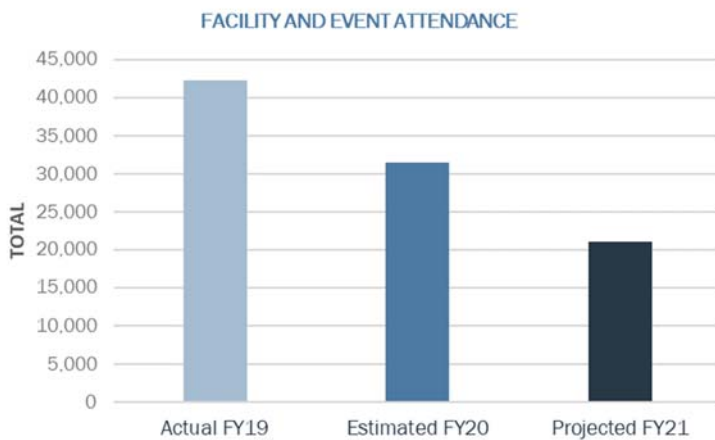
DIVISION PROFILE – HISTORIC DIVISION

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$252,222	\$266,515	\$279,330	\$320,253	\$311,386
Operations & Maintenance	68,896	69,702	82,223	69,489	73,850
Total	\$321,118	\$336,217	\$361,553	\$389,742	\$385,236
Authorized FTEs	3	3	3	3	3

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Performance Indicators





KOKA BOOTH AMPHITHEATRE

Koka Booth Amphitheatre is Cary's largest performing arts venue and serves as the summer home of the North Carolina Symphony. Since 2001, the facility has hosted countless national performers, a wide range of festivals celebrating Cary's diversity and provided a location for a host of community activities and events.

Top Three Initiatives for the Fiscal Year



Provide a world class venue for a wide range of performances and events as varied as the North Carolina Symphony to touring national acts and diverse cultural festivals.



Continue the open promoter model for presenting national acts to determine the best approach for providing outstanding entertainment.



Complete facility sound system upgrade to ensure a better experience for performers and audiences.



Significant Service Level Changes

COVID-19

- The magnitude and duration of COVID-19 impacts to PRCR services, programs, and facilities continue to evolve. With health and safety in mind, the department will remain agile and adaptive in exploring virtual and on-site experiences to engage with citizens.

DIVISION PROFILE – KOKA BOOTH AMPHITHEATRE

Expenditure and Budget Summary

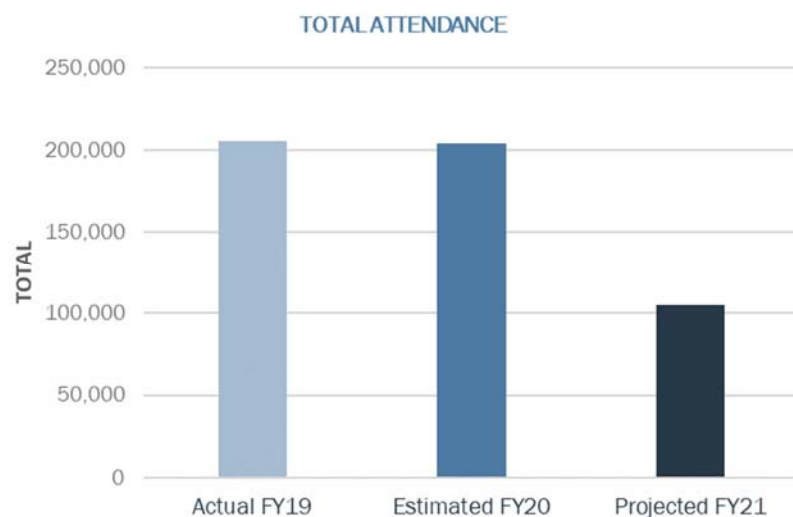
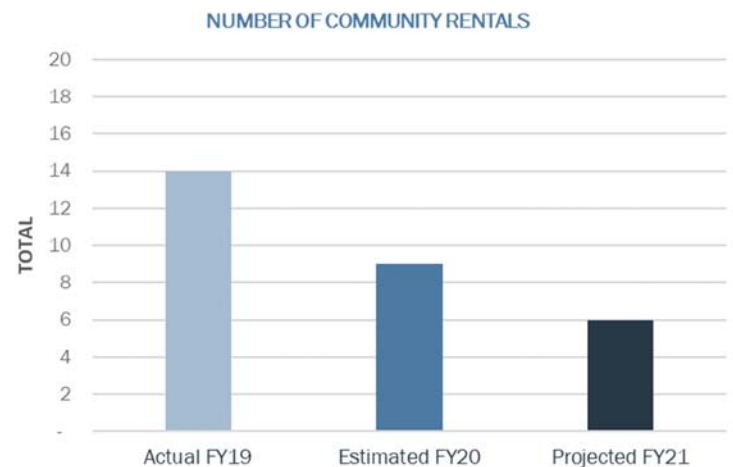
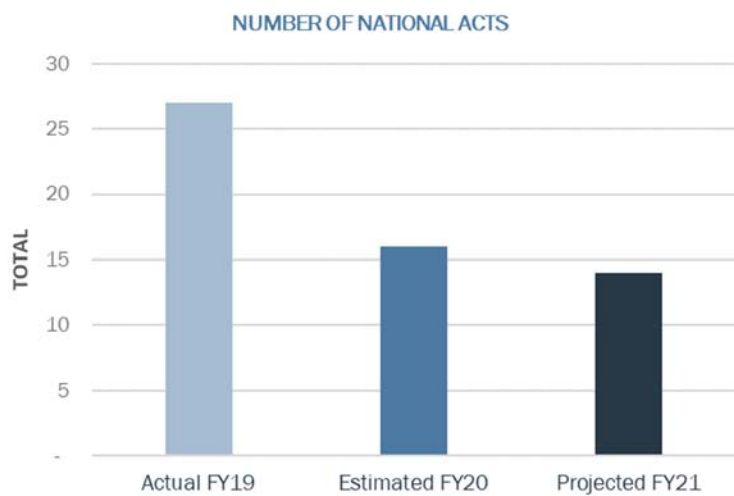
Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Estimated
Operations & Maintenance	\$738,698	\$354,104	\$0	-	318,000
Capital Outlay	39,813	55,969	550,590	579,140	667,143
Total	\$778,511	\$410,073	\$550,590	\$579,140	\$985,143

Authorized FTEs

- - - - -

SMG, Koka Booth Ampitheatre's management company, operates with a fiscal year beginning on November 1st and ending October 31st. Beginning in FY 2021, Koka Booth's budget will follow the same fiscal year as all other Town departments.

Performance Indicators



BE SAFE BE KIND BE CARY



PUBLIC SAFETY



FIRE DEPARTMENT

The Cary Fire Department exists to provide exceptional service to our citizens and visitors by building resiliency through community risk reduction and incident management with professionalism, empathy, and collaboration. In a OneCary approach to community risk reduction, as well as emergency service response, the Fire Department partners with other Cary departments and neighboring fire departments to ensure its fire suppression and prevention efforts stay responsive and progressive.

The Fire Department is comprised of 245 full-time employees operating out of nine fire stations located strategically throughout the Town. The department has been internationally accredited since 1999 through the Commission of Fire Accreditation International, and in 2015, received an ISO rating of 1.

Top Three Initiatives for the Fiscal Year



In an effort to cultivate strong, adaptive leaders, the Fire Department is working closely with Human Resources to reinvent its professional development program.



Cary's Fire Department hires only the best employees. In that spirit, the training division is resuming a historic practice of recruiting non-certified individuals and running a full training academy for its next hiring process.



Expanding on the success of Cary-Apex-Morrisville (CAM) partnership, the Fire Department is seeking to enhance existing partnerships and explore additional collaborative regional partnerships that will allow it to creatively and cost-effectively continue to deliver exemplary service.



Significant Service Level Changes

Additional Operating Costs

- ☐ The addition of the Fire Marshal's Office and associated operating costs.
- ☐ The training division will be recruiting non-certified individuals and running an academy for 27-30 weeks.

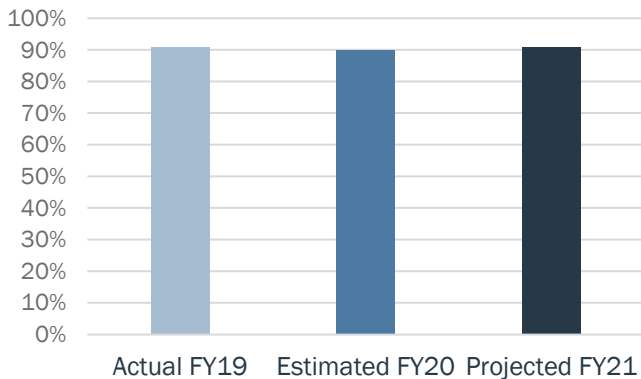
Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$19,722,859	\$20,166,365	\$21,597,348	\$24,147,183	\$24,090,139
Operations & Maintenance	1,581,530	1,420,603	1,619,500	1,442,286	1,923,121
Capital Outlay	138,599	5,319	55,821	3,408	-
Subtotal	\$21,442,988	\$21,592,286	\$23,272,669	\$25,592,877	\$26,013,260
Reimbursement from Utility	-	-	-	(130,000)	(130,000)
Total	\$21,442,988	\$21,592,286	\$23,272,669	\$25,462,877	\$25,883,260
Authorized FTEs	222	222	234	239	239

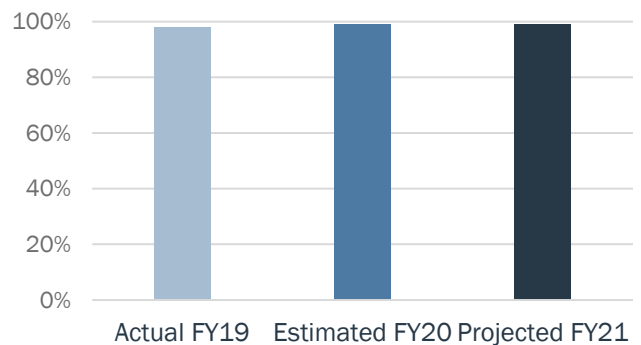
*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019. Authorized FTEs do not include overhires.

Performance Indicators

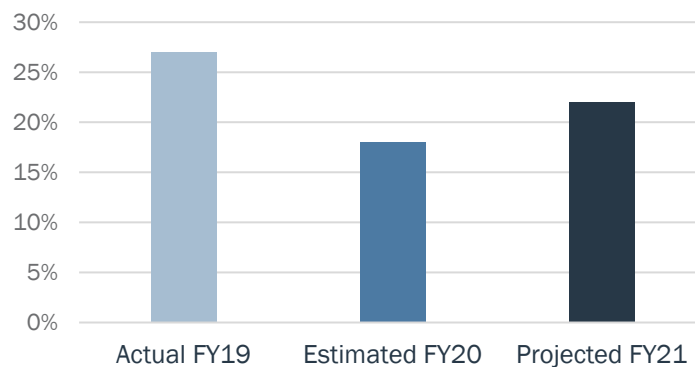
% OF EMERGENCY INCIDENTS WITH A TRAVEL
TIME RESPONSE OF 5 MINUTES OR LESS



% OF BUILDING AND CONTENTS SAVED FROM
FIRE



% TOWN POPULATION CONTACTED REGARDING
FIRE AND LIFE SAFETY





POLICE DEPARTMENT

The Police Department's mission is to protect life and property through community partnerships and the highest level of quality professional services. The department accomplishes its mission by focusing on education, prevention, investigation, and enforcement. Major components of the department include Field Operations, Criminal Investigations, Special Operations, and Professional Standards. Additional services provided include Animal Services, Community Services, School Resource Officers, Project PHOENIX, and Emergency Communications.

The Cary Police Department has proven itself a leader among law enforcement agencies. Proactive policing methods and a great relationship throughout the community have allowed the department to continually move forward and help our citizens maintain a high quality of life. Cary's Police Department has been internationally accredited since 1992 and in 2019 was awarded the Certificate of Advance Meritorious Accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA).



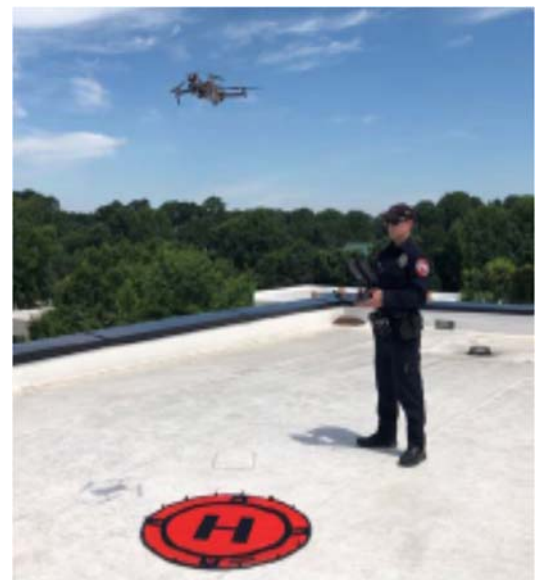
Top Three Initiatives for the Fiscal Year



Continue to focus on the downtown area: With the continuous and ongoing growth in the downtown area, and it becoming a destination, we must analyze and study other locations similar to our downtown to make sure we are equipped and prepared to meet the service expectations of our community and visitors.



Strengthening community trust through transparency: The national narrative on law enforcement across the country has witnessed a resounding call for police reform aimed at improving police department's policies and training. It is our intent to closely monitor, learn, and adapt to ensure we are meeting expectations of our community.



DEPARTMENT PROFILE – POLICE



COVID-19 Response: Actively evaluate how we provide services and engage with our community during these unprecedented times, i.e. temporarily suspend or cancel some community events while adding others such as mask giveaways and planning our first virtual Citizen's Police Academy.

Significant Service Level Changes

Cyber Units Merged

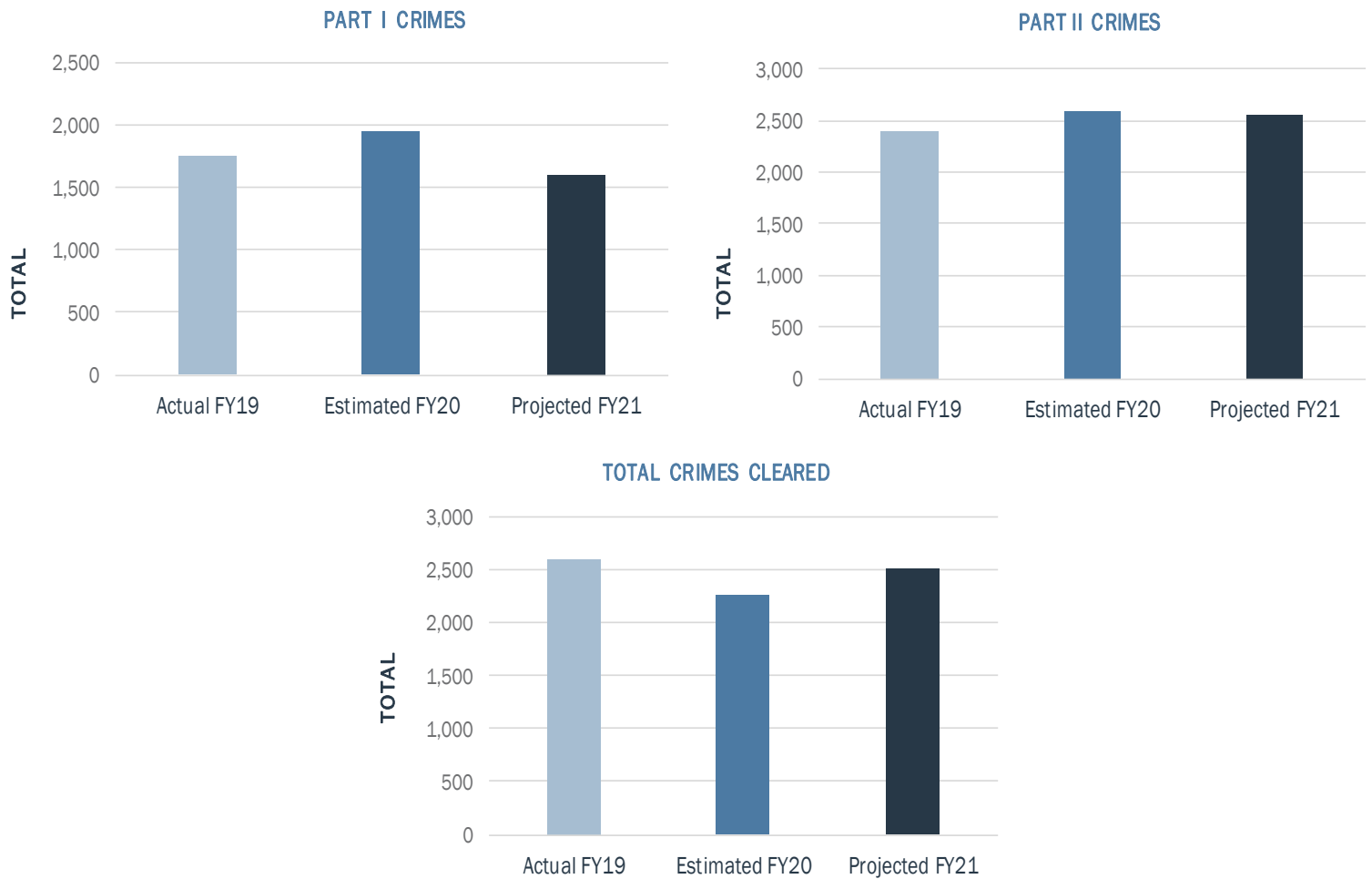
- ❑ The department's Criminal Intelligence Unit and Cyber Crimes Unit have merged together to form the Cyber Intelligence Unit (CIU) with the purpose of providing holistic and comprehensive support to all functions within the Cary Police Department. The Cyber Intelligence Unit operates in the following areas: cellular device forensics, electronic storage and computer forensics, child exploitation, data analytics, threat assessment and open source intelligence monitoring, and more. The focus of this unit is directed at not only all divisions within the Police Department, but also to support neighboring agencies (local, state and federal) as well as all departments within the Town of Cary.
- ❑ Drone technology has proven to be an invaluable public safety tool. The department's Drone Unit has changed how we respond to a wide range of incidents while helping to keep the community safe. Drones have been used to aid officers with traffic crash reconstruction and 3-D Crime Imaging. They have been deployed to provide real-time over-watch for large gathering and special events to scan for potential hazards, and they provide the capability to aid in storm recovery efforts.
- ❑ Preparing an online platform that can be utilized by our citizens to enter incident reports, perform simple searches, and also retrieve, download or print reports, will help the police department continue to provide exemplary service to our community members.

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$19,573,109	\$20,440,842	\$22,101,799	\$21,689,916	\$23,286,030
Operations & Maintenance	1,408,716	1,603,968	1,835,345	2,258,703	2,335,750
Capital Outlay	659,919	600,286	533,578	442,720	532,505
Subtotal	\$21,641,745	\$22,645,096	\$24,470,722	\$24,391,339	\$26,154,285
Reimb. From Downtown Ops	(37,784)	(35,513)	(36,169)	-	-
Total	\$21,603,961	\$22,609,583	\$24,434,553	\$24,391,339	\$26,154,285
Authorized FTEs	205.50	206.50	206.50	206.50	206.50

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019. Authorized FTEs do not include overhires.

Performance Indicators



BE SAFE BE KIND BE CARY



EMERGENCY COMMUNICATIONS

The Emergency Communications division within the Police Department provides professional, expeditious and courteous emergency and non-emergency communications service. The Town of Cary Emergency Communications Center, also known as the 911 Center, is one of 126 Public Safety Answering Points (PSAP) in the state of North Carolina. The 911 Center answers Emergency 911 and non-emergency calls for Cary around the clock. Emergency Communications Officers dispatch police, fire, animal control and after-hours public works calls.

The 911 Center is equipped with the latest technology in order to maintain Cary's commitment to quality service. The main components include Enhanced 911, Computer-Aided Dispatch, Emergency Medical Dispatch, Emergency Fire Dispatch, Special Needs Assistance Program (SNAP), Traffic Camera Monitoring System, Telecommunications Device for the Deaf (TDD) and Text-to-911.

Top Three Initiatives for the Fiscal Year



Replace console equipment that is at the end of life



Upgrade Audio Logging Recorder due to upgrade to 911 Phone System



Implement upgrades to both Emergency Medical and Emergency Fire Dispatching software



Significant Service Level Changes

911 Updates

- To ensure Cary's Public Safety Answering Point (PSAP) continues to keep up with the pace and growth of the Town, the PSAP implemented the Emergency Services IP Network (ESInet) and associated Hosted Call Handling Service. This migration to ESInet and hosted call handling service allowed our PSAP to convert 911 calls to Internet Protocol (IP), replacing the much-outdated Legacy 911 call routing. This IP solution has provided the capability for the Cary 911 Center to upgrade various platforms such as true Text-to-911 and the ability to retrieve photo and video files from callers via Text-to-911.

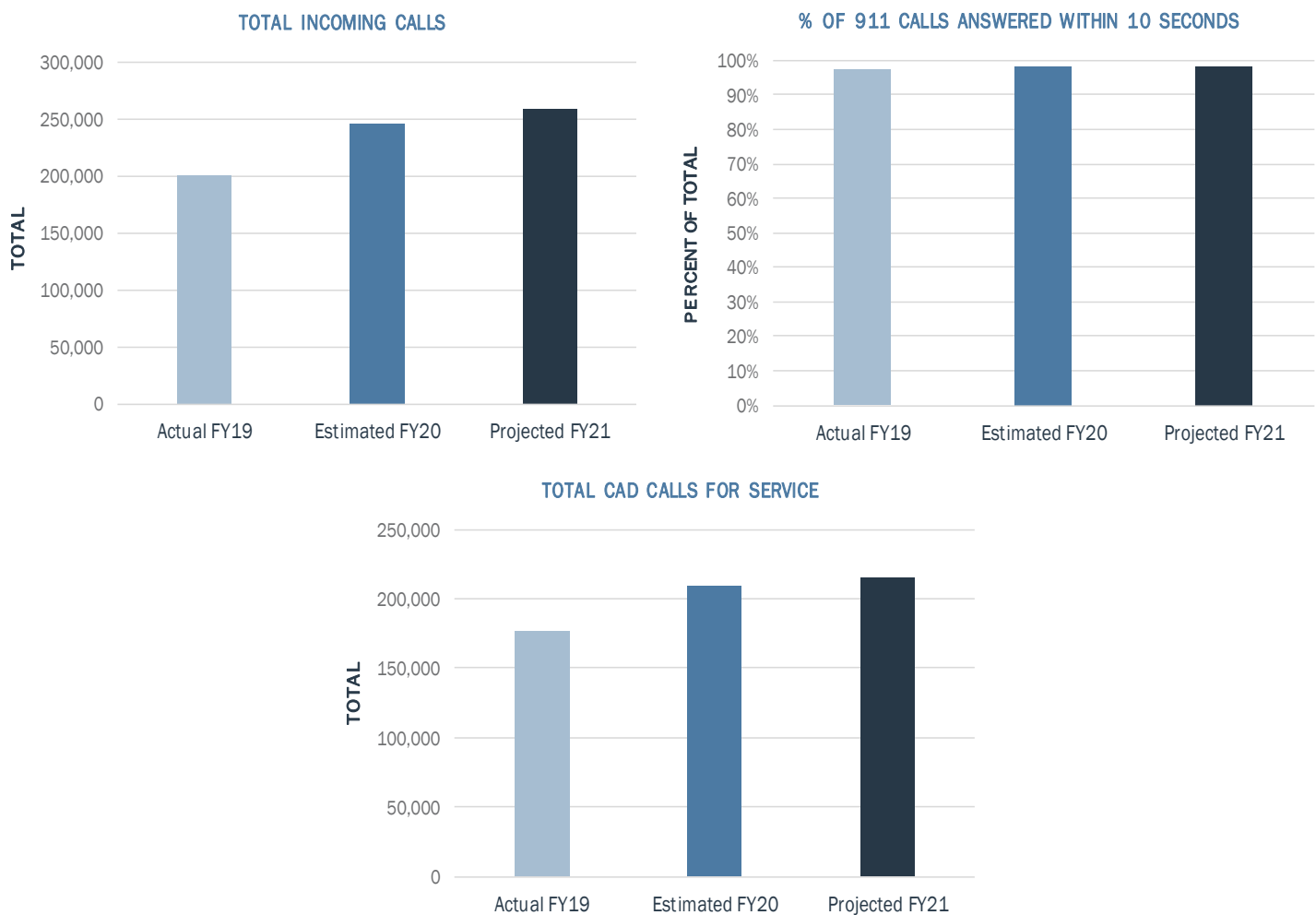
DIVISION PROFILE: POLICE - EMERGENCY COMMUNICATIONS

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$1,666,931	\$1,799,428	\$2,036,448	\$2,316,808	\$2,435,628
Operations & Maintenance	28,701	33,220	36,530	24,927	132,859
Total	\$1,695,633	\$1,832,648	\$2,072,979	\$2,341,735	\$2,568,487
Authorized FTEs	25	25	25	25	25

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019. Authorized FTEs do not include overhires.

Performance Indicators



BE SAFE BE KIND BE CARY



PUBLIC WORKS



PUBLIC WORKS ADMINISTRATION

The Public Works Administration Division primarily manages business operations for Facilities Management, Operations, Solid Waste Management and Fleet Management. Core responsibilities include contract management, budget submission and monitoring yearly expenditures, regulatory permit administration, data analysis, and records retention. Program oversight and business support is also provided for a variety of programs (i.e. cross connection control, Salesforce platform implementation and staff support, reimbursements for interlocal and state agency agreements, pool car fleet pool, and business analytics.

Top Three Initiatives for the Fiscal Year



Transition billing for bulk water meters, traffic signals, and wastewater to Salesforce technology platform



Become the hub for Salesforce, Box, and iPad troubleshooting and business optimization for all of Public Works



Continue to support 311 by taking over dispatching for Public Works work order creation and proactively pinpointing additional opportunities to strengthen department collaboration



DIVISION PROFILE – PUBLIC WORKS ADMINISTRATION

Significant Service Level Changes

Positions Moved

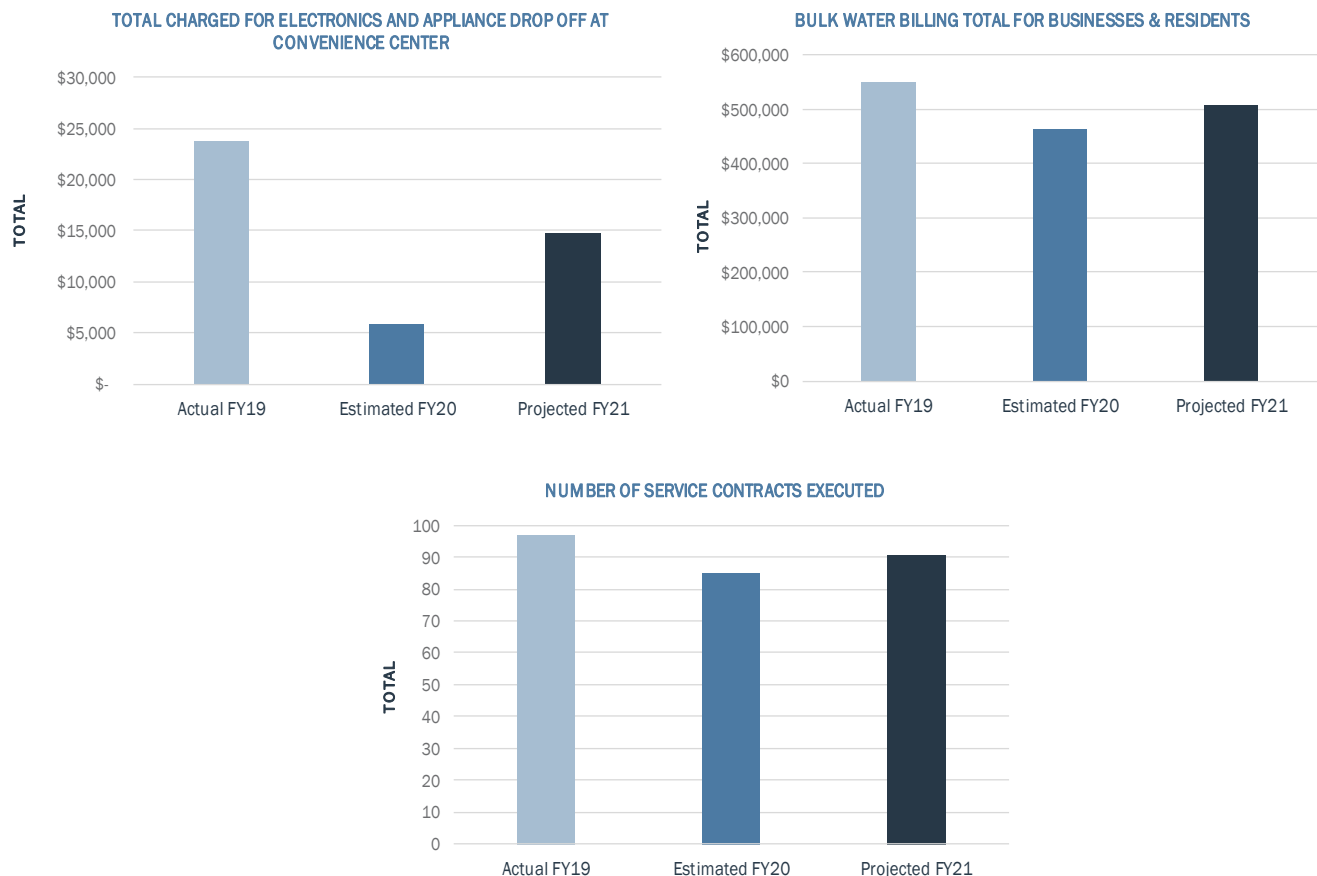
- Two Administrative positions fully moved from the general fund to the utility fund for Utilities department support. The Utilities Director position was also moved to the utility fund.

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$1,170,281	\$1,252,280	\$1,360,506	\$1,222,376	\$785,974
Operations & Maintenance	117,029	99,675	124,930	103,782	151,715
Capital Outlay	-	1,641	-	-	-
Subtotal	\$1,287,310	\$1,353,597	\$1,485,436	\$1,326,158	\$937,689
Reimbursement from Utility	(699,521)	(750,935)	(882,194)	(769,100)	(274,988)
Total	\$587,789	\$602,662	\$603,242	\$557,058	\$662,701
Authorized FTEs	12	12	12.50	12.125	8.750

*Historical expenditure numbers presented above reflect the movement of telephone, utilities and insurance costs to a non-departmental expenditure category to provide consistency with FY 2019 budget practices.

Performance Indicators





FACILITIES MANAGEMENT

The Facilities Management Division plans and implements a comprehensive maintenance and repair program for all Town buildings, landscapes, parks, trails, rights-of-way, special use facilities and the cemetery. Other responsibilities include special events and logistical support for all Town events, street sweeping program, code enforcement pertaining to overgrown properties, roadway and sidewalk obstructions, hazardous tree management and loose-leaf collection.

Top Three Initiatives for the Fiscal Year



Continue to implement maintenance plans with a focus on keeping existing facilities and infrastructure in good working order, extending the useful life as long as possible



Support new facilities coming online during FY 2021 including Penny Road Park, Fire Station 9, and greenways



With \$4.9 million in contracted services, we anticipate having more oversight of our contractors to ensure we are receiving high-quality service

Significant Service Level Changes

COVID-19

- ❑ The magnitude and duration of COVID-19 impacts to Public Works services continues to evolve. Staff will monitor revenues and expenditures and recommend service level adjustments should the need arise.

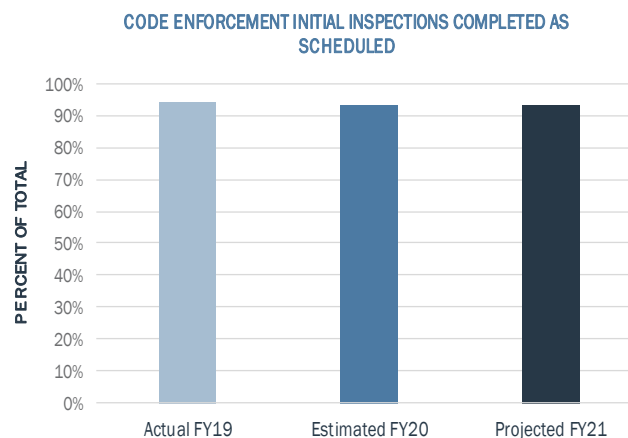
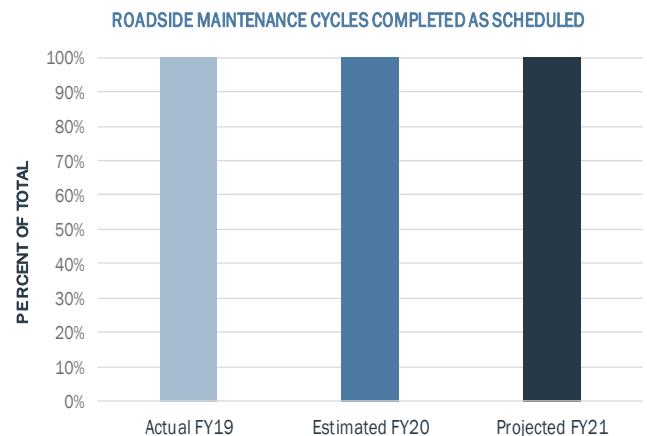
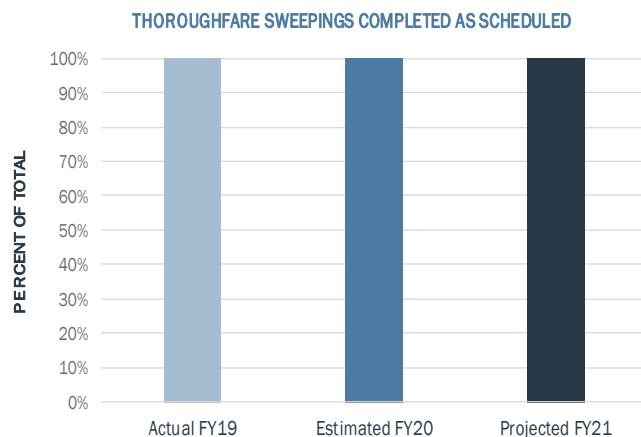
DIVISION PROFILE – FACILITIES MANAGEMENT

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$7,555,571	\$8,053,394	\$8,256,912	\$8,318,107	\$9,025,287
Operations & Maintenance	7,602,935	8,258,719	8,893,580	8,985,662	9,223,430
Capital Outlay	348,354	611,523	621,982	434,028	233,429
Subtotal	\$15,506,860	\$16,923,636	\$17,772,474	\$17,737,797	\$18,482,146
Reimbursements from					
Utility Fund	(206,067)	(207,713)	(113,687)	(94,323)	(102,432)
Amphitheater	(347,361)	(298,275)	(418,659)	(230,000)	(567,143)
Downtown Ops	(431,607)	(324,618)	(342,217)	(402,383)	(418,202)
Tennis Park	(226,790)	(243,335)	(264,657)	(264,657)	(374,798)
Skate Park	(14,785)	(14,320)	(19,916)	(19,916)	(23,413)
Soccer Park	(806,233)	(814,093)	(913,659)	(913,659)	(913,659)
USA Baseball	(435,595)	(507,232)	(644,887)	(644,887)	(576,059)
Subtotal	(\$2,468,438)	(\$2,409,586)	(\$2,717,682)	(\$2,569,825)	(\$2,975,706)
Total	\$13,038,422	\$14,514,050	\$15,054,792	\$15,167,972	\$15,506,440
Authorized FTEs	109	109	109	108	108

Historical expenditure numbers presented above reflect the movement of telephone, utilities and insurance costs to a non-departmental expenditure category to provide consistency with FY 2019 budget practices.

Performance Indicators





OPERATIONS

The Operations Division performs a variety of duties serving both Utility and General Fund functions. Key areas of responsibility for the Utility Fund include Water Distribution and Waste Water Collection. General Fund functions include maintenance and repair of stormwater conveyance systems, streets, sidewalks, curb and gutter, traffic signals, traffic signs and traffic markings. Other responsibilities include inclement weather response operations such as snow removal, storm recovery and debris removal and chipping services. The Operations group also provides program support to other divisions and departments across the Town and maintains around-the-clock response capabilities with after-hours/weekend response teams for traffic signals and construction.

Top Three Initiatives for the Fiscal Year



Participate in an interdepartmental Advanced Metering Infrastructure (AMI) system maintenance program supporting our water service meter program



Increase productivity through the acquisition and utilization of innovative equipment solutions, such as I-Tracking electronic sensor for wastewater flow monitoring and correlating radio logger sensors to enhance our water quality leak detection program which assists in the prioritization of work



Continue to integrate the Salesforce platform and work order system to support improved and efficient operations and services



Significant Service Level Changes

COVID-19

- The magnitude and duration of COVID-19 impacts to Public Works services continues to evolve. Staff will monitor revenues and expenditures and recommend service level adjustments should the need arise.

DIVISION PROFILE – OPERATIONS

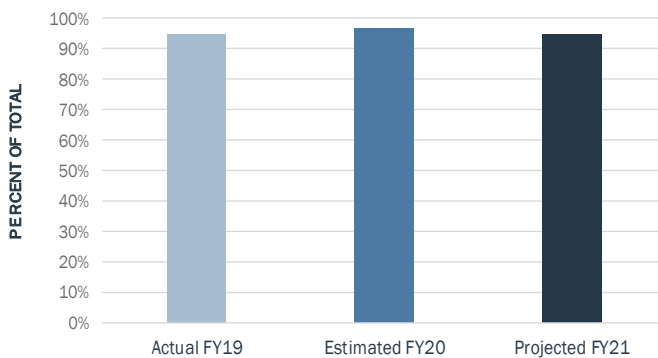
Expenditure and Budget Summary

Activity	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$8,352,170	\$8,660,875	\$8,813,974	\$9,199,003	\$9,259,660	\$9,693,260
Operations & Maintenance	4,450,602	5,802,704	4,878,071	5,128,194	4,973,791	5,294,696
Capital Outlay	400,521	393,491	347,263	687,808	624,709	501,500
Subtotal	\$13,203,293	\$14,857,070	\$14,039,307	\$15,015,005	\$14,858,160	\$15,489,456
Reimbursement from Utility	(9,277,991)	(9,769,766)	(10,245,522)	(10,154,131)	(9,357,351)	(11,164,099)
Total	\$3,925,302	\$5,087,304	\$3,793,785	\$4,860,874	\$5,500,809	\$4,325,357
Authorized FTEs	123	123	123	123	123	123

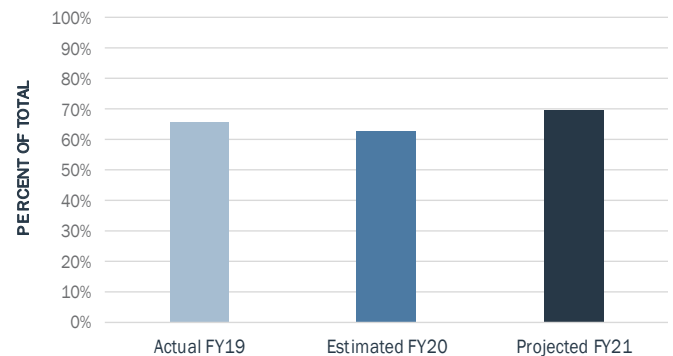
*Historical expenditure numbers presented above reflect the movement of telephone, utilities and insurance costs to a non-departmental expenditure category to provide consistency with FY 2019 budget practices.

Performance Indicators

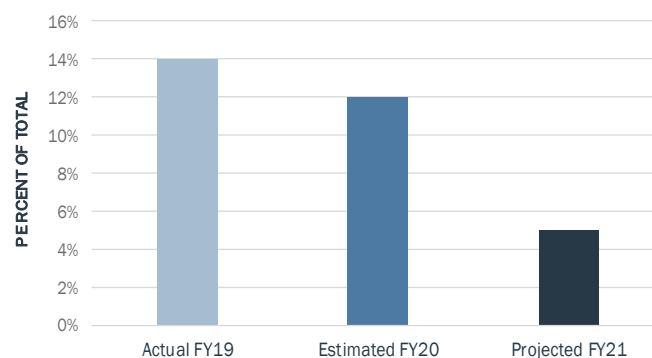
RESIDENTIAL CROSS CONNECTION CONTROL DEVICES
COMPLIANCE RATE



COMMERCIAL CROSS CONNECTION CONTROL DEVICES
COMPLIANCE RATE



WASTEWATER COLLECTION SYSTEM CLEANED (NOT INCLUDING
REPEATS)





SOLID WASTE MANAGEMENT

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, as well as processing and disposing of debris resulting from inclement weather and the operation of the Dixon Avenue Citizen Convenience Center / Transfer Station. This group also coordinates a solid waste education program to increase citizen understanding of waste reduction/ diversion opportunities, and the development of long-range disposal operations.

Top Three Initiatives for the Fiscal Year



Continued monitoring of both international and domestic recycling markets. We will work closely with our recycling processor and promote correct recycling habits with the goal of further minimizing contaminants in Cary's recycling stream. We anticipate utilizing a new, private Materials Recovery Facility (MRF) in Spring 2021.



COVID-19 delayed the on-boarding of the Solid Waste division onto the Salesforce platform. Once able, we anticipate issuing tablets to all Solid Waste Equipment Operators, giving them field access to work orders, GIS, and other software products to enhance efficiency.



The Solid Waste division will continue to work with the multi-departmental Recycling Work Team as well as citizen advisory boards such as the Environmental Advisory Board and some outside interests such as the Triangle J Council of Governments (COG) and NC State University to ensure we are staying abreast of new trends and opportunities to reduce waste while remaining fiscally responsible.

Significant Service Level Changes

COVID-19

- ☐ The magnitude and duration of COVID-19 impacts to Public Works services continues to evolve. Staff will monitor revenues and expenditures and recommend service level adjustments should the need arise.

DIVISION PROFILE – SOLID WASTE MANAGEMENT

Expenditure and Budget Summary

Solid Waste

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$2,049,222	\$2,135,059	\$2,214,068	\$2,618,367	\$2,412,288
Operations & Maintenance	2,763,819	2,838,955	2,671,540	2,621,904	3,017,453
Capital Outlay	24,451	34,027	46,038	50,297	-
Total	\$4,837,491	\$5,008,041	\$4,931,646	\$5,290,568	\$5,429,741
Authorized FTEs	31	31	31	32	32

Recycling

Activity	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$821,233	\$902,334	\$999,044	\$1,066,671	\$1,434,308	\$1,206,238
Operations & Maintenance	765,083	743,033	965,248	1,260,761	1,416,441	1,869,365
Capital Outlay	-	29,698	22,847	-	-	-
Total	\$1,586,315	\$1,675,065	\$1,987,139	\$2,327,432	\$2,850,749	\$3,075,603
Authorized FTEs	13	16	16	16	17	17

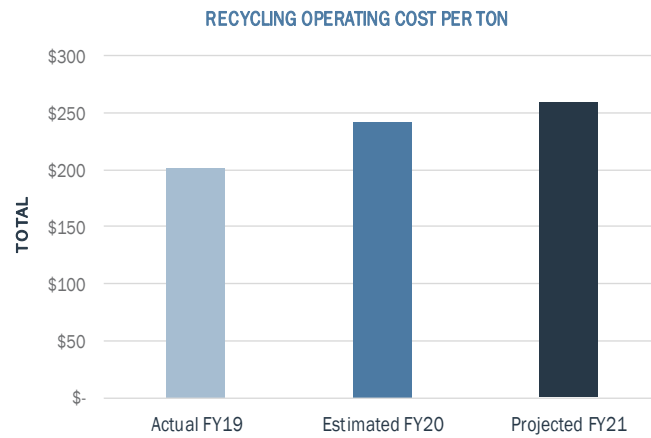
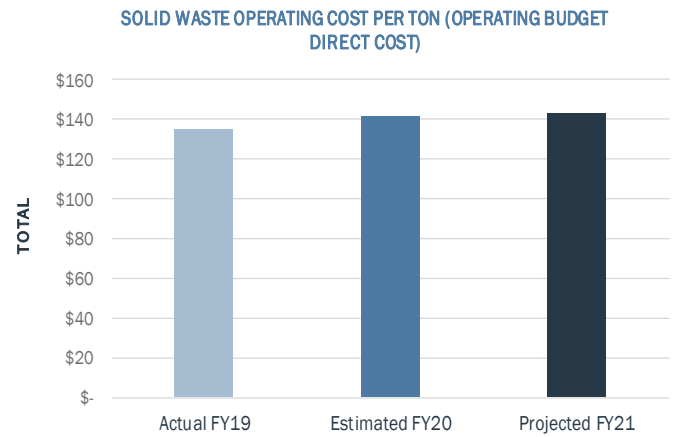
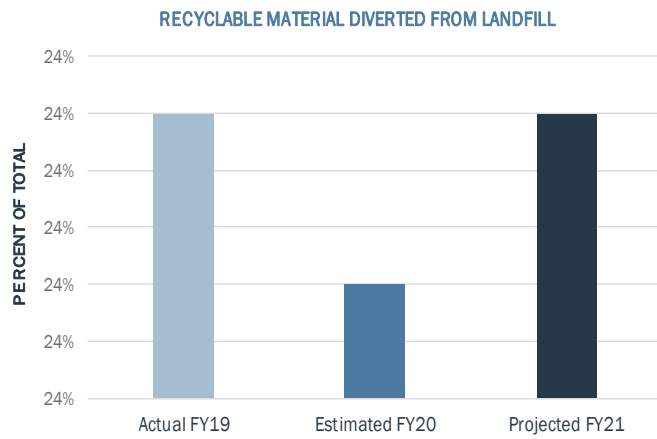
Yard Waste

Activity	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$1,352,921	\$1,534,907	\$1,572,206	\$1,613,660	\$1,692,870	\$1,728,167
Operations & Maintenance	902,870	761,614	857,578	821,771	722,464	853,607
Capital Outlay	53,252	51,392	55,791	-	-	-
Total	\$2,309,042	\$2,347,913	\$2,485,574	\$2,435,431	\$2,415,334	\$2,581,774
Authorized FTEs	22	26	26	26	26	26

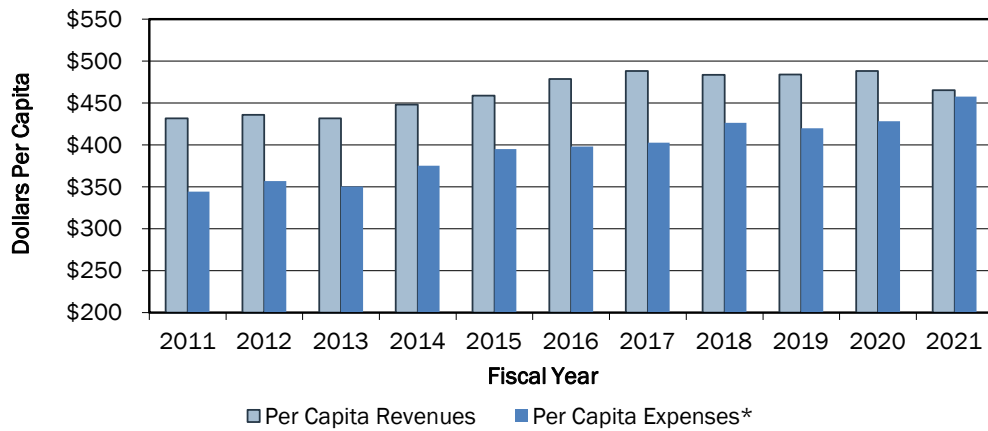
Historical expenditure numbers presented above reflect the movement of telephone, utilities and insurance costs to a non-departmental expenditure category to provide consistency with FY 2019 budget practices.

DIVISION PROFILE – SOLID WASTE MANAGEMENT

Performance Indicators



UTILITY FUND REVENUES AND EXPENSES PER CAPITA



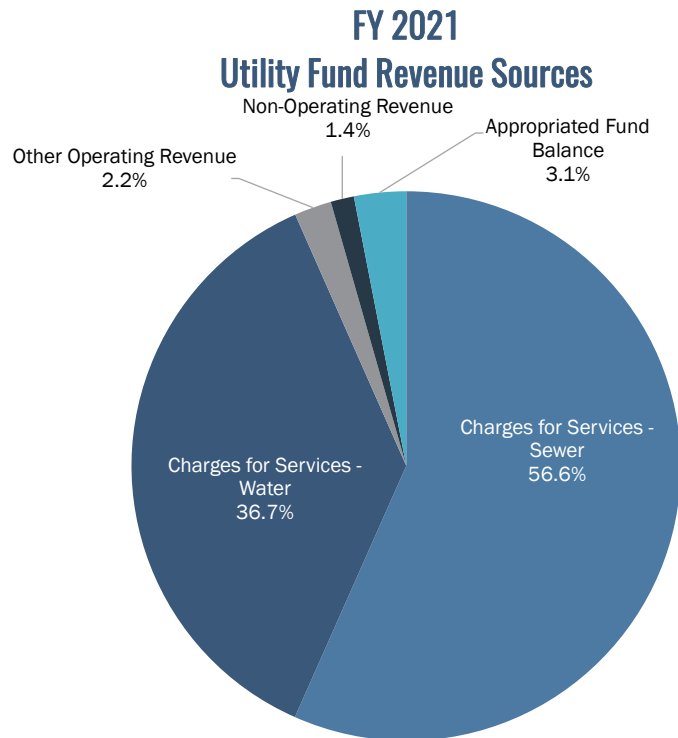
<u>Fiscal Year</u>	<u>Per Capita Revenues</u>	<u>Per Capita Expenses*</u>
2011	\$431	\$344
2012	\$436	\$357
2013	\$432	\$350
2014	\$448	\$375
2015	\$459	\$395
2016	\$478	\$398
2017	\$488	\$403
2018	\$484	\$426
2019	\$484	\$420
2020	\$488	\$428
2021	\$465	\$457

* Total Per Capita Expenses do not include Capital Transfers

The Utility Fund encompasses activities associated with providing water and sewer services to Cary residents and other customers of the system. Over the eleven year period from FY 2011 through FY 2021, per capita revenues and expenditures have fluctuated moderately. In FY 2009, Cary instituted a rate smoothing approach to help buffer the anticipated spikes in future years resulting from capital requirements. In FY 2021, a single family residence using 5,000 gallons a month will experience a 4.0% rate decrease. Rate increases are projected to average 3.0% from FY 2022 to FY 2032. 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.

UTILITY FUND REVENUES BY SOURCE

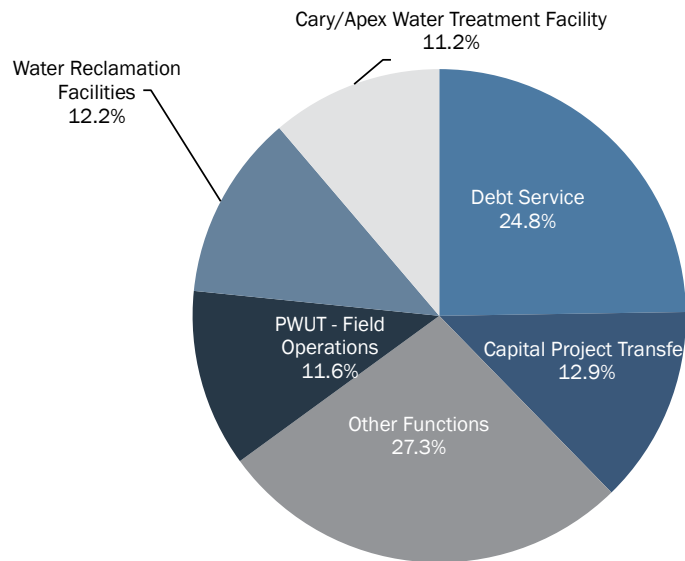
REVENUE TYPE	Actual FY 2017	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Estimated FY 2020	Adopted FY 2021
Charges for Services - Sewer	\$44,860,848	\$46,857,404	\$48,404,436	\$48,291,253	\$47,373,168	\$47,212,072
Charges for Services - Water	29,554,962	32,896,450	31,825,412	31,089,799	30,668,912	30,635,446
Other Operating Revenue	2,164,793	1,991,851	2,287,406	2,200,100	1,733,517	1,827,500
Non-Operating Revenue	189,540	271,163	2,700,837	1,515,500	1,703,596	1,140,000
Appropriated Fund Balance	-	-	-	-	-	2,549,870
Total	\$76,770,143	\$82,016,868	\$85,218,091	\$83,096,652	\$81,479,193	\$83,364,888



UTILITY FUND EXPENDITURES BY FUNCTION

EXPENDITURE TYPE	Actual FY 2017	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Estimated FY 2020	Adopted FY 2021
Debt Service	\$23,978,335	\$25,336,319	\$24,240,467	\$24,023,167	\$22,516,327	\$23,777,816
PWUT - Field Operations	9,791,206	10,265,790	10,574,329	9,357,351	9,357,351	11,164,099
Water Reclamation Facilities	12,228,459	11,350,774	9,774,327	11,172,579	11,477,944	11,692,113
Cary/Apex Water Treatment Facility	7,790,127	9,070,391	9,389,661	9,856,433	9,956,224	10,774,444
Transfer to Water Capital Projects	2,263,121	25,935,840	8,080,000	1,824,816	1,824,816	6,751,595
Transfer to Sewer Capital Projects	4,337,488	15,730,615	7,830,000	-	-	5,666,066
Indirect & Other Costs	3,581,063	3,536,242	7,287,288	8,991,844	8,623,317	13,911,829
Systems Maint. & Pretreatment	4,389,000	4,038,099	3,691,538	5,160,672	4,761,778	4,780,550
Water Resources/Utility Engineering	2,025,207	2,379,528	2,263,137	2,108,354	1,964,984	2,356,698
Utility Accounts / Aquastar	1,992,172	2,126,311	2,305,009	3,784,067	3,508,864	2,752,725
PWUT - Administration	699,521	750,934	912,219	986,949	895,610	799,857
Reclaimed Water	-	612,477	620,230	796,737	762,468	821,331
Remote Water Infrastructure	-	234,819	291,731	545,072	533,721	687,751
Subtotal	\$73,075,699	\$111,368,139	\$87,259,936	\$78,608,041	\$76,183,404	\$95,936,874
Reimbursement from Apex	(\$3,172,597)	(\$3,615,992)	(\$3,422,691)	(\$3,855,931)	(\$2,966,898)	(\$4,039,024)
Appropriation to (from) Fund Balance	6,867,041	(25,735,279)	1,380,846	8,344,542	\$8,262,687	(8,532,962)
Subtotal	\$3,694,444	(\$29,351,271)	(\$2,041,845)	\$4,488,611	\$5,295,789	(\$12,571,986)
GRAND TOTAL	\$76,770,143	\$82,016,868	\$85,218,091	\$83,096,652	\$81,479,193	\$83,364,888

FY 2021 Utility Fund Expenditures



BE SAFE BE KIND BE CARY

UTILITY FUND REVENUE SOURCES AND TRENDS

Total projected Utility Fund revenues for FY 2021 are \$80,815,018, a decrease of 2.75% from FY 2020 Adopted revenues. Retail water and sewer charges comprise the majority (96.3%) 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. Cary 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. 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.

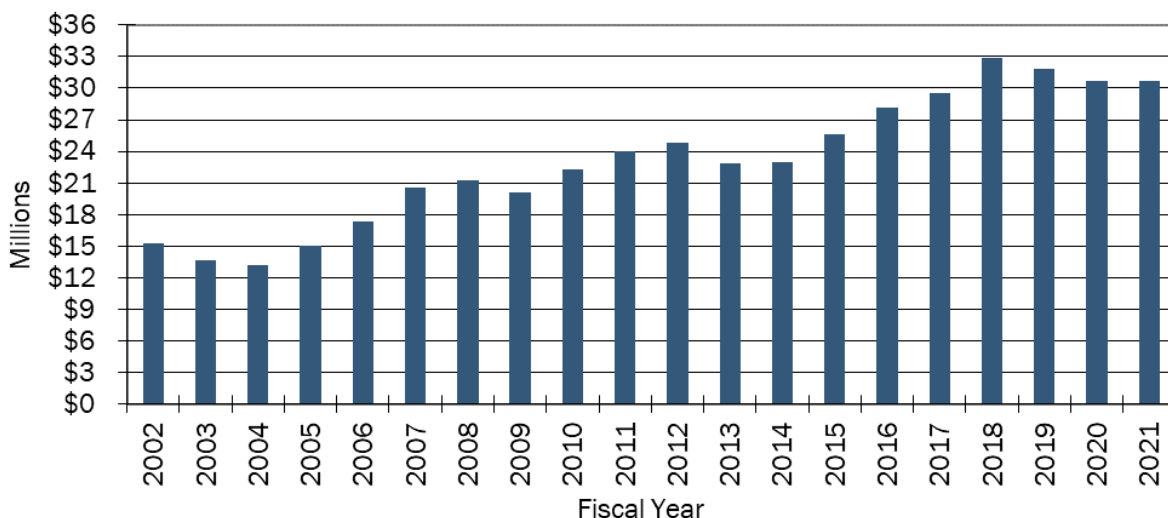
Due to the uncertainties surrounding the duration and magnitude of the COVID-19 pandemic and its effect on Cary utility customers, the FY 2021 Utility Fund budget contains a 4% volumetric rate decrease that will, on average, decrease the typical 5,000 gallon per month customer's utility bill by 3.7%. The decrease in a customer's utility bill will be tied to decreases in water and sewer retail fees. Not all major revenue sources will decrease a full 4% as customer growth and consumption projections may off-set the rate decrease.

Utility operations and capital projects will not be negatively affected by the one-time rate decrease. Due to good stewardship and fiscal management the Utility Fund is able to appropriate \$11 million of fund balance (or "rainy day" funds) to cover expected revenue losses and fund capital transfers of \$12.4 million in FY 2021. As a result of the long-established practice of rate smoothing future capital projects will also not be adversely affected by the one-time rate decrease.

Revenue sources in the Utility Fund are discussed below. Graphs reflect 18 years of actual data, estimated FY 2019 revenues, and budgeted FY 2020 revenues for the two major revenue sources - water and sewer retail fees.

Water Revenues = \$30,635,446

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.



- **Water Retail Fees = \$25,333,459**

Cary uses a consumption-based tier rate structure to charge for retail water use. In FY 2021, revenues are budgeted to decrease approximately 1.4% below FY 2020 Adopted. This decrease is a result of the FY 2021 rate decrease. The decrease is less than the 4% volumetric rate decrease due to customer growth and consumption projections.

- **Water Wholesale Sales = \$244,106**

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 2021, this revenue is budgeted to decrease 3.9% from FY 2020 Adopted based on the adopted rate decrease.

- **Bulk Water/Hydrants = \$120,000**

This revenue source is from the sale of water taken directly from Cary's fire hydrants. These sales are usually to developers to hose down sites when construction is complete. This revenue is projected to increase 9.1% in FY 2021 over FY 2020 Adopted due to projected development activity.

- **Water Capacity Charges = \$31,880**

This revenue source is based on Raleigh-Durham Airport and Chatham County's proportionate share of Cary's water treatment facility and water intake structure capacity. The current share proportions were reviewed in FY 2019; FY 2021 is budgeted to decrease 4.8% below FY 2020 Adopted based on the adopted rate decrease.

- **Raw Water Sales = \$276,666**

This revenue source is from raw water sales to Chatham County. Raw water sales are driven by costs at Cary's water intake structure and the volume of raw water pumped. This revenue is budgeted to increase 2.8% from FY 2020 Adopted based on projected demand.

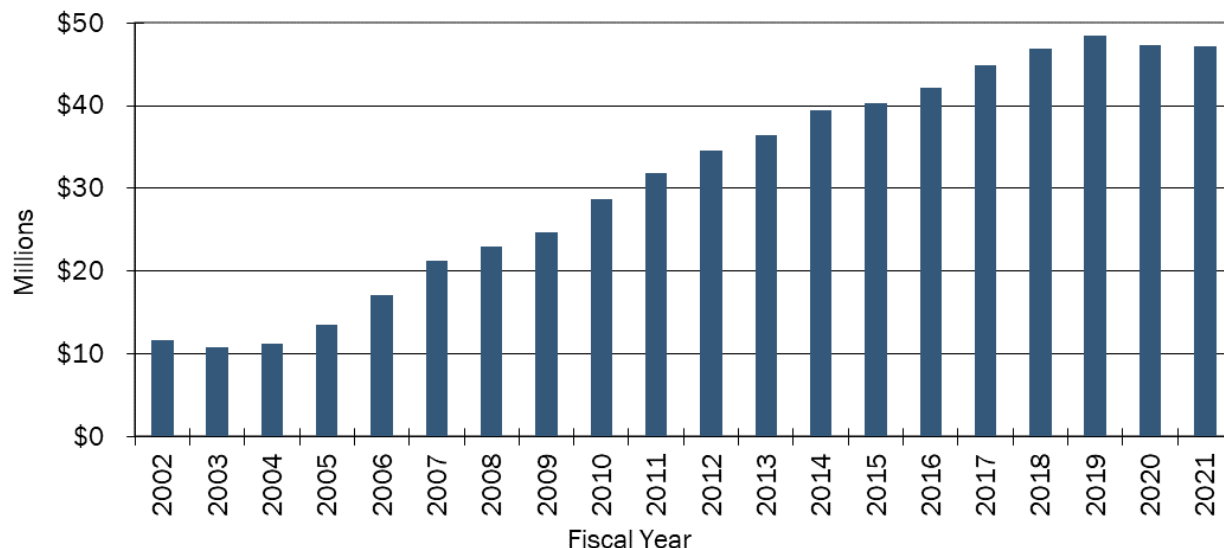
- **Reclaimed Water = \$460,869**

Cary uses a consumption-based tier rate structure to charge for reclaimed water use. This revenue is budgeted to increase 3.4% above FY 2020 Adopted based on projected demand.

- **Irrigation = \$4,160,602**

Cary uses a consumption-based tier rate structure to charge for irrigation water use. This revenue is budgeted to decrease 2.5% below FY 2020 Adopted reflecting projected customer usage patterns and decreased rates.

Sewer Revenues = \$47,212,072



- **Sewer Retail Fees = \$47,212,072**

Cary 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 2021, revenues are budgeted to decrease 2.2% from FY 2020 Adopted due to the 4% decrease in volumetric rates. The decrease is less than the 4% volumetric rate decrease due to customer growth and consumption projections. The primary drivers of this revenue source are the rate structure, forecasted water use, projected meter growth and weather conditions.

Other Revenues and Interest Earnings = \$2,967,500

- **Connection Fees = \$300,000**

This revenue source is collected when Cary 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 50% below FY 2020 Adopted based on anticipated development and estimated demand.

- **New Account Service Charge = \$215,000**

This fee is charged to new utility customers to partially defray the administrative costs of new account setup. This revenue is projected to remain the same as the FY 2020 Adopted budget amount.

- **Utility Inspection Fees = \$175,000**

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 Cary'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 expected to decrease 46% from FY 2020 Adopted based on anticipated need.

- **Non-Payment Fees = \$300,000**

This revenue source is for fees collected by Cary for the non-payment of utility bills. This fee is automatically charged at the point of disconnection. This revenue is expected to increase 25% above FY 2020 Adopted based on the average of several prior years' actual receipts and not related to the effect of COVID-19.

- **Pretreatment Program Fees = \$105,000**

This revenue source is for charges to sewer service users who exceed Cary's discharge limits. This revenue is expected to increase approximately 11% from FY 2020 Adopted based on increases in the number of excessive discharge events.

- **Fats, Oils, and Greases (FOG) Program Fees = \$80,000**

This revenue source is an annual fee that all food services establishments in Cary must pay. This fee recovers Cary's cost for sampling, site evaluation, compliance determination and documentation associated with the program. This revenue is projected to remain the same as the FY 2020 Adopted budget amount.

- **Sewer and Water Extension Permits = \$7,000**

This revenue source represents payments from sewer and water permits issued where lines need to be extended. This revenue is budgeted to increase by almost 71% from FY 2020 Adopted budget based on anticipated need.

- **Late Payment Charge = \$250,000**

This revenue source is for charges collected on overdue utility bills which have not reached non-payment status. This revenue is budgeted to decrease approximately 17% below FY 2020 Adopted budget based on the increased use of online and automatic payment options by customers.

- **Returned Check Charge = \$5,000**

This revenue source is paid by utility customers who issue bad checks to the Town. Even though more citizens pay their utility bills with credit and debit cards, this revenue has increased in recent years. FY 2021 is budgeted at approximately 43% above the FY 2020 Adopted budget based on the average of several prior years' actual receipts and not related to the effect of COVID-19.

- **Re-installment Fees = \$1,000**

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 to decrease approximately 94% from FY 2020 Adopted budget based on prior year actual receipts.

- **Cross Connection Program Fees = \$265,000**

This revenue source, approved in FY 2008, is part of Cary's cross connection control program where Cary contracts for the inspection of backflow devices and then charges residential customers a flat \$50 fee. This revenue is projected to remain the same as the FY 2020 Adopted budget figure.

- **Interest Earned = \$1,140,000**

This revenue source is interest earned on the portion of Town investments attributable to the utility fund. This revenue is budgeted to decrease approximately 25% below FY 2020 due to the projected decrease in the rate of return on the Town's investments.

- **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 2020 Adopted budget amount.

- **Miscellaneous Revenues = \$124,500**

This revenue category generally includes the annual estimated revenue generated by biosolid sales. This year it also includes the \$70,000 contribution from the General Fund to augment Cary's Oasis program which assists customers with utility bill payment. The program is being augmented in response to the hardship some customers are experiencing due to COVID-19.

UTILITY FUND SUMMARY

	Actual FY 2017	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Estimated FY 2020	Adopted FY 2021
REVENUES						
Water Fees - Retail	\$23,887,194	\$25,087,055	\$25,855,842	\$25,703,459	\$25,495,399	\$25,333,459
Water Wholesale Service	203,475	1,873,323	448,270	254,003	177,622	244,106
Bulk Water/Hydrants	128,854	158,269	151,016	110,000	100,950	120,000
Water Capacity-RDU/Morris./Chatham	254,485	270,501	307,495	33,472	125,044	31,880
Raw Water Sales	135,744	216,665	266,058	276,666	208,774	284,530
Reclaimed Water	437,412	496,691	476,779	445,800	419,494	460,869
Irrigation	4,507,798	4,793,945	4,319,952	4,266,399	4,141,629	4,160,602
Subtotal Charges for Services-Water	\$29,554,962	\$32,896,450	\$31,825,412	\$31,089,799	\$30,668,912	\$30,635,446
Sewer Fees - Retail	44,860,848	46,857,404	48,404,436	48,291,253	47,373,168	47,212,072
Subtotal Charges for Services-Sewer	\$44,860,848	\$46,857,404	\$48,404,436	\$48,291,253	\$47,373,168	\$47,212,072
Water & Sewer Extension Permits	2,200	6,000	3,400	4,100	13,270	7,000
Utility Inspection Fees	331,840	330,538	173,821	325,000	127,713	175,000
Cross Connection Program Fees	262,500	272,700	278,400	265,000	274,800	265,000
Non-Payment Fees	120,711	122,769	373,955	240,000	302,440	300,000
Late Payment Charge	292,160	270,447	282,003	300,000	181,708	250,000
Returned Check Charge	3,175	5,150	6,900	3,500	6,950	5,000
Connection Fees	672,104	556,455	811,478	600,000	368,839	300,000
New Account Service Charge	219,765	220,950	209,250	215,000	198,702	215,000
Re-installment Fees	15,865	18,478	11,830	18,000	325	1,000
Pretreatment Program Fees	107,841	97,530	106,336	95,000	101,503	105,000
Fats, Oils, Grease Fees	79,820	83,910	87,252	80,000	87,740	80,000
Biosolids Sales	44,011	64,429	55,670	54,500	55,823	54,500
Miscellaneous Revenues	12,801	(57,505)	(112,889)	---	13,704	70,000
Subtotal Other Operating Revenues	\$2,164,793	\$1,991,851	\$2,287,406	\$2,200,100	\$1,733,517	\$1,827,500
Subtotal Operating Revenues	\$76,580,603	\$81,745,705	\$82,517,254	\$81,581,152	\$79,775,597	\$79,675,018
Interest Earnings	971,003	895,906	1,314,706	1,515,500	1,703,596	1,140,000
Gain on Investments	(781,463)	(624,743)	1,386,131	---	---	---
Subtotal Non-Operating Revenues	\$189,540	\$271,163	\$2,700,837	\$1,515,500	\$1,703,596	\$1,140,000
TOTAL REVENUES	\$76,770,143	\$82,016,868	\$85,218,091	\$83,096,652	\$81,479,193	\$80,815,018
EXPENDITURES						
Finance - Utility Accounts	1,992,172	2,126,311	2,305,009	2,650,042	2,148,233	2,518,822
Finance - Aquastar	---	---	---	1,134,025	1,360,631	233,903
Public Works and Utilities Administration	699,521	750,934	912,219	986,949	895,610	799,857
Admin. Costs Paid to General Fund (GF)	3,323,125	3,295,073	4,264,118	5,319,429	5,319,429	5,229,026
Reimb to Sm Claims, Work Comp & Health	314,930	346,160	349,333	283,190	283,190	329,243
Utilities Pretreatment	397,036	462,023	415,789	580,639	518,223	571,375
Utilities Engineering	2,025,207	2,379,528	2,263,137	2,108,354	1,964,984	2,356,698
Public Works Field Operations	9,791,206	10,265,790	10,574,329	9,357,351	9,357,351	11,164,099
Utility Systems Management	3,991,964	3,576,076	3,275,749	4,580,033	4,243,555	4,209,175
Utility Reclaimed Water	---	612,477	620,230	796,737	762,468	821,331

UTILITY FUND SUMMARY

	Actual FY 2017	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Estimated FY 2020	Adopted FY 2021
EXPENDITURES (CONTINUED)						
North Cary WRF	4,820,464	3,622,941	2,931,338	3,540,673	3,639,573	3,694,321
South Cary WRF	3,833,958	3,995,253	3,008,076	3,609,114	3,763,653	3,851,272
Cary/Apex Water Treatment Facility	7,790,127	9,070,391	9,389,661	9,856,433	9,956,224	10,774,444
Remote Water Infrastructure	---	234,819	291,731	545,072	533,721	687,751
Western Wake WRF	3,574,037	3,732,580	3,834,913	4,022,792	4,074,718	4,146,520
Reimbursement from Apex	(3,172,597)	(3,615,992)	(3,422,691)	(3,855,931)	(2,966,898)	(4,039,024)
Subtotal Departmental Expenditures	\$39,381,150	\$40,854,364	\$41,012,941	\$45,514,902	\$45,854,665	\$47,348,813
NON-DEPARTMENTAL / TRANSFERS						
Department Allocation Accounts	---	---	2,786,741	3,368,650	2,998,108	3,333,685
Long-Term Debt Principal Payment	12,063,987	12,959,082	12,540,381	12,808,944	12,808,944	13,071,585
Interest Expense	11,051,685	11,554,973	10,905,617	10,447,576	8,940,736	9,961,688
Payment to GF (Open Space Debt Svc)	862,663	822,264	794,469	766,647	766,647	744,543
Payment to Health Fund (OPEB)	---	---	---	---	---	5,000,000
Subtotal Non-Departmental Expenditures	\$23,978,335	\$25,336,319	\$27,027,208	\$27,391,817	\$25,514,435	\$32,111,501
Bond Refunding Expense	---	116,927,552	---	---	---	---
TOTAL EXPENDITURES	\$63,359,485	\$183,118,235	\$68,040,149	\$72,906,719	\$71,369,100	\$79,460,314
Other Proceeds						
Bond Proceeds	442,350	117,734,236	---	---	---	---
Proceeds from Sale of Assets	57,777	95,201	125,069	10,000	---	10,000
Subtotal Other Proceeds	\$500,127	\$117,829,437	\$125,069	\$10,000	\$0	\$10,000
Bond Issuance Costs & Expenses	443,135	796,893	12,165	30,575	22,590	29,875
Subtotal Other Expenditures	\$443,135	\$796,893	\$12,165	\$30,575	\$22,590	\$29,875
Capital Transfers Out						
Transfer to Sewer Projects	4,337,488	3,204,600	7,830,000	---	---	5,666,066
Transfer to Water Projects	2,263,121	11,583,340	8,080,000	1,824,816	1,824,816	6,751,595
Transfer to Existing Sewer Projects	---	12,526,015	---	---	---	---
Transfer to Existing Water Projects	---	14,352,500	---	---	---	---
Subtotal Capital Transfers	\$6,600,609	\$41,666,455	\$15,910,000	\$1,824,816	\$1,824,816	\$12,417,661
Total Transfers Out	\$6,543,617	(\$75,366,089)	\$15,797,096	\$1,845,391	\$1,847,406	\$12,437,536
TOTAL EXPENDITURES & TRANSFERS	\$69,903,102	\$107,752,147	\$83,837,245	\$74,752,110	\$73,216,506	\$91,897,850
BALANCES						
Beginning Fund Balance	89,202,567	96,069,608	70,334,330	71,715,176	71,715,176	79,977,863
Total Revenues	76,770,143	82,016,868	85,218,091	83,096,652	81,479,193	80,815,018
Beg. Fund Balance plus Revenues	\$165,972,710	\$178,086,476	\$155,552,421	\$154,811,828	\$153,194,369	\$160,792,881
Total Expenditures & Transfers	\$69,903,102	\$107,752,147	\$83,837,245	\$74,752,110	\$73,216,506	\$91,897,850
Net Fiscal Year Estimated Actual Results	---	---	---	1,953,744	---	---
ENDING FUND BALANCE	\$96,069,608	\$70,334,330	\$71,715,176	\$82,013,462	\$79,977,863	\$68,895,031



UTILITY ACCOUNTS

The Utility Accounts Division collects and accounts for cash receipts for the Town. The division is made of three distinct areas; billing, customer service, and collections. Utility rates are set and administered by this division. Water transfers related to large entities and other municipalities are in the division for billing purposes.

Top Three Initiatives for the Fiscal Year



Enhance the meter interface system to improve functionality and performance of the Automated Metering Infrastructure (AMI) system.



Develop key metrics to determine and monitor the ongoing impact of COVID-19 on our utility community.



Explore and develop integration of the utility payment system and soft credit check system into the Salesforce platform to streamline processes and gain efficiency for citizens and staff.



Significant Service Level Changes

☐ None

Expenditure and Budget Summary

Utility Accounts

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$1,146,079	\$1,122,799	\$1,142,370	\$900,276	\$1,146,187
Operations & Maintenance	833,825	990,720	1,162,638	1,247,957	1,372,635
Total	\$1,979,904	\$2,113,519	\$2,305,008	\$2,148,233	\$2,518,822
Authorized FTEs	17.525	17.525	17.525	15.525	14.025

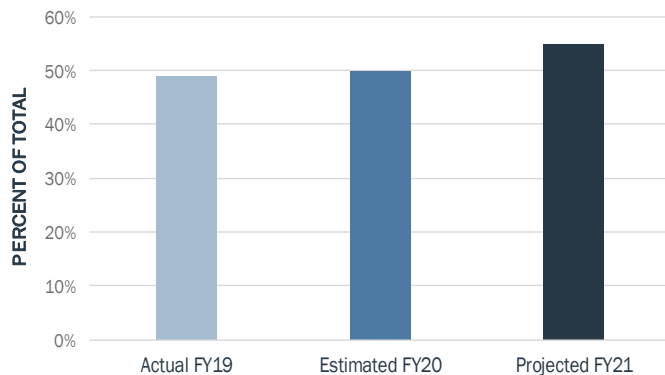
Aquastar Automatic Metering Program

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	-	-	-	\$91,698	\$104,537
Operations & Maintenance	-	-	-	1,268,933	129,366
Total	-	-	-	\$1,360,631	\$233,903
Authorized FTEs	-	-	-	1	1

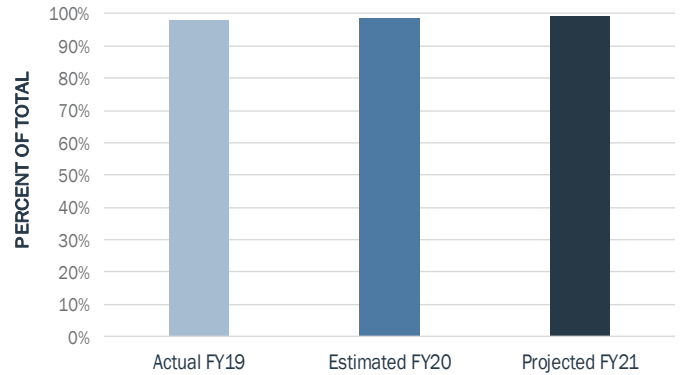
*Historical expenditure numbers presented above reflect the movement of telephone, utilities, and insurance costs to a non-department expenditure category effective FY 2019.

Performance Indicators

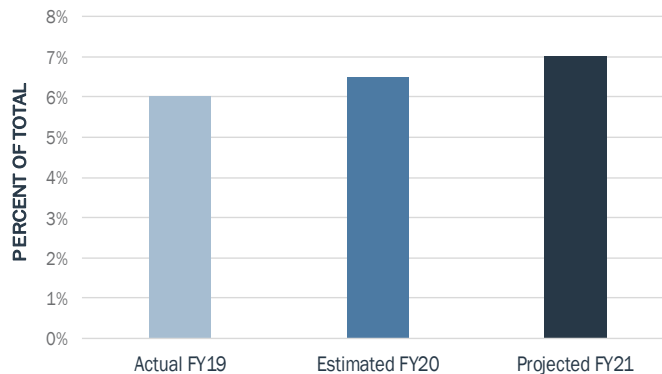
% OF ONLINE UTILITY PAYMENTS



AUTOMATED METERING INFRASTRUCTURE SYSTEM READ RATE



% OF DELINQUENT ACCOUNTS



The delinquency rate is projected to increase modestly for FY 2021. Citizens on payment plans due to COVID-19 are not included in order not to overstate the delinquency percentage. This is consistent with the reporting of these accounts as being in good standing as long as they meet the terms of the plan. and provides consistency in comparing prior year percentages.



UTILITY PRETREATMENT

The Pretreatment Division implements Cary'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 helps prevent blockages and overflows in the sanitary collection system. The Pretreatment Division is the primary contact for regulatory agencies that assess Cary's overall regulation and control of what is discharged into the sanitary sewer collection system.

Top Three Initiatives for the Fiscal Year



Implement the EPA's dental amalgam rules for new and existing dental offices. Assist dental facilities with rule compliance and record management requirements



Uphold the Sewer Use Ordinance which includes management of the Fats, Oils and Grease program.



Perform industrial sewer user inspections and industrial permitting to protect the water reclamation facilities and maintain compliance with federal and state pretreatment regulations

Significant Service Level Changes

☐ None



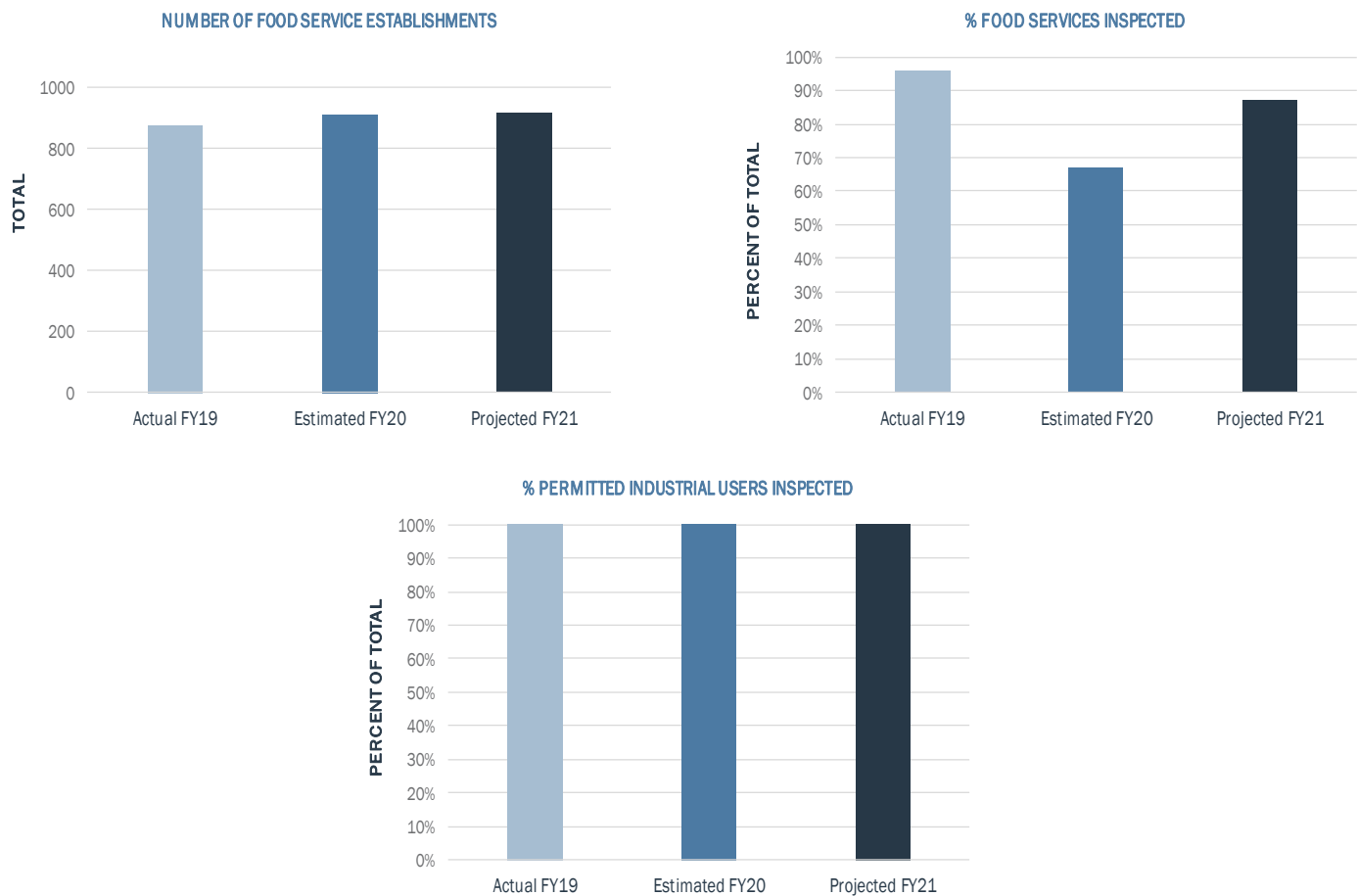
DIVISION PROFILE - UTILITY PRETREATMENT

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$364,795	\$379,543	\$399,963	\$408,309	\$416,589
Operations & Maintenance	25,890	29,051	15,825	100,156	154,786
Capital Outlay	-	47,603	-	9,758	-
Total	\$390,684	\$456,197	\$415,788	\$518,223	\$571,375
Authorized FTEs	4	4	4	4	4

*Historical expenditure numbers presented above reflect the movement of telephone, utilities and insurance costs to a non-departmental expenditure category to provide consistency with FY 2019 budget practices.

Performance Indicators





UTILITIES ENGINEERING

The Utilities Engineering Division plans for Cary's long-range strategic water supply and wastewater treatment needs and protection of water quality to ensure that Cary remains highly competitive for economic development and quality of life. The division prepares thorough master plans to ensure that high performing and cost-effective utility infrastructure is provided to meet these needs. Whether infrastructure is provided through Town-funded capital projects or private development, the department ensures that cohesive, quality and efficient infrastructure systems are provided to meet our utility and long-range water management needs for a strong future.

Top Three Initiatives for the Fiscal Year



Evaluate the need for upgrades to existing infrastructure to support economic development

- Review Walnut Creek basin to ensure capacity for the proposed Fenton development and redevelopment of the mall and portions of downtown
- Continue master planning effort, asset management initiatives, sewer rehabilitation and evaluate other capital projects



Continue design and construction of our major water system initiatives to increase resiliency

- Increase water system redundancy by adding a second major pipeline into the central pressure zone
- Continue upgrades to ozone generators and process basins at the Cary/Apex Water Treatment Facility
- Proactively replace aging and vulnerable water infrastructure to maintain public trust and confidence in our services



Support utility operations, maintenance and emergency activities through engineering and design efforts

- Roll out *Info Asset Planner* software to better manage and track the replacement and rehabilitation of aging infrastructure
- Expand our usage of sewer modeling software to match the capabilities of staff



DIVISION PROFILE – UTILITIES ENGINEERING

Significant Service Level Changes

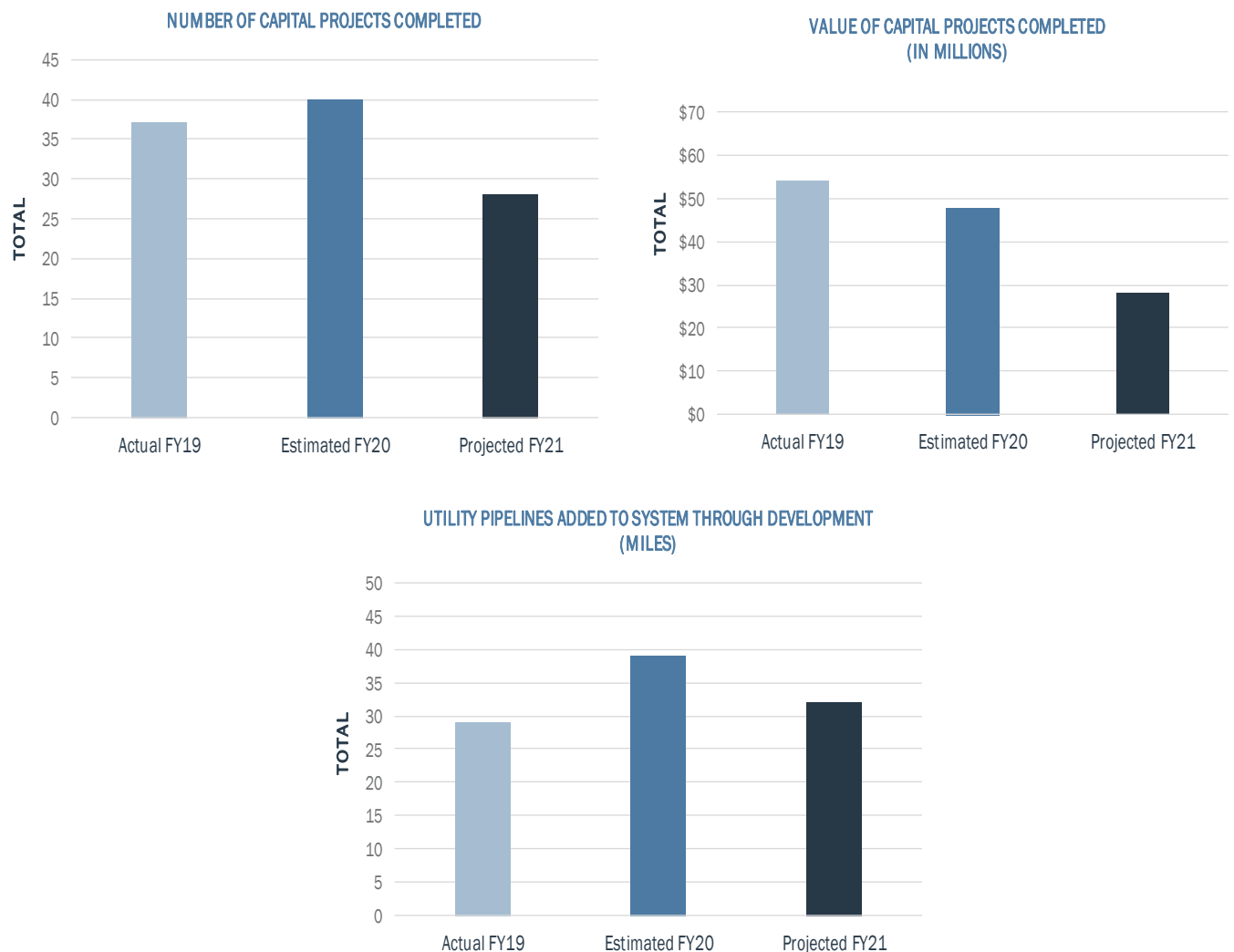
☐ None

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$1,727,260	\$2,003,737	\$1,919,268	\$1,651,661	\$1,816,603
Operations & Maintenance	283,063	360,184	343,868	313,323	540,095
Capital Outlay	-	-	-	-	-
Total	\$2,010,323	\$2,363,921	\$2,263,137	\$1,964,984	\$2,356,698
Authorized FTEs	18	18	18	14	14

*Historical expenditure numbers presented above reflect the movement of telephone, utilities and insurance costs to a non-departmental expenditure category to provide consistency with FY 2019 budget practices.

Performance Indicators





UTILITY SYSTEMS MANAGEMENT

The Utility Systems Management Division provides regulatory program oversight, maintenance management and implementation for wastewater pumping facilities, wastewater odor control, pump station supervisory control and data acquisition (SCADA) and instrumentation, industrial wastewater flow data, and inflow/infiltration functions. This division participates in engineering studies and related system review functions.

Top Three Initiatives for the Fiscal Year



Place continued emphasis on replacement of aging equipment



Conduct force main inspection and maintenance to maintain pipeline flow capacities



Continue integration of new SCADA programs and install Tier II SCADA system upgrades. Install cellular alarm monitoring and telemetry systems for pump station operations integration of new SCADA programs with approach for using cloud-based software programs for ongoing inspections management.



Significant Service Level Changes

Pump Stations

- ☐ Addition of new Green Level West pump station
- ☐ Addition of new regional western area pump station

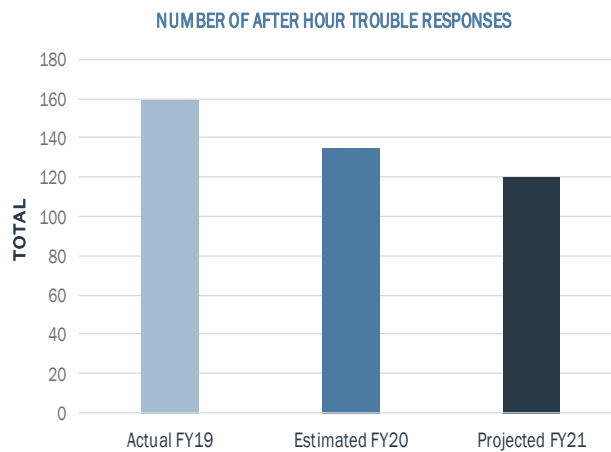
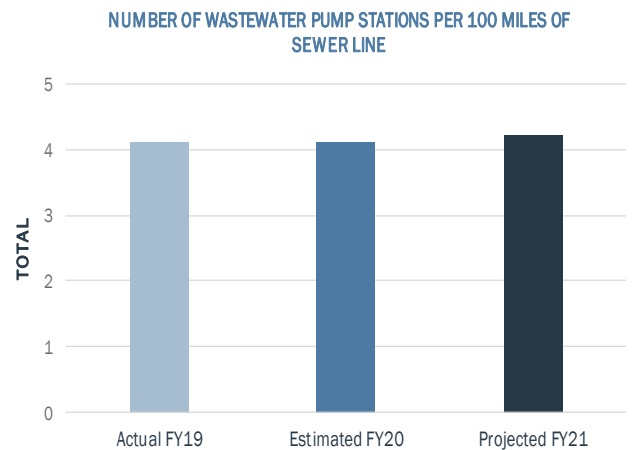
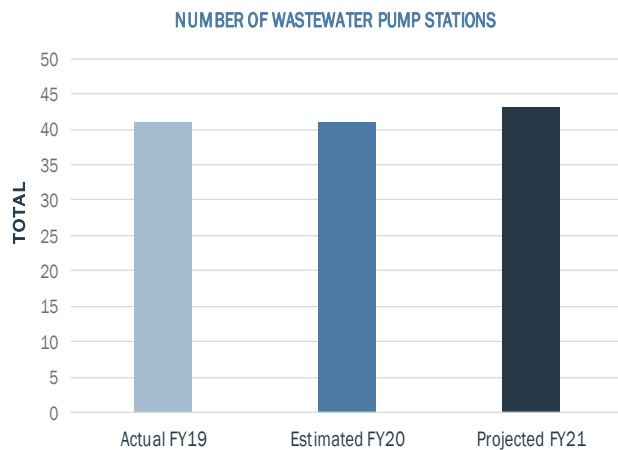
DIVISION PROFILE - UTILITY SYSTEM MANAGEMENT

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$1,760,849	\$1,519,597	\$1,661,745	\$1,555,449	\$1,585,899
Operations & Maintenance	1,199,304	1,162,295	1,300,209	2,050,509	2,155,776
Capital Outlay	282,167	205,984	313,795	637,597	467,500
Total	\$3,242,321	\$2,887,875	\$3,275,749	\$4,243,555	\$4,209,175
Authorized FTEs	22	18	18	18	17

*Historical expenditure numbers presented above reflect the movement of telephone, utilities and insurance costs to a non-departmental expenditure category to provide consistency with FY 2019 budget practices.

Performance Indicators





UTILITY RECLAIMED WATER

The Reclaimed Water Division provides regulatory program oversight, operations and maintenance of the Town's three reclaimed water distribution systems. This division participates in engineering studies and provides education and training to reclaimed water customers, cooling tower customers, and landscape contractors who use reclaimed water.

Top Three Initiatives for the Fiscal Year



Manage the Durham County reclaimed water purchase agreement which provides reclaimed water supply to Cary's western service area.



Work to increase availability of reclaimed water to residential customers and provide cost effective alternatives for reclaimed use beyond automatic irrigation systems.



Work to implement repurposing of wastewater force main to reach additional customers who already have reclaimed infrastructure and implement changes resulting from the reclaimed water business case analysis that will re-establish the future service area for reclaimed water.



Significant Service Level Changes

☐ None

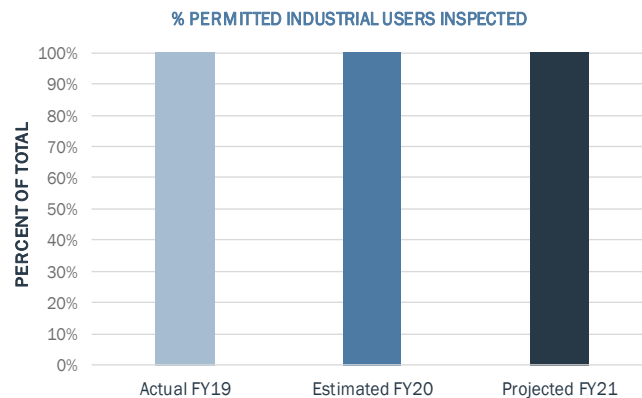
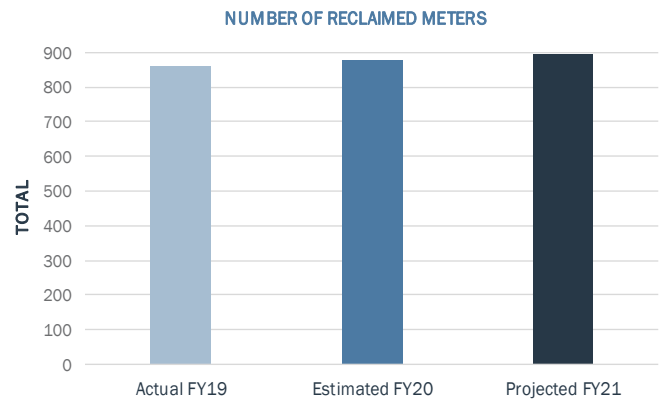
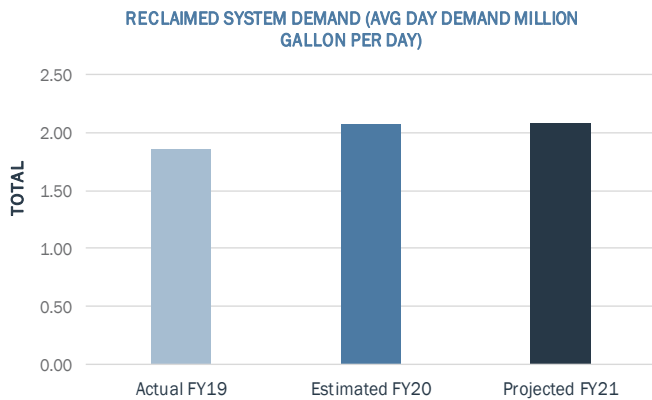
DIVISION PROFILE - UTILITY RECLAIMED WATER

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	-	\$147,067	\$165,819	\$190,329	\$196,968
Operations & Maintenance	-	461,871	426,848	572,139	624,363
Capital Outlay	-	-	27,562	-	-
Total	-	\$608,939	\$620,230	\$762,468	\$821,331
Authorized FTEs	-	2	2	2	2

*Historical expenditure numbers presented above reflect the movement of telephone, utilities and insurance costs to a non-departmental expenditure category to provide consistency with FY 2019 budget practices.

Performance Indicators





NORTH CARY WATER RECLAMATION FACILITY

The North Cary Water Reclamation Facility (NCWRF) treats wastewater generated by Cary's utility customers. The facility is permitted and maintains the capacity to treat up to 12 million gallons of wastewater per day to accommodate future growth, but current needs are much less. In FY 2020, daily demand averaged 7.0 MGD with a one-day peak demand of 12.86 MGD. NCWRF currently serves a population of approximately 83,000. Operations also include performing preventive, predictive, and corrective maintenance for the main plant site, biosolids removal and disposal, and reclaimed water production.

Top Three Initiatives for the Fiscal Year



Aeration Improvements: Implement the design of the aeration improvements project at the North Cary Water Reclamation Facility. These process modifications will provide an energy efficient infrastructure capable of meeting both current and future environmental compliance requirements.



Infrastructure maintenance, rehabilitation and improvements: Focusing on revitalizing aging equipment, systems and fixed assets; implementing technology solutions where appropriate.



Development and implementation of electronic facility management solutions: SDS inventories, work orders, SCADA, bulk fill, reports and mobile device integration to streamline the facility operations and maintenance tasks.



DIVISION PROFILE - NORTH CARY WATER RECLAMATION FACILITY

Significant Service Level Changes

**7.2 MGD
Capacity**

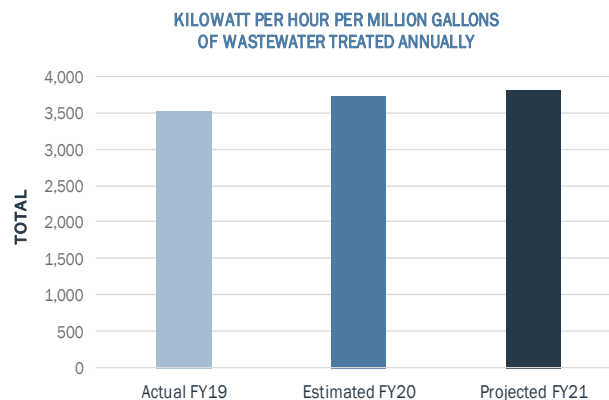
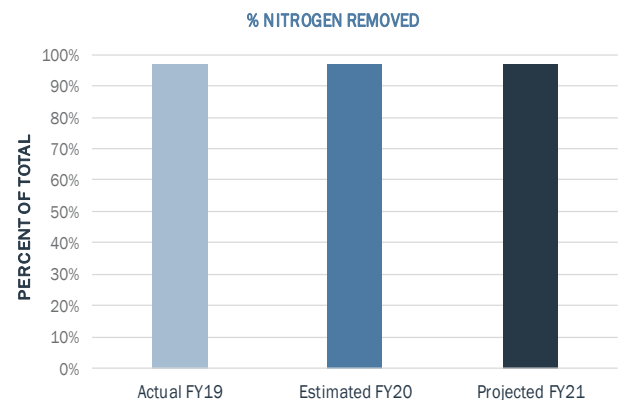
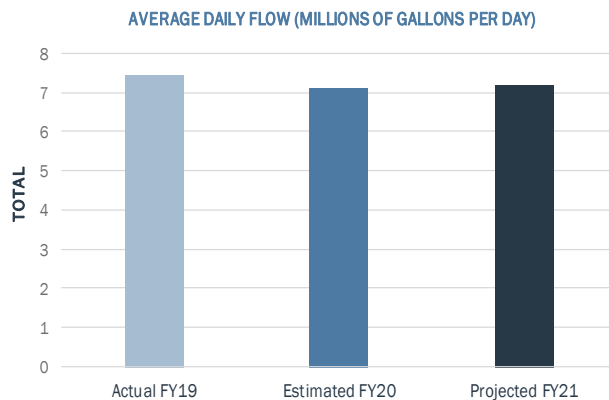
- Planning for 7.2-million gallons per day (MGD) in FY 2021, a .2 MGD increase over FY 2020's average daily demand

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$1,414,651	\$1,486,872	\$1,551,193	\$1,676,806	\$1,676,065
Operations & Maintenance	2,647,302	1,268,984	1,319,229	1,848,193	1,920,795
Indirect Cost	5,542	6,867	22,123	4,500	19,461
Capital Outlay	100,869	115,938	38,790	110,074	78,000
Total	\$4,168,364	\$2,878,662	\$2,931,337	\$3,639,573	\$3,694,321
Authorized FTEs	17	17	17	17	17

*Historical expenditure numbers presented above reflect the movement of telephone, utilities and insurance costs to a non-departmental expenditure category to provide consistency with FY 2019 budget practices.

Performance Indicators





SOUTH CARY WATER RECLAMATION FACILITY

The South Cary Water Reclamation Facility (SCWRF) treats wastewater generated by Cary's utility customers. The facility is permitted and maintains the capacity to treat up to 12.8 million gallons of wastewater per day (MGD) to accommodate future growth, but current needs are much less. In FY 2020, daily demand averaged 5.3 MGD with a one-day peak demand of 12.52 MGD. This facility currently serves a population of approximately 62,000. Operations also include performing preventive, predictive, and corrective maintenance for the main plant site, biosolids removal and disposal, and reclaimed water production.

Top Three Initiatives for the Fiscal Year



Replace aging equipment and systems in the thermal biosolids drying facility. This project includes replacing an aging rotary drum and providing for predictive maintenance and rehabilitation of the thermal drying facility which supports both NCWRF and SCWRF.



Leverage new available technologies like Salesforce and Utility Cloud to improve asset management practices by identifying and inventorying critical spare parts and maintaining process resiliency through redundancy. Implement flow equalization and peak flow management improvements.



Operations and Maintenance Improvements. This initiative includes the development and implementation of staff cross-training and improvement of site-specific training for dryer facility and newly implemented automation technologies on biological nutrient removal.



DIVISION PROFILE - SOUTH CARY WATER RECLAMATION FACILITY

Significant Service Level Changes

5.75 MGD
Capacity

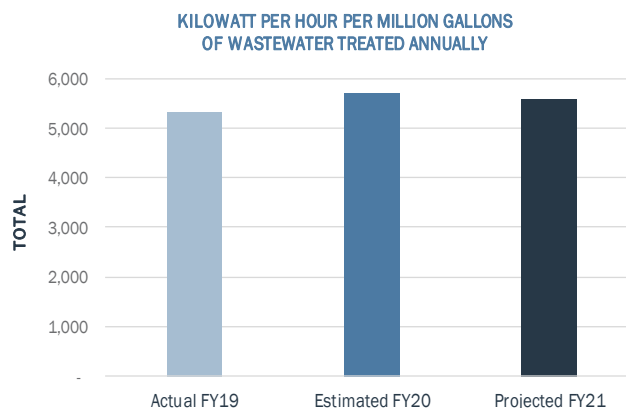
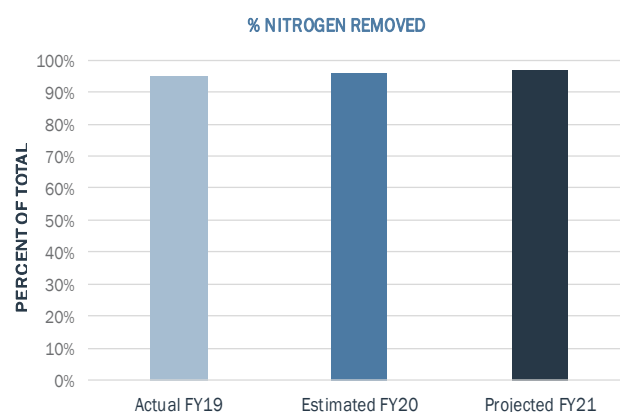
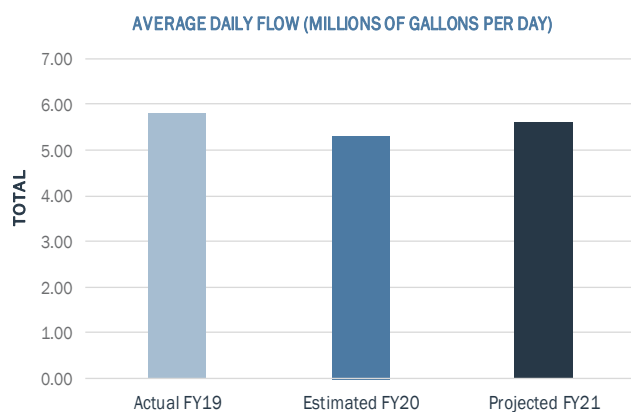
- ❑ Planning for 5.75- million gallons per day (MGD) in FY 2021, a .45 MGD increase over FY 2020's average daily demand
- ❑ Planning for 3,700 Dry Tons of Biosolids

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$1,710,130	\$1,822,722	\$1,847,264	\$1,882,417	\$1,955,181
Operations & Maintenance	1,081,761	1,007,340	1,093,620	1,666,317	1,583,157
Indirect Cost	76,388	88,533	27,522	5,100	24,584
Capital Outlay	43,360	72,683	39,671	209,819	288,350
Total	\$2,911,640	\$2,991,279	\$3,008,076	\$3,763,653	\$3,851,272
Authorized FTEs	19.75	19.75	19.75	19.75	20.00

*Historical expenditure numbers presented above reflect the movement of telephone, utilities and insurance costs to a non-departmental expenditure category to provide consistency with FY 2019 budget practices.

Performance Indicators





WESTERN WAKE REGIONAL WATER RECLAMATION FACILITY

The Western Wake Regional Water Reclamation Facility (WWRWRF) treats wastewater generated by western Cary, Morrisville, Apex, and Wake County Research Triangle Park utility customers. The facility began accepting wastewater on July 30, 2014 and discharging treated water to the Cape Fear River on August 11, 2014. The facility is permitted and maintains the capacity to treat a maximum of 18 million gallons of wastewater per day (MGD) to accommodate future growth, but current needs are much less. In FY 2020, daily demand averaged 6.1 MGD with a one-day peak demand of 9.63 MGD. WWRWRF currently serves a population of approximately 91,500 (53,300 Cary + 38,200 Apex). Ongoing efforts include preventive, predictive and corrective maintenance for the facility, biosolids processing facility, treated effluent pumping station and associated discharge facilities at the Cape Fear River. Operating and future capital costs will be shared by the towns of Cary and Apex at a 66% / 34% split, respectively.

Top Three Initiatives for the Fiscal Year



Continue planning for increased wastewater flows from the Apex area



Maximize the use of Utility Cloud in daily facility operations



Implement Partnership for Clean Water – Treatment Facility Optimization Program which seeks to enhance energy efficiency and overall process performance



Significant Service Level Changes

**6.0 MGD
Capacity**

- Planning for 6.0- million gallons per day (MGD) in FY 2021 as demand has increased incrementally over the past few years.

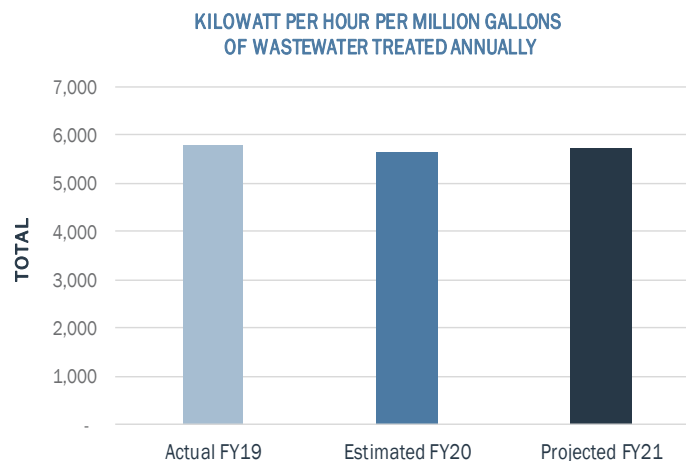
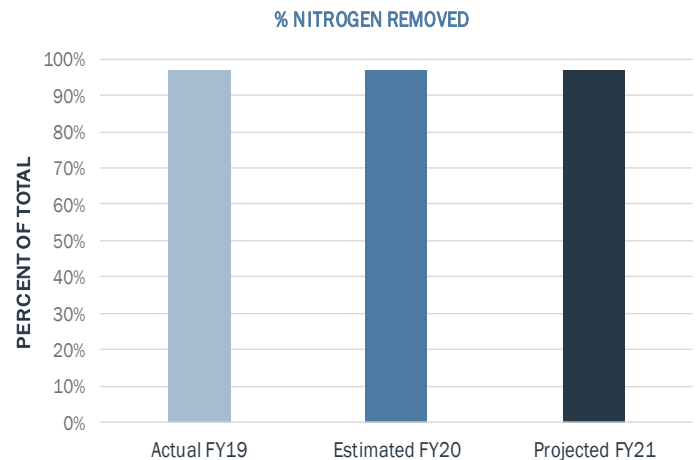
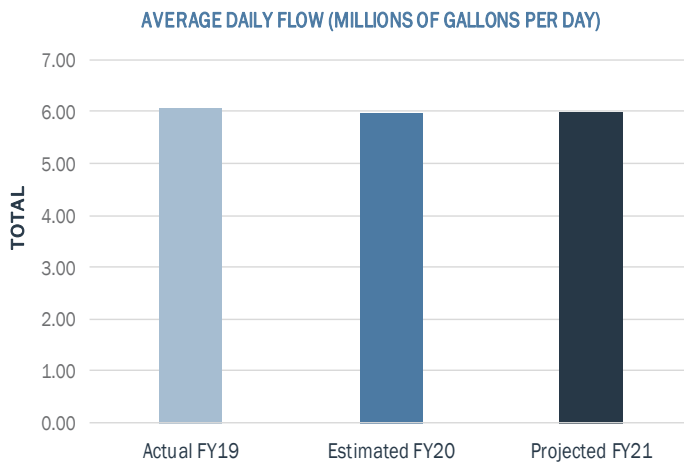
DIVISION PROFILE - WESTERN WAKE REGIONAL WATER RECLAMATION FACILITY

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$1,619,653	\$1,557,397	\$1,723,895	\$1,841,890	\$1,858,835
Operations & Maintenance	1,859,225	2,072,835	2,085,296	2,198,553	2,264,125
Indirect Cost	80,359	69,962	25,723	5,100	23,560
Capital Outlay	14,801	32,385	-	29,175	-
Total	\$3,574,037	\$3,732,579	\$3,834,913	\$4,074,718	\$4,146,520
Authorized FTEs	18.75	18.75	18.75	18.75	18.75

*Historical expenditure numbers presented above reflect the movement of telephone, utilities and insurance costs to a non-departmental expenditure category to provide consistency with FY 2019 budget practices.

Performance Indicators





CARY/APEX WATER TREATMENT FACILITY

The Cary/Apex Water Treatment Facility's (CAWTF) mission is to provide reliable and safe water service. This is achieved through preventive, predictive and corrective maintenance of the treatment facility, raw water intake and pumping facility, and the finished water distribution pump station. The service area for CAWTF includes: Cary, Apex, Morrisville, RDU Airport and the Wake County portion of Research Triangle Park. As a partner in this facility, the Town of Apex pays 23% of actual operating costs and capital costs. The facility also manages the disposal of water treatment residuals and develops and manages alternative residual disposal methods. CAWTF upgraded to a maximum treatment capacity of 56 million gallons per day (MGD) in FY 2018 to accommodate future growth, but current needs are much less. In FY 2020, daily demand averaged 21.5 MGD with a one-day peak demand of 30.37 MGD.

Top Three Initiatives for the Fiscal Year



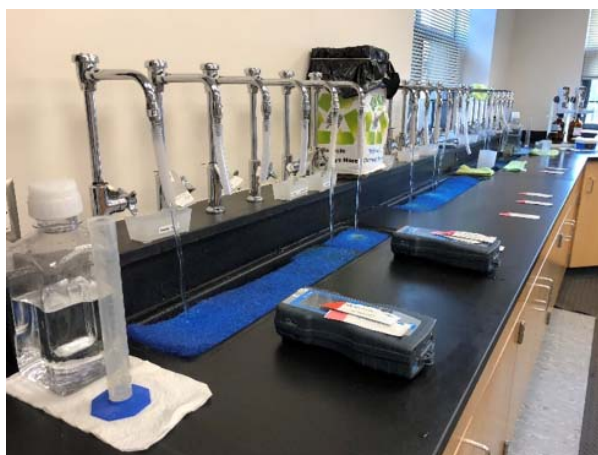
Maintenance and implementation of ozone generator replacements will ensure CAWTF maintains full 56 MGD capacity.



Water quality management which includes addressing routine challenges as well as emerging contaminants.



Use of automated systems for real time operations management including adapting Utility Cloud, optimizing the new SCADA (Supervisory Control and Data Acquisition) system, and developing staff efficiency around the Laboratory Information Management System.



Significant Service Level Changes

Enhanced Treatment

- ☐ Plan for Average Day Production of 22 MGD for FY2021.
- ☐ Address the potential for preparing Annual Water Quality Report updates twice per year instead of once per year.
- ☐ Continue working towards enhanced treatment for the removal of unregulated substances and emerging contaminants with the addition of bio-filtration.

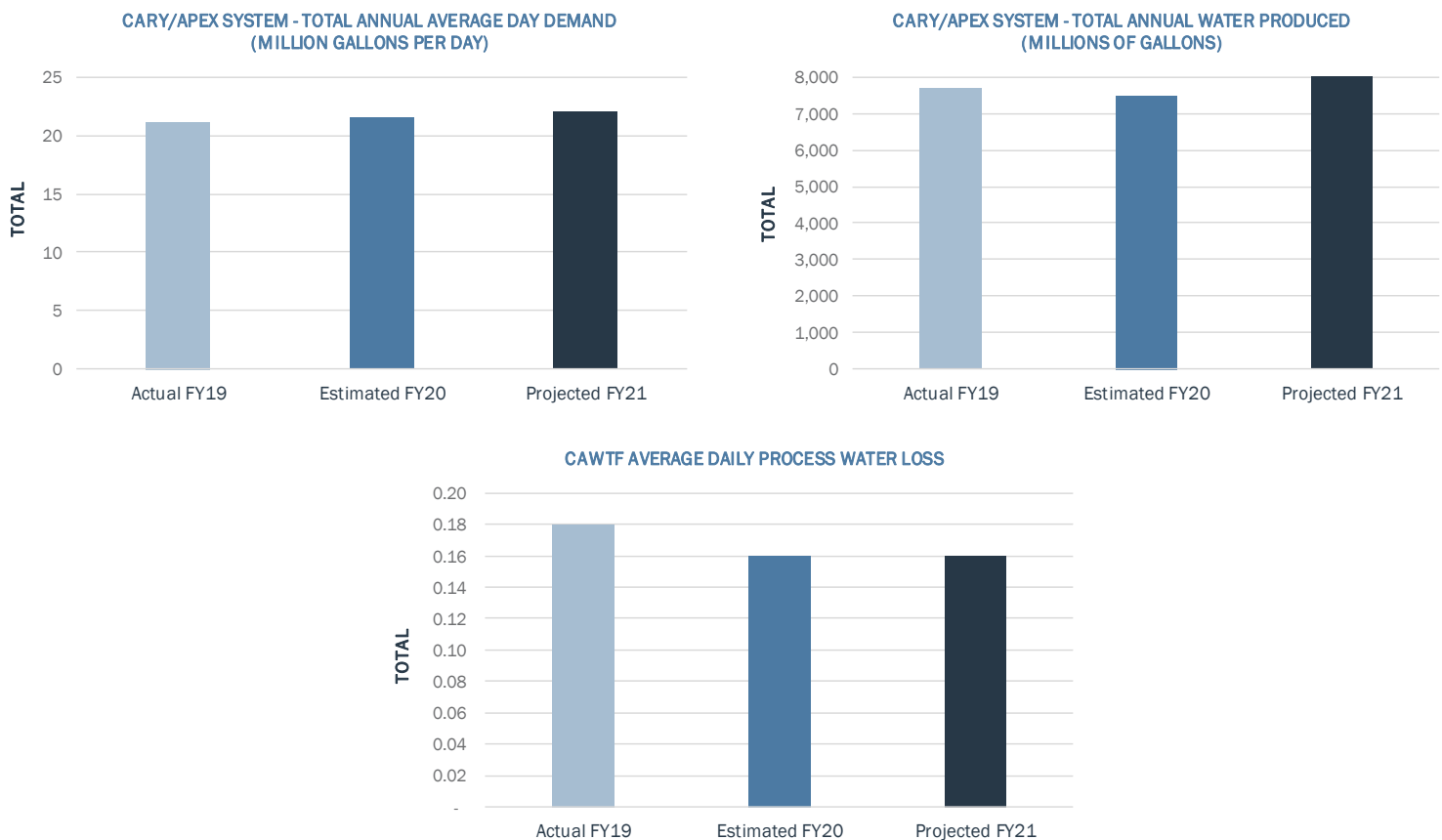
DIVISION PROFILE - CARY/APEX WATER TREATMENT FACILITY

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$2,353,571	\$2,452,469	\$2,531,294	\$2,676,585	\$2,598,115
Operations & Maintenance	5,392,777	6,521,701	6,820,049	7,249,125	7,796,002
Indirect Cost	43,779	42,351	38,319	5,200	34,827
Capital Outlay	-	53,870	-	25,314	345,500
Subtotal	\$7,790,127	\$9,070,391	\$9,389,661	\$9,956,224	\$10,774,444
Reimbursement from Town of Apex	(\$3,172,597)	(\$3,615,922)	(\$3,582,071)	(\$3,855,931)	(\$4,039,024)
Total	\$4,617,530	\$5,454,469	\$5,807,590	\$6,100,293	\$6,735,420
Authorized FTEs	26	26	26	25	25

*Historical expenditure numbers presented above reflect the movement of telephone, utilities and insurance costs to a non-departmental expenditure category to provide consistency with FY 2019 budget practices.

Performance Indicators





REMOTE WATER INFRASTRUCTURE

The Remote Water Infrastructure Division, which is managed by the Cary/Apex Water Treatment Facility group, provides maintenance, instrumentation, supervisory control and data acquisition (SCADA), and logistics support for the operation of Cary's remote water infrastructure including: eight elevated water storage tanks, one ground storage tank, four booster pump stations, pressure zone control valves, and interconnections with neighboring utilities. This division participates in engineering studies and related system review functions to support water system operations.

Top Three Initiatives for the Fiscal Year



Incorporate operation of a new interconnect with the City of Raleigh. The Crossroads pump station will be used for emergency water supply for both the Town of Cary and the City of Raleigh as needed.



Maintain focus on water tank maintenance by continuing annual tank inspections, tank cleanings every three years and annual control valve maintenance and painting projects as needed.



Ongoing improvement of remote water infrastructure communications. Continue to implement SCADA improvements associated with connectivity to the Cary/Apex Water Treatment Facility which includes replacement of obsolete radios. Ultimately, these improvements will provide greater accessibility to water tank data.



DIVISION PROFILE - REMOTE WATER INFRASTRUCTURE

Significant Service Level Changes

New Interconnect

- ☐ Incorporate operation and maintenance of one new interconnect between the Town of Cary and the City of Raleigh.
- ☐ Incorporate first full year of operation of the Good Hope elevated storage tank (2-million gallons) with a pumping facility between the Central Pressure Zone and the Western Pressure Zone.

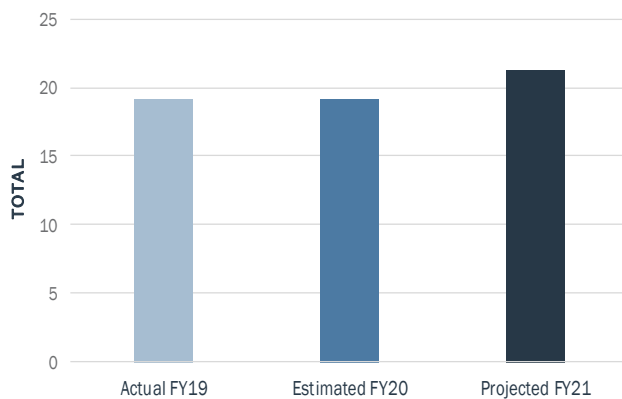
Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	-	\$138,329	\$160,932	\$192,063	\$290,108
Operations & Maintenance	-	68,615	130,799	322,052	397,643
Capital Outlay	-	27,178	-	19,606	-
Total	-	\$234,122	\$291,731	\$533,721	\$687,751
Authorized FTEs	-	2	2	2	3

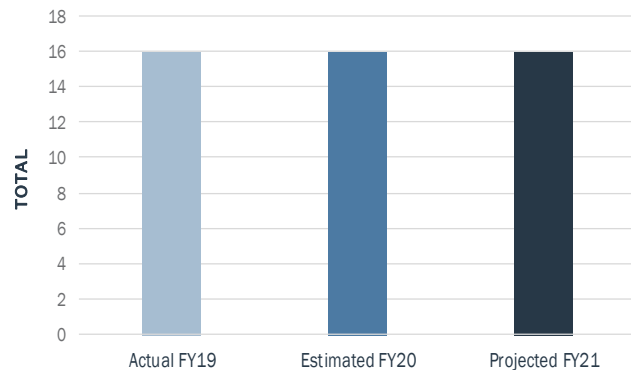
*Historical expenditure numbers presented above reflect the movement of telephone, utilities and insurance costs to a non-departmental expenditure category to provide consistency with FY 2019 budget practices.

Performance Indicators

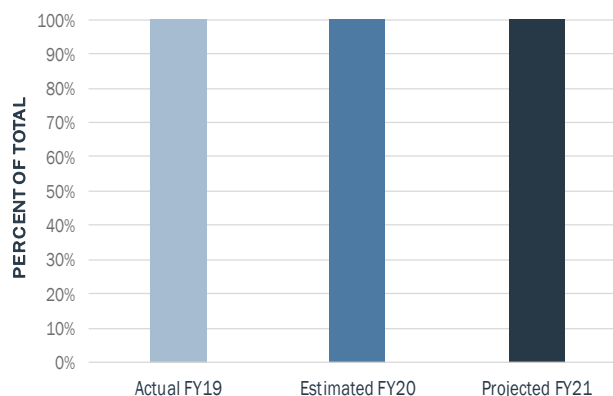
CARY SYSTEM STORAGE VOLUME (MILLIONS OF GALLONS)



CARY ONLY ANNUAL AVERAGE DAY DEMAND (MILLIONS OF GALLONS)



% OF CONTRACTED TANK INSPECTIONS COMPLETED ANNUALLY



BE SAFE BE KIND BE CARY

FLEET MANAGEMENT FUND

Fleet Management operates as an internal service fund. Internal service funds account for goods and services provided by one Town department or division to another on a cost reimbursement basis. Fleet Management charges other Town departments for vehicle repair and maintenance with the goal of being consistent with public and private market trends. Cary uses Vehicle Equivalency Unit (VEU) analysis to evaluate vehicle performance metrics and determine fleet management cost and charges.

Description of Revenue Sources

- **Vehicle Maintenance Charge = \$3,962,964**
Charged to applicable departments based on their total vehicle equivalent units.
- **Parts = \$0**
No longer used.
Accounted for the 31% mark-up on parts billed to user departments in FY 2020.
- **Fuel - Cary = \$0**
No longer used.
Accounted for the \$0.25 mark-up per gallon on fuel billed to user departments in FY 2020.
This mark-up is discontinued but departments will still be directly billed for fuel based on usage.
- **Labor = \$0**
No longer used.
Accounted for the total labor charges billed to user departments for vehicle repairs.
In FY 2020, the labor rate was \$110.00 per hour.
- **Outsourcing Fee = \$0**
No longer used.
Accounted for \$25 per transaction fee billed to user departments to cover the oversight costs associated with sending repair work to a private vendor in FY 2020.
- **Interest Earned = \$0**
Income derived from investments attributable to the Fleet Management Internal Service Fund. While Cary expects to receive some interest revenue, it is not significant enough to budget.
- **Proceeds From Sale of Assets = \$0**
Fleet pool vehicles and other assets assigned to Fleet Management are replaced at the end of their useful life and sold. The revenue from the sale is returned to the Fleet Management internal service fund. While Cary expects to receive some proceeds from the sale of assets, it is not significant enough to budget.

BE SAFE BE KIND BE CARY

FLEET MANAGEMENT FUND SUMMARY

	Actual FY 2017	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Estimated FY 2020	Adopted FY 2021
Revenues						
Parts	\$262,189	\$238,285	\$238,441	\$391,116	\$216,249	\$3,962,964
Fuel	75,340	76,383	99,657	130,043	120,371	---
Labor	1,226,169	1,286,848	1,300,323	1,184,942	1,255,127	---
Outsourcing Fee	44,380	36,422	36,047	49,465	44,305	---
Interest Earned	1,869	2,559	4,453	---	---	---
Proceeds from Sale of Assets	6,025	42,553	4,700	---	---	---
Total Revenues	\$1,615,972	\$1,683,050	\$1,683,622	\$1,755,566	\$1,636,053	\$3,962,964
Expenses						
Operating Expenses	\$1,151,608	\$1,469,729	\$1,506,596	\$1,634,325	\$1,579,170	\$3,531,564
Other Financing Uses						
Workers' Comp & Small Claims	\$20,500	\$21,601	\$21,982	\$16,940	\$16,940	\$21,856
Indirect Costs	246,954	241,903	289,718	480,569	480,569	400,250
Transfer to Health ISF	8,130	9,434	9,337	9,330	9,330	9,294
Total Expenses/Transfers	\$1,427,192	\$1,742,667	\$1,827,633	\$2,141,164	\$2,086,009	\$3,962,964
Appropriation To (From) Fund Balance	188,780	(59,617)	(144,011)	(385,598)	(449,956)	---
Net Fiscal Year Estimated Actual Results	---	---	---	621,849		---
Ending Fund Balance	\$962,898	\$903,281	\$759,270	\$995,521	\$309,313	\$309,313



FLEET MANAGEMENT

The Fleet Management Division is responsible for the repair and maintenance of all Town vehicles and equipment. Responsibilities include planning preventive maintenance and replacement, providing fuel for all Town vehicles and equipment, managing the pool car fleet, analyzing equipment useful life and availability rates, and maintaining related cost data for all departments utilizing vehicle and equipment assets. The Fleet Management Division is accounted for in a separate internal service fund. Previously, all vehicle maintenance and repairs were budgeted and paid out of individual departments' annual operating budgets through charges for parts and labor. Unexpected repairs decreased funds available for other operating and maintenance needs. Cary is transitioning this fiscal year to charging departments based on their vehicle equivalent units (VEUs). This methodology provides cost stability for departments and greater flexibility and control of maintenance and repair costs for the fleet manager.

Top Three Initiatives for the Fiscal Year



To better control maintenance and repairs, Fleet management continues to increase work performed in-house and rely less on outsourcing work. The team plans to increase productivity through the acquisition and utilization of innovative equipment solutions to extend staff resources and focus priority work.



Maintain safe and productive repair facility while adding new technology and tools to decrease repair times and allow the customer to return to work faster. Staff will devote a significant amount of time to implementing AssetWorks fleet management software to ensure good clean data transfer and a timely launch of the product.



Maintain fuel sites in accordance with EPA and NCDEQ regulations and conduct necessary repairs / inspections to maintain permits required to receive fuel at those sites.

Significant Service Level Changes

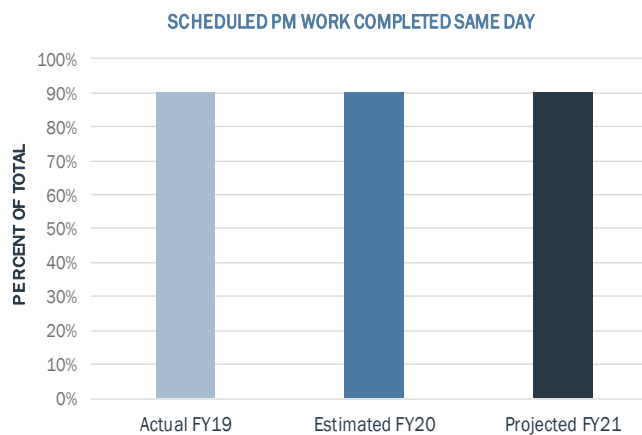
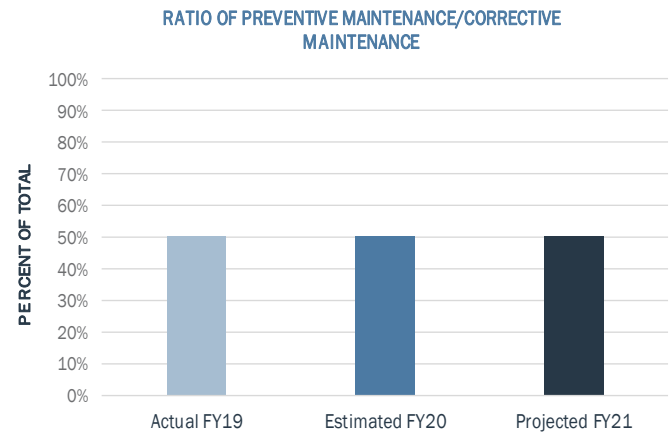
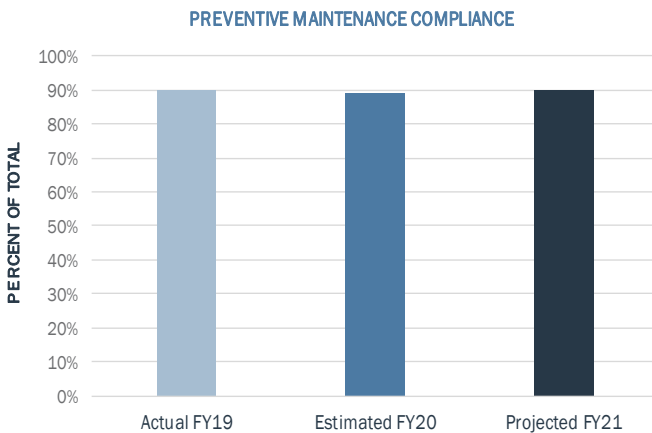
☐ None

DIVISION PROFILE - FLEET MANAGEMENT

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$873,426	\$942,806	\$1,088,429	\$1,137,765	\$1,175,932
Operations & Maintenance	190,702	293,971	264,422	216,586	2,296,632
Indirect Cost	275,584	272,938	321,037	506,839	431,400
Capital Outlay	87,481	232,951	153,745	224,819	59,000
Total	\$1,427,192	\$1,742,667	\$1,827,633	\$2,086,009	\$3,962,964
Authorized FTEs	13	13	13	13	13

Performance Indicators



REVENUE SOURCES AND TRENDS – TRANSIT FUND

Budgeted grant and fee related Transit Fund revenues total \$7,099,831, an increase of approximately 15% above estimated sources in FY 2020. The Wake County Transit Tax makes up \$2,657,014 of the \$7,099,831. Transit operations are also supported by a \$1,630,514 General Fund transfer in FY 2021 bringing the total Transit fund budget to \$8,730,345.

- **Vehicle License Fee = \$600,000**

The vehicle license fee tax is generated by the sale and/or renewal of vehicle licenses for vehicles owned by Cary residents. North Carolina General Statutes 20-97 and 20-97(a) give Cary the authority to impose a motor vehicle tax of no more than \$30 per year per resident vehicle for the following purposes: general use (no more than \$5 of the fee), public transportation (no more than \$5 of the fee) and maintaining, repairing, constructing, reconstructing, widening, or improving streets in Cary that are not part of the state highway system (remainder of the fee). The revenue reflected here is generated by the \$5 public transportation portion of Cary's \$30 fee.

- **GoCary Fares = \$544,737**

The FY 2021 budget for tickets sales reflects an increase of 51% from FY 2020 estimates. The decrease in fare collections for FY 2020 reflects the COVID-19 impact on GoCary ridership. While GoCary did not collect fares for the final three months of FY 2020, the FY 2021 budget remains higher than the estimates because the Coronavirus Aid, Relief, and Economic Security (CARES) Act will compensate GoCary for lost fare revenue during FY 2021. Staff will continue to monitor this account throughout the course of the year and will adjust through the rolling budget process if necessary.

- **Federal Transit Grant = \$2,966,106**

This represents a Federal Transit Administration grant to help offset operating costs of the service. Cary applies for this grant funding on an annual basis.

- **State Maintenance Assistance Program (SMAP) = \$217,487**

The State of North Carolina provides public transportation funding to designated urban transit agencies in North Carolina. In FY 2003, Cary received its first appropriation totaling \$50,000 for transit start-up from the North Carolina Department of Transportation.

- **Wake County Transit Tax = \$2,657,014**

The Wake County Transit Tax, which passed through successful referendum in November 2016, is a half-cent sales tax solely devoted to public transportation operations and capital infrastructure needs. Funding is allocated to municipalities in Wake County based on population and ridership.

- **Apex Reimbursement = \$114,487**

Starting in FY 2021, GoCary services will be added to parts of Apex. This transit service will be provided by GoCary and the Town of Apex will reimburse Cary for operating expenses of that route.

TRANSIT FUND SUMMARY

In October 2016, C-Tran officially became GoCary, and a new operations contract with a private transportation provider became effective. With this transition, both fixed route and door-to-door services began operating new and improved vehicles. The vehicles are equipped with advanced technologies for passenger convenience, safety and security, including automated passenger counters, audio/visual surveillance, ramps in lieu of lifts for passengers with disabilities and automatic vehicle location. Transit staff also procured route planning software that increases efficiencies in evaluating complex transit route scenarios to achieve increased ridership and overall productivity as well as provide effective public outreach capabilities and visualization for proposed changes.

In FY 2018, GoCary expanded services as part of the Wake County Transit Plan with a Sunday service for both fixed route and door-to-door as well as increased mid-day frequency on GoCary Routes 3, 4, 5 and 6. In FY 2021, GoCary service changes, including a new route on Weston Parkway, plus an anticipated addition of service to Apex results in increased services and the need to add more drivers, dispatchers, and supervisors. Additionally, two more vehicles were added to the fleet, which accounts for some increases in the fixed route budget. All of these changes are reimbursed by Wake Transit revenues.


	Actual FY 2017	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Estimated FY 2020	Adopted FY 2021
REVENUES						
Vehicle License Fees	\$647,798	\$706,238	\$571,814	\$500,000	\$579,284	\$600,000
Federal Transit Grant	979,498	1,513,313	1,514,183	1,589,415	3,583,610	2,966,106
State Grant (Allocation)	310,146	217,487	217,487	156,532	222,568	217,487
TJCOG Grant	-	-	4,157	-	-	-
Miscellaneous	-	-	363	-	18	-
Apex Reimbursement	-	-	-	-	12,873	114,487
Wake County Transit Plan	-	705,341	1,411,834	2,334,692	1,256,024	2,657,014
GoCary Fares	325,249	458,703	517,024	557,805	360,650	544,737
Transfer from General Fund	829,545	1,778,434	1,630,514	1,630,514	1,630,514	1,630,514
TOTAL REVENUES	\$3,092,236	\$5,379,516	\$5,867,376	\$6,768,958	\$7,645,541	\$8,730,345
OPERATING EXPENDITURES	\$4,230,404	\$5,001,386	\$6,619,290	\$7,155,783	\$7,304,782	\$8,863,995
Appropriation To (From) Fund Balance	(\$1,138,168)	\$378,130	(\$751,914)	(\$386,825)	\$340,759	(\$133,650)
Fund Balance - Start of Year	\$1,900,796	\$762,628	\$1,140,758	\$388,844	\$388,844	\$729,603
Net Fiscal Year Estimated Actual Results	-	-	-	2,460,154	-	-
Fund Balance - End of Year	\$762,628	\$1,140,758	\$388,844	\$2,462,173	\$729,603	\$595,953





TRANSIT

The Transit Division provides two public transportation services to the Cary community, including GoCary fixed route bus service and GoCary Door to Door complementary paratransit and demand response service. These services are designed to provide safe, clean, and reliable local circulation throughout Cary as well as regional connections throughout the Triangle. GoCary strives to be responsive to changing transportation needs with a focus on customer service to provide increased access, mobility, and transportation options for the Cary community.

Top Three Initiatives for the Fiscal Year

 Implement system-wide service improvements, including schedule and alignment adjustments to existing fixed routes to improve efficiency and reliability, and a new fixed route service along Weston Parkway, the Park West Village shopping area, James Jackson Avenue, and Cary Parkway. Associated capital improvements include new bus stops, sidewalk extensions, and updated bus stop signage.

 Complete the Downtown Multimodal Transit Facility feasibility study. The facility will serve as downtown Cary’s central transit services hub by accommodating local and regional bus service, bus rapid transit, and commuter and inter-city rail service (including Amtrak). Once the study is complete, the next steps involve land acquisition and facility design.

 Complete the design phase for a new transit operations and maintenance facility. This facility is planned to serve GoCary’s administrative, maintenance, fueling and vehicle storage needs, with the potential opportunity to serve other regional or departmental needs. Once facility design is complete, the next step is facility construction.

Significant Service Level Changes

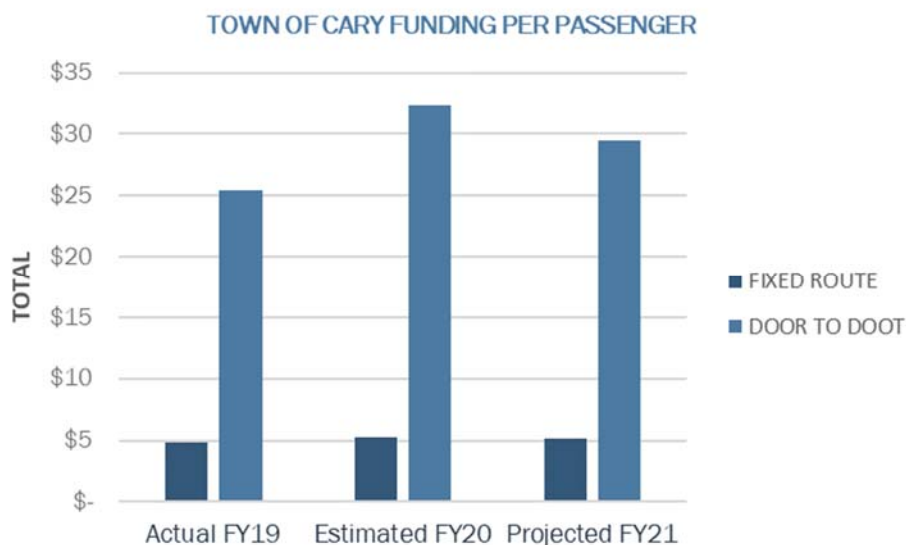
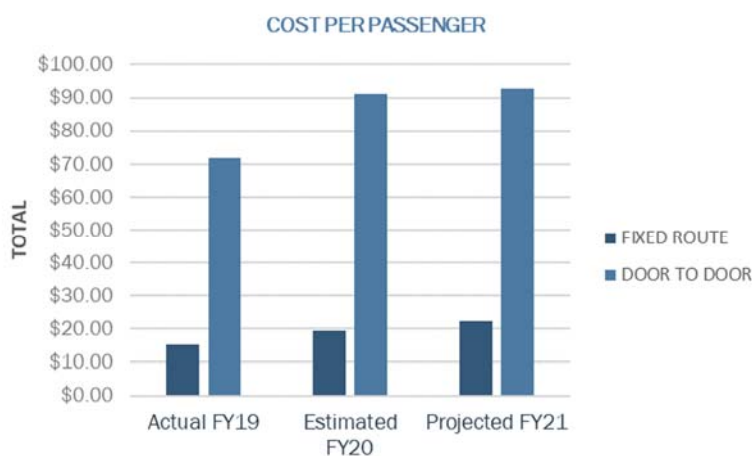
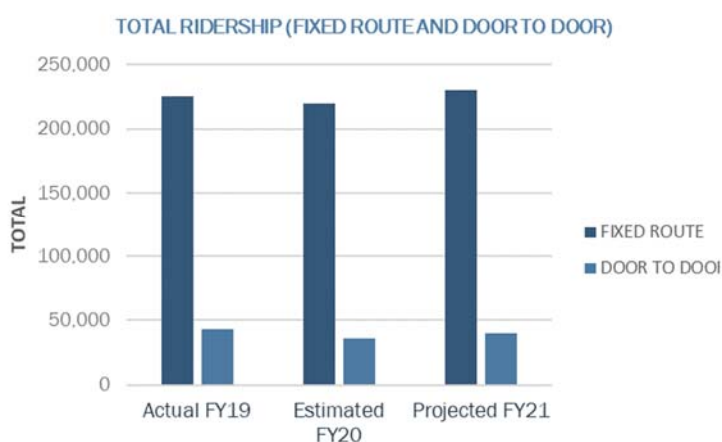
- ☐ New fixed route bus service along Weston Parkway 100% funded through Wake Transit.
- ☐ New fixed route express bus service connecting Cary and Apex during peak weekday commute hours.
- ☐ New twice-weekly fixed route tripper bus service providing better access to healthcare, grocery options, and parks and recreation facilities, particularly along a portion of Cary Parkway.
- ☐ Increased fixed route and demand response costs associated with increased staffing levels for bus operations and demand for Door to Door service.

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$328,651	\$401,934	\$462,770	\$598,638	\$802,096
Operations & Maintenance	3,901,754	4,550,450	5,975,027	6,480,892	7,887,261
Indirect Cost	-	49,000	214,363	225,252	174,638
Total	\$4,230,405	\$5,001,384	\$6,652,160	\$7,304,782	\$8,863,995
Authorized FTEs	4	5	7	7	7

*Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

Performance Indicators



BE SAFE BE KIND BE CARY

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 Cary'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, 2020 through June 30, 2025. The budgets will remain effective and will not expire for the entire five-year period.

	Actual FY 2017	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Estimated FY 2020	Adopted FY 2021
Revenues						
Annual Allotment of Federal Funds	\$222,001	\$918,539	\$497,852	\$650,000	\$422,500	\$694,670
COVID-19 Federal Allocation	-	-	-	-	-	408,652
Transfer from General Fund	-	-	149,000	107,000	107,000	-
Miscellaneous	-	118,061	-	-	-	-
TOTAL REVENUES	\$222,001	\$1,036,600	\$646,852	\$757,000	\$529,500	\$1,103,322
Operating Expenditures	\$222,001	\$1,036,600	\$646,852	\$757,000	\$490,376	\$1,103,322
Revenues and Other Sources Over (Under)						
Expenses and Other Uses	-	-	-	-	\$39,124	39,124
Fund Balance - Start of Year	-	-	-	-	-	-
Fund Balance - End of Year	-	-	-	-	\$39,124	\$39,124



HOUSING & NEIGHBORHOOD SERVICES

Housing and Neighborhood Services consolidates all Town of Cary housing-related activities, including housing development and rehabilitation, the Community Development Block Grant Program (CDBG), the Neighborhood Improvement Grant, Minimum Housing, and facilitation of code improvements. This holistic approach enables a more efficient and collaborative use of resources to meet the needs of our increasingly diverse and maturing community. Financially these programs and services are housed in various operational and capital funds and departments. The financial data below provides a consolidated view of the resources and activities related to the programs listed above.

Top Three Initiatives for the Fiscal Year



Sustain the character of Cary housing and neighborhoods through the Housing Rehabilitation Program and improvements to our code, which facilitate healthy neighborhoods. Activities will focus on Cary's geographic core and throughout the entire community, where appropriate.



Complete the Town of Cary's Housing Study. This document will be an update to the 2010 – 2020 Cary Affordable Housing Plan and help Cary meet its goals within the LIVE Chapter of the Imagine Cary Community Plan.



Support the expansion of housing choices and strong neighborhoods in Cary by strengthening our relationships with the development community, local nonprofits, faith-based groups, and intergovernmental entities.

Significant Service Level Changes

☐ None

Expenditure and Budget Summary

Activity	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel Services	\$168,658	\$176,334	\$297,562	\$654,542	\$627,285
Operations & Maintenance	675,308	1,230,811	833,956	968,580	1,480,061
Total	\$843,966	\$1,407,145	\$1,131,518	\$1,623,122	\$2,107,346
Authorized FTEs	2	2	2	6	6

Historical expenditure numbers presented above reflect the movement of telephone and utilities costs to a non-department expenditure category effective FY 2019.

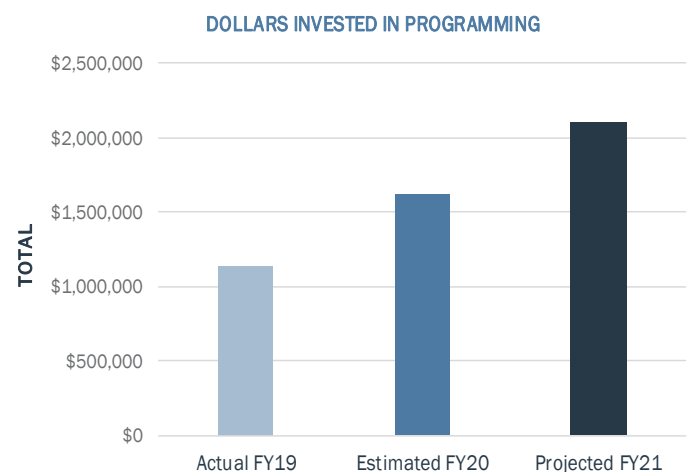
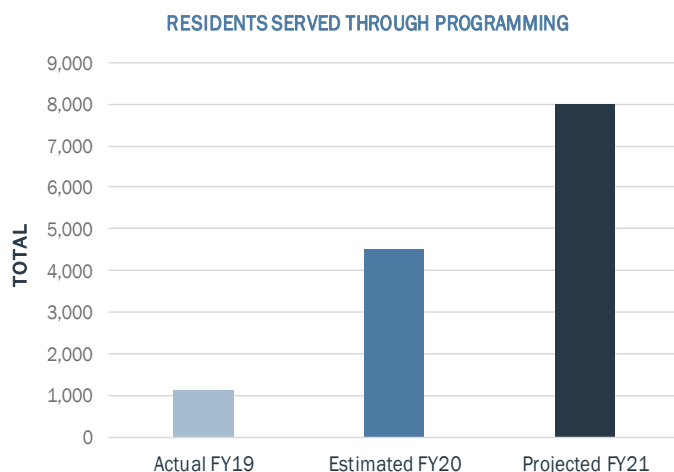
Revenue Sources and Trends

The two main revenue sources for Housing and Neighborhood Services are U.S. Housing and Urban Development (HUD) / Community Development Block Grant Program (CDBG) Program funds and transfers from the General Fund. U.S. HUD / CDBG Program funds generally comprise 60% of estimated annual revenues with General Fund Transfers making up the remaining 40% of budgeted revenues. FY 2021's U.S. HUD / CDBG allocation includes an additional \$408,652 in pandemic relief funds that Cary would not normally receive.

The HUD / CDBG Program funds enable the Town of Cary to partner with community and non-profit organizations which offer a wide range of programs and services that benefit low- and moderate-income Town residents. These programs work to ensure decent affordable housing, to provide services to the most vulnerable in our community, and to create jobs through the expansion and retention of businesses. Cary uses its direct annual funding allocation from HUD to locally promote the HUD objectives of decent housing, a suitable living environment, and opportunities to expand economic opportunities, principally for low and moderate-income persons.

Transfers from the General Fund primarily support personnel and program activity costs in the Housing and Neighborhood Services Fund and general capital projects that support owner-occupied rehabilitation and minimum housing projects.

Performance Indicators



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 2005 to develop a comprehensive economic development strategy. The Town Council approved \$750,000 within this restricted fund 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 outlined in the Economic Development Action Plan, including target sector recruitment, product development, business retention and expansion, downtown revitalization, sports tourism, participation in regional economic development programs and initiatives and entrepreneurial development.

	Actual FY 2017	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Estimated FY 2020	Adopted FY 2021
Revenues						
General Fund transfer for Economic Development Program	\$282,000	\$400,000	\$400,000	\$400,000	\$400,000	\$450,000
General Fund transfer for Grants Paid to Businesses	101,522	425,000	425,000	275,000	485,717	200,000
Contribution from NC Dept of Commerce for HCL	48,000	-	-	-	-	-
Contribution from One NC Grant for Proto Labs, Inc.	-	19,000	-	-	-	-
Total Revenues	\$431,522	\$844,000	\$825,000	\$675,000	\$885,717	\$650,000
Operating Expenditures						
Cary Chamber of Commerce Contract Renewal	282,000	332,000	382,000	400,000	592,500	400,000
Digital P Media	-	7,300	-	-	-	-
Octagon Inc.	-	10,000	-	-	-	-
Trilliant Networks	-	9,500	-	-	-	-
Proto Labs, Inc	-	-	150,000	-	37,500	-
Met Life	472,696	357,187	226,980	275,000	260,143	250,000
HCL - One NC Grant	96,000	42,000	-	-	-	-
Kelloggs	216,450	-	-	-	-	-
Total Expenditures	\$1,067,146	\$757,987	\$758,980	\$675,000	\$890,143	\$650,000
Revenues and Other Sources Over (Under) Expenses and Other Uses	(\$635,624)	\$86,013	\$66,020	-	(\$4,426)	-
Fund Balance - Start of Year	\$988,824	\$353,200	\$439,213	\$505,233	\$500,807	\$496,381
Net Fiscal Year Estimated Actual Results	-	-	-	(4,426)	-	-
Fund Balance - End of Year	\$353,200	\$439,213	\$505,233	\$500,807	\$496,381	\$496,381

EMERGENCY TELEPHONE SYSTEM (911) SPECIAL REVENUE FUND SUMMARY

In July 2007 NCGS 62A was revised to create a 911 Board with the responsibility for both wireless and wireline 911 in North Carolina. A single, statewide service charge of 70 cents per month per connection for any type of voice communication service was established. This 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 2017	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Estimated FY 2020	Adopted FY 2021
Revenues						
911 Combined System	\$516,622	\$693,077	\$693,677	\$575,467	\$527,511	\$464,523
Interest Earnings	801	3,036	7,224	-	-	-
Total Revenues	\$517,423	\$696,113	\$700,901	\$575,467	\$527,511	\$464,523
Expenditures						
Eligible Operating Costs	546,734	451,407	450,887	854,462	657,830	961,424
Adjustment to Prior Year Report	-	-	-	-	-	-
Total Expenditures	\$546,734	\$451,407	\$450,887	\$854,462	\$657,830	\$961,424
Other Financing Uses (Sources)						
Transfers out to Capital Projects Fund	-	-	-	-	-	-
Total Expenditures, Net Other Uses	\$546,734	\$451,407	\$450,887	\$854,462	\$657,830	\$961,424
Appropriation to (from) Fund Balance	(\$29,310)	\$244,706	\$250,014	(\$278,995)	(\$130,319)	(\$496,901)
Net Fiscal Year Estimated Actual Results	-	-	-	180,397	-	-
Ending Fund Balance	\$189,613	\$434,317	\$684,331	\$585,733	\$554,012	\$57,111

HEALTH AND DENTAL FUND

	Actual FY 2017	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Estimated FY 2020	Adopted FY 2021
Revenues						
Transfer from General Fund for OPEB	\$1,000,000	\$1,342,378	-	-	-	-
Transfer from Utility Fund Retiree Health	-	-	-	-	-	5,000,000
	\$1,000,000	\$1,342,378	-	-	-	\$5,000,000
Non-Rate Cost Reimbursement						
General Fund	715,440	822,924	814,514	818,894	818,894	820,465
Utility Fund	89,430	105,224	104,149	100,577	100,577	98,236
Fleet Fund	8,130	9,434	9,337	9,330	9,330	9,294
Transit Fund	-	-	-	4,199	4,199	5,005
	\$813,000	\$937,582	\$928,000	\$933,000	\$933,000	\$933,000
Premium Revenues						
Miscellaneous	(26,588)	-	-	-	-	-
Dental Premiums Active Town	529,590	533,644	531,679	793,898	498,155	793,898
Dental Premiums Active Employee	716,920	731,604	744,156	761,469	737,103	761,469
Dental Retiree Town	58,657	58,365	26,556	111,679	30,000	111,679
Dental Retiree Employee	54,268	39,852	60,281	40,000	72,000	40,000
Dental COBRA	4,581	2,360	3,035	-	-	-
Health Premiums Active Town	13,660,120	14,356,363	14,410,508	14,234,650	13,856,099	13,983,709
Health Premiums Active Employee	3,489,797	3,723,558	3,760,835	3,607,554	3,622,519	3,607,554
Health Retiree Town	944,302	1,040,558	473,444	1,723,091	945,000	1,723,091
Health Retiree Employee	155,914	190,566	178,620	190,600	237,099	190,600
Health COBRA	38,875	28,140	31,961	-	22,000	-
	\$19,626,437	\$20,705,010	\$20,221,075	\$21,462,941	\$20,019,975	\$21,212,000
Total Revenues	\$21,439,437	\$22,984,970	\$21,149,075	\$22,395,941	\$20,952,975	\$27,145,000
Expenses						
Non-Rate Related Costs						
Employee Flex - Town Contribution	361,513	363,929	344,956	500,000	325,050	500,000
Retiree - Medicare Premiums Paid	219,163	278,857	301,481	330,000	335,668	330,000
C-PHIT Program Costs	99,151	94,297	90,512	103,000	103,000	105,500
	\$679,827	\$737,083	\$736,949	\$933,000	\$763,718	\$935,500
Premium Related Costs						
Active Dental - Claims	1,343,700	1,380,901	1,409,266	1,488,658	1,322,382	1,542,516
Active Health - Claims	12,967,358	11,978,428	12,957,651	14,168,259	13,007,158	16,128,466
Active Health - Administration Fees	1,541,375	1,589,740	1,479,541	1,501,804	1,554,515	1,528,284
Active Dental - Administration Fees	72,511	65,872	55,709	72,224	65,000	71,628
Affordable Care Act (ACA) Fees	89,053	17,103	-	7,169	7,169	7,230
Vision - Administration Fees	238,857	242,383	244,698	330,996	330,996	336,624
Insurance Reimbursement	(612,087)	(124,631)	-	-	-	-
Retiree - Administration Fees	20,430	17,379	185,781	186,306	215,101	207,516
Retiree - Dental Claims	131,030	119,964	133,723	148,449	133,594	153,147
Retiree - Health Claims	2,118,608	1,618,078	1,758,421	1,822,224	1,732,231	1,670,241
Retiree - Dental Administration Fees	8,131	8,365	11,102	10,437	10,437	12,167
	\$17,918,966	\$16,913,582	\$18,235,892	\$19,736,526	\$18,378,583	\$21,657,819
Total Expenses	\$18,598,793	\$17,650,665	\$18,972,841	\$20,669,526	\$19,142,301	\$22,593,319
APPROPRIATION TO (FROM) FUND BALANCE	\$2,840,644	\$5,334,305	\$2,176,234	\$1,726,415	\$1,810,674	\$4,551,681
Reserved for other post employment benefits	1,000,000	6,334,305	8,510,539	11,805,692	10,321,213	14,872,894
Unreserved Fund Balance	6,845,882	6,845,882	6,845,882	6,845,880	6,845,882	6,845,882
Net Fiscal Year Estimated Actual Results	-	-	-	(1,484,477)	-	-
Ending Fund balance	\$7,845,882	\$13,180,187	\$15,356,421	\$17,167,095	\$17,167,095	\$21,718,776

The increases in fund balance are designed to set aside resources to address the Town's future obligations to retirees for health care benefits

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 Accounting 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 2017	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Estimated FY 2020	Adopted FY 2021
Worker's Compensation						
Revenues						
Transfer from General Fund	\$1,364,000	\$1,445,425	\$1,478,652	\$1,486,824	\$1,486,824	\$1,489,676
Transfer from Utility Fund	170,500	184,821	189,069	182,613	182,613	178,362
Transfer from Fleet Fund	15,500	16,570	16,951	16,940	16,940	16,875
Transfer from Transit Fund	-	-	-	7,623	7,623	9,087
Total Revenues	\$1,550,000	\$1,646,816	\$1,684,672	\$1,694,000	\$1,694,000	\$1,694,000
Expenditures						
Administration Fee	269,184	298,210	270,027	306,000	314,217	306,000
Claims Paid	1,433,249	1,637,286	1,140,741	1,388,000	1,304,408	1,487,005
Transfers Out	(25,213)	-	-	-	-	-
Total Expenditures	\$1,677,220	\$1,935,496	\$1,410,769	\$1,694,000	\$1,618,625	\$1,793,005
Appropriation to (from) Fund Balance	(127,220)	(288,680)	273,903	-	75,375	(99,005)
Finance Year-End Balance Sheet Entries*	-	-	(54,998)	-	-	-
Net Fiscal Year Estimated Actual Results	-	-	-	(54,999)	-	-
Worker's Compensation						
Ending Fund Balance	\$2,154,846	\$1,866,166	\$2,085,071	\$2,085,071	\$2,160,446	\$2,061,441
Small Claims & Losses						
Revenues						
Transfer from General Fund	440,000	438,854	438,854	-	-	438,854
Transfer from Utility Fund	55,000	56,115	56,115	-	-	56,115
Transfer from Fleet Fund	5,000	5,031	5,031	-	-	5,031
Total Revenues	\$500,000	\$500,000	\$500,000	-	-	\$500,000
Expenditures						
Claims Paid	\$249,883	\$265,178	\$198,711	-	\$181,108	\$500,000
Appropriation to (from) Fund Balance	250,117	234,822	301,289	-	(181,108)	-
Net Fiscal Year Estimated Actual Results	-	-	-	240,318	-	-
Small Claims & Losses						
Ending Fund Balance	\$2,131,537	\$2,366,359	\$2,667,648	\$2,667,648	\$2,486,540	\$2,486,540
Total Worker's Comp. & Sm. Claims						
Ending Fund Balance	\$4,286,382	\$4,232,524	\$4,752,718	\$4,752,718	\$4,646,985	\$4,547,980

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GENERAL CAPITAL IMPROVEMENTS BUDGET ORDINANCE

FISCAL YEAR 2021

BE IT ORDAINED by the Town Council of the Town of Cary, North Carolina, that the following General Capital Improvements anticipated revenues and project appropriations, and General Capital Reserve Fund Budget, are hereby adopted for the operation of the town government and its activities for the fiscal year beginning July 1, 2020 and ending June 30, 2021.

SUMMARY	
Transportation Capital Improvements Fund	\$63,630,075
Fire Capital Improvements Fund	2,100,000
Parks, Recreation, and Cultural Resources Capital Improvements Fund	21,185,000
General Government Capital Improvements Fund	23,813,000
Downtown Capital Improvements Fund	950,000
Total	\$111,678,075

Section 1. Transportation Capital Improvements Fund Projects **\$63,630,075**

REVENUES

RESTRICTED FUND BALANCE	\$9,313,365
RESTRICTED REVENUE	2,119,625
UNRESTRICTED FUND BALANCE	100,000
MISCELLANEOUS	2,750,000
WAKE COUNTY TRANSIT TAX FUNDS	18,015,075
GENERAL FUND TRANSFER	750,000
2019 PREMIUM PROCEEDS	1,341,005
SHAPING CARY'S TOMORROW BOND REFERENDUM	29,241,005
TOTAL REVENUES	\$63,630,075

Section 2. Fire Capital Improvements Fund Projects **\$2,100,000**

REVENUES

UNRESTRICTED FUND BALANCE	\$100,000
GENERAL FUND TRANSFER	2,000,000
TOTAL REVENUES	\$2,100,000

Section 3. Parks, Recreation, and Cultural Resources **\$21,185,000**

Capital Improvements Fund Projects

REVENUES

RESTRICTED FUND BALANCE	\$4,750,000
UNRESTRICTED FUND BALANCE	905,000
SHAPING CARY'S TOMORROW BOND REFERENDUM	12,419,091
2019 PREMIUM PROCEEDS	180,909
HOTEL/MOTEL OCCUPANCY TAX	1,250,000
INTERLOCAL REVENUE	600,000
GENERAL FUND TRANSFER	1,080,000
TOTAL REVENUES	\$21,185,000

Section 4. General Government Capital Improvements Fund Projects **\$23,813,000**

REVENUES

UNRESTRICTED FUND BALANCE	\$3,753,000
GENERAL FUND TRANSFER	20,060,000
TOTAL REVENUES	\$23,813,000

Section 5. Downtown Capital Improvements Fund Projects **\$950,000**

REVENUES

UNRESTRICTED FUND BALANCE	\$950,000
TOTAL REVENUES	\$950,000

Section 6. General Capital Reserve Fund Budget

The following Revenues and Inter-Fund Transfers are hereby authorized:

REVENUES

VEHICLE LICENSE FEES	\$2,600,000
HOTEL/MOTEL OCCUPANCY TAX	3,000,000
POWELL BILL FUNDS	2,969,805
INTEREST EARNED	2,120,000
UTILITY FRANCHISE FEES	595,931
TRANSPORTATION DEVELOPMENT FEES	789,316
TRIANGLE FUTBOL CLUB PAYMENT	181,467
APPROPRIATION FROM FUND BALANCE:	
POWELL BILL	1,930,915
INTERLOCAL REVENUE	600,000
HOTEL/MOTEL OCCUPANCY TAX	1,250,000
PAYMENT-IN-LIEU STREETS	1,508,995
VEHICLE LICENSE FEES	2,814,460
TRANSPORTATION DEVELOPMENT FEES	4,400,000
RECREATION-IN-LIEU WEST	4,500,000
RECREATION-IN-LIEU CENTRAL	250,000
UTILITY FRANCHISE FEES	1,140,500
UNRESTRICTED INTEREST EARNINGS	4,667,500
BOND PREMIUMS	1,521,914
TOTAL REVENUES	\$36,840,803

INTERFUND TRANSFERS

TRANSFER TO TRANSPORTATION CAPITAL PROJECTS FUND	\$14,215,000
TRANSFER TO FIRE CAPITAL PROJECTS FUND	100,000
TRANSFER TO PARKS & REC CAPITAL PROJECTS FUND	7,685,909
TRANSFER TO GENERAL GOVERNMENT CAPITAL PROJECTS FUND	3,753,000
TRANSFER TO DOWNTOWN CAPITAL PROJECTS FUND	950,000
RESERVE FOR CAPITAL NEEDS:	
HOTEL/MOTEL OCCUPANCY TAX	3,000,000
TRANSPORTATION DEVELOPMENT FEES	789,316
POWELL BILL	850,180
VEHICLE LICENSE FEES	2,600,000
UNRESTRICTED INTEREST EARNINGS	2,120,000
UTILITY FRANCHISE FEES	595,931
TRIANGLE FUTBOL CLUB PAYMENT	181,467
TOTAL INTER-FUND TRANSFERS	\$36,840,803

Section 7. Transfer From Capital Reserve Fund

The Budget Officer is hereby authorized to make transfers from the Capital Reserve Fund to the appropriate capital improvements fund(s) in the amount specified above.

Section 8. Fee Schedule

The fees as contained in Attachment A are hereby approved and adopted for Fiscal Year 2021.

Section 9. Authorizations and Restrictions on the Budget Officer

- Interfund transfer of monies, except as noted in Section 7, shall be accomplished by Town Council authorization only.
- The Budget Officer is hereby authorized to make transfers within funds, including those appropriations established by ordinances adopted prior to the effective date of this ordinance.
- All purchasing policies and laws, as related to the acquisition, construction, or purchase of the above capital improvements projects, remain in full force and effect.

Section 10. Utilization of Capital Improvements Budget Ordinance

This ordinance shall be the basis of the financial plan for capital improvements projects for the Cary municipal government during the 2021 fiscal year. The above revenue and expenditure authorizations shall extend from year to

Section 11. Statutory Definition of Project Ordinance

This Capital Improvements Budget Ordinance is adopted in conformance with Section 159-13.2 of the Local Government Budget and Fiscal Control Act.

UTILITY CAPITAL IMPROVEMENTS BUDGET ORDINANCE

FISCAL YEAR 2021

BE IT ORDAINED by the Town Council of the Town of Cary, North Carolina, that the following Utility Capital Improvements, anticipated revenues and project appropriations and Utility Capital Reserve Fund Budget, are hereby adopted for the operation of the town government and its activities for the fiscal year beginning July 1, 2020 and ending June 30, 2021.

SUMMARY	
Water Capital Improvements Fund	\$19,880,000
Sewer Capital Improvements Fund	12,155,763
Total	\$32,035,763

Section 1. Water Capital Improvements Fund Projects

\$19,880,000

REVENUES

RESTRICTED FUND BALANCE	\$6,829,767
UNRESTRICTED FUND BALANCE	1,210,638
REVENUE BOND DEBT PROCEEDS	3,800,000
UTILITY FUND TRANSFER	6,751,595
MUNICIPAL REIMBURSEMENT - TOWN OF APEX	1,288,000
TOTAL REVENUES	\$19,880,000

Section 2. Sewer Capital Improvements Fund Projects

\$12,155,763

REVENUES

RESTRICTED FUND BALANCE	\$6,440,737
UNRESTRICTED FUND BALANCE	-
UTILITY FUND TRANSFER	5,666,066
MUNICIPAL REIMBURSEMENT - TOWN OF APEX	48,960
TOTAL REVENUES	\$12,155,763

Section 3. Utility Capital Reserve Fund Budget

The following Revenues and Inter-Fund Transfers are hereby authorized:

REVENUES

WATER DEVELOPMENT FEE	\$4,647,469
SEWER DEVELOPMENT FEE	6,663,059
INTEREST EARNINGS	3,220,000
APPROPRIATION FROM FUND BALANCE:	
UNRESTRICTED UTILITY CAPITAL RESERVE FUND BALANCE	
UNRESTRICTED	1,210,638
RESTRICTED UTILITY CAPITAL RESERVE FUND BALANCE	
WATER DEVELOPMENT FEES	6,829,767
SEWER DEVELOPMENT FEES	6,440,737
TOTAL REVENUES	\$29,011,670

INTER-FUND TRANSFERS

TRANSFER TO WATER CAPITAL PROJECTS FUND	\$8,040,405
TRANSFER TO SEWER CAPITAL PROJECTS FUND	6,440,737
RESERVE FOR CAPITAL NEEDS:	
WATER DEVELOPMENT FEES	4,647,469
SEWER DEVELOPMENT FEES	6,663,059
INTEREST EARNINGS	3,220,000
TOTAL INTER-FUND TRANSFERS	\$29,011,670

Section 4. Fee Schedule

The fees as contained in Attachment A are hereby approved and adopted for fiscal year 2021.

Section 5. Transfer From Utility Capital Reserve Fund

The Budget Officer is hereby authorized to make transfers from the Utility Capital Reserve Fund to the appropriate capital improvements fund(s) in the amount specified above.

Section 6. Authorizations and Restrictions on the Budget Officer

- A. Interfund transfer of monies, except as noted in Section 5, shall be accomplished by Town Council authorization only.
- B. The Budget Officer is hereby authorized to make transfers within funds including those appropriations established by ordinances adopted prior to the effective date of this ordinance.
- C. All purchasing policies and laws, as related to the acquisition, construction, or purchase of the above capital improvements projects, remain in full force and effect.

Section 7. Utilization of Capital Improvements Budget Ordinance

This ordinance shall be the basis of the financial plan for capital improvements projects for the Cary municipal government during the 2021 fiscal year. The above revenue and expenditure authorizations shall extend from year to year until each individual project is complete.

Section 8. Statutory Definition of Project Ordinance

This Capital Improvements Budget Ordinance is adopted in conformance with Section 159-13.2 of the Local Government Budget and Fiscal Control Act.

Section 9. Other Transfers and Adjustments

The following special transfers/adjustments are occurring through approval of the FY 2021 capital improvements budget: None

BUDGET DEVELOPMENT PROCESSES

CAPITAL BUDGET

Our Process in the Midst of COVID-19

Cary employs a “rolling budget” process, which provides for mid-year adjustments to revenues, expenditures and service levels at quarterly intervals throughout the current fiscal year. Planning and development of the following year’s budget also occurs year-round with finalization of the recommended operating and capital budgets taking place between January and May. The recommended budget is presented to Council for consideration in May with adoption occurring at the last Council meeting in June. The new budget takes effect, in accordance with state law, on July 1.

Typically, this process is highly collaborative with department directors working together to analyze requests, consider priorities and craft a unified budget recommendation to the Town Manager. The Town Manager reviews the materials and incorporates adjustments to form the Manager’s Recommended Budget which is ultimately submitted to Town Council for consideration.

The evolving financial and service provision environment resulting from the pandemic led us to bring the core work of recommended operating and capital budget development back to our Financial Strategy team, Chief Financial Officer and Town Manager. This was a difficult decision to make as we have worked hard over the last three years to create a collaborative budget development process involving all department directors and key staff. Our intent is to return to our collaborative process described below for FY 2022 budget development. In the meantime, we will continue to utilize our quarterly meetings to make financial adjustments as we manage through the COVID-19 pandemic.

Developing the Capital Budget and Plan

Each year, staff prepares a capital budget and 20-year plan for Town Council’s consideration. The Capital Improvements Budget (CIB) and twenty-year Capital Improvements Plan (CIP) are recommendations to help meet Council policy directives in the areas of service delivery; infrastructure maintenance and development; financial conditions; and projects needed to further enhance the quality of life in Cary. The guiding policy document driving the development of the CIB/P is the Imagine Cary Community Plan, which was adopted on January 24, 2017. This plan sets out a long-term vision, policies, and strategic actions with a time horizon out to 2040. For more information about the Imagine Cary Community Plan, please visit www.townofcary.org/projects-initiatives/cary-community-plan.

The CIB presents Council-adopted revenue and expenditure amounts for FY 2021, while the Plan identifies future year funding needs for FYs 2022 – 2041. Staff matches or “programs” estimated dollars to specific projects for the four years following the budget year (FYs 2022 – 2025); however, these figures are strictly for planning purposes as only the budget year is officially adopted annually. The remaining 16 years of the CIB/P (FYs 2026 – 2041) indicate future infrastructure needs that do not have estimated funding sources identified.

Departments and divisions submit their capital budget and plan requests to the Financial Strategy Office in November. Capital requests describe each infrastructure need and identify both the total and annual dollar amounts needed to fully fund each project. Operating costs are also estimated. As with the development of the operating budget, the vision, priorities and values of the Imagine Cary Community Plan influence the development of capital project requests.

While department and divisional staff finalize their capital budget and plan requests, the Financial Strategy team within the Finance department estimates revenue for the current and four programming

fiscal years. The Financial Strategy team then matches funding to requests and submits a draft capital improvements budget and plan to the department directors for review.

In December and January, the department directors meet frequently to discuss and adjust the draft capital budget and plan. Decisions on whether and when to fund specific projects are made collaboratively with department directors focusing on how decisions benefit and impact the organization as a whole rather than a single department. This process ultimately yields the Department Director Recommended CIB/P which is submitted to the Town Manager for consideration.

The Town Manager's Recommended Capital Improvements Budget and Plan

The Town Manager reviews the Department Director Recommended CIB/P in April and meets with the Financial Strategy Team periodically to receive additional background information and address any follow-up questions. Any modifications made by the Town Manager are incorporated at this point and the document becomes known as the Manager's Recommended Capital Improvements Budget and Plan. This document is officially presented to Town Council with the operating budget at the first Town Council meeting in May and is also available to the public for review alongside the operating budget.

The Adopted Budget

The Town Manager and staff provide an overview of the CIB/P and focus Council discussions on significant infrastructure decisions during Council work sessions held in May and June. Council directives are confirmed during these meetings for incorporation into the budget.

Addressing Emerging Needs Throughout the Year

Once a new fiscal year begins, Finance Department staff regularly monitor revenue and expenditure activity and report this information to Town Council at quarterly meetings. Council may approve revenue and expenditure budget adjustments based on the year's experience at these meetings as well. Any financial resources required to support emerging infrastructure or major equipment needs or opportunities are also presented to Town Council for consideration during quarterly meetings.

Public Input

Citizens and businesses are encouraged throughout the fiscal year to share their budget priorities with Town Council and staff. Cary offers an array of public input communication options including email, voicemail, Twitter, Facebook and the opportunity to appear in person at a Public Speaks Out session at any Town Council meeting, or at budget-specific public hearings held in May and June.

FISCAL YEAR 2021 SUMMARY BUDGET SCHEDULE

Milestone	Date
Town Council Quarterly Meeting	November 7, 2019
Capital Budget Requests Due	November 22, 2019
Operating Budget Requests Due	February 28, 2020
Capital Budget/Plan Collaborative Work – Department Directors	March 12 – April 10, 2020 Meetings Cancelled Due to COVID-19. Financial Strategy Team, Chief Financial Officer and Town Manager Collaborate on Budget Development.
Operating Budget Collaborative Work – Department Directors	April 13 – April 25, 2020 Meetings Cancelled Due to COVID-19. Financial Strategy Team, Chief Financial Officer and Town Manager Collaborate on Budget Development.
Department Director Recommended Operating and Capital Budgets to Town Manager	April 13, 2020 Action Did Not Occur Due to COVID-19.
Official Presentation of Town Manager's Recommended Budget to Town Council at Quarterly Meeting	May 21, 2020
Town Council Quarterly Meeting and First Budget Worksession	May 21, 2020
Second Town Council Budget Worksession	June 8, 2020
Statutorily Required Budget Public Hearing	June 11, 2020
Additional Budget Public Input Opportunity	June 25, 2020
Council Budget Adoption	June 25, 2020

CAPITAL IMPROVEMENTS BUDGET OVERVIEW

Capital Budgeting Practices

The Capital Improvements Budget (CIB) identifies revenue sources and project funding needs. 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 2021 approved capital project, and while the CIP identifies future year projects for fiscal years 2022 through 2041, figures noted for fiscal years 2022 through 2041 are for planning purposes only and are not appropriations for those years. All amounts beyond FY 2021 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 twenty-year planning period.

Capital projects are grouped under the following categories:

Utility Capital

Sewer

Water

General Capital

Downtown

Fire

General Government

Parks, Recreation & Cultural Resources (PRCR)

Transportation

Fiscal Year 2021 marks the second year that Cary has produced a rolling 20-year capital improvements planning document. A 20-year planning tool of this magnitude has two significant benefits. First, it assists Cary 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.

The Fiscal Year 2021 budget process is the sixth in which Cary has limited planned appropriations in the four years following the budget year to the amount of funding projected to be annually available. Projects identified for FYs 2026 – 2041 are more likely to change in scope and timing. Staff annually evaluates each project and adjusts the CIB/CIP to reflect current expectations for the future.

Projects in the FY 2021 CIB year are adopted into the applicable project ordinance. This distinction means that any project-related contract entered into by Cary 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 Funding Principles

Cary's FYs 2021 – 2041 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 Cary Community Plan but also their

ability to yield a capital improvements budget/plan that adheres to the following four funding principles:

Funding Principle: Utilize as little debt as possible to minimize additional debt service obligations

Financial goals established by Town Council in March 2008 guide staff in the management of areas such as operating fund balances and debt service. These goals establish 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, 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 Cary's utility revenues, 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.

Funding Principle: Maximize the use of existing capital reserve fund balances

Fund balance represents monies that 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.

Funding Principle: Minimize reliance on FY 2021 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. Cary minimizes the use of current year capital reserve revenues to limit the risk of revenue shortfall from variable sources.

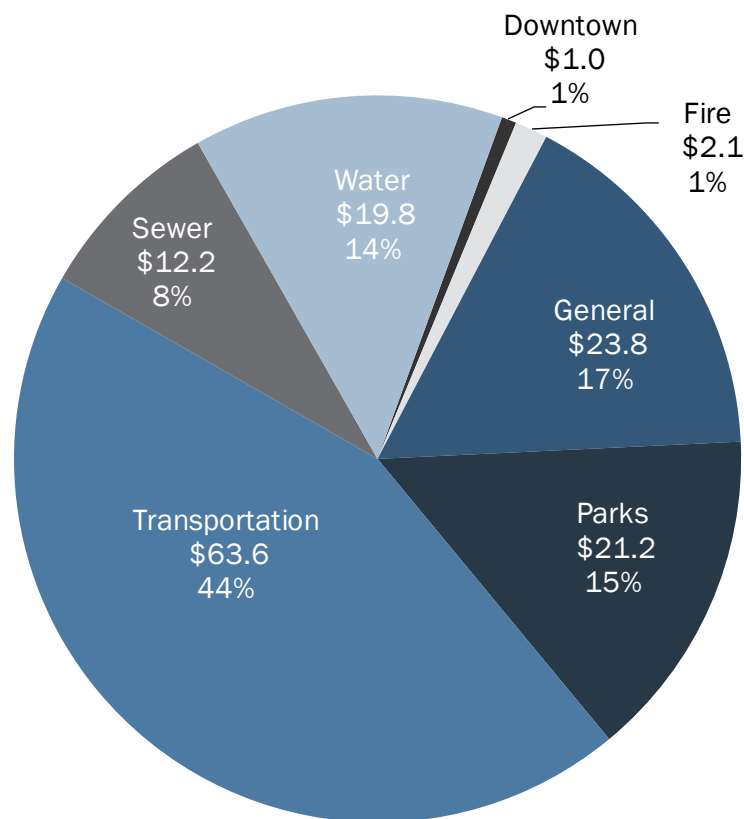
Funding Principle: Limit transfers from the general and utility operating funds for capital purposes

Transfers from Cary'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 of this "one time" funding source are conservatively applied to support capital needs.

By the Numbers - The FY 2021 Capital Improvements Budget

The \$143,713,838 Fiscal Year 2021 capital improvements budget (CIB) represents a 91% increase over the FY 2020 adopted CIB. The primary reason for the FY 2021 increase is the inclusion of \$43.2 million of *Shaping Cary's Tomorrow* bond projects within the Transportation and Park, Recreation and Cultural Resources categories.

TOTAL FY 2021 CAPITAL IMPROVEMENTS \$143,713,838



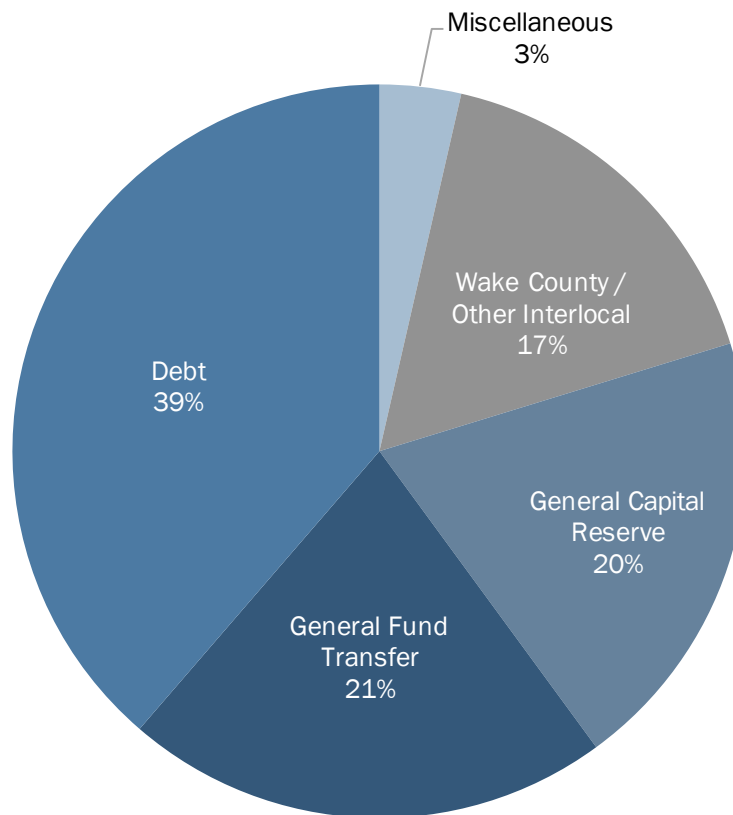
General Capital Project Funding

FY 2021 general capital project appropriations total \$111,678,075. These appropriations are supported by a variety of funding sources, including:

- \$43.2 million of debt funds
- \$23.9 million of general fund transfer funding
- \$21.9 million of general capital reserve revenue and fund balance appropriations
- \$18.6 million of Wake County transit tax / other Interlocal funds
- \$4.0 million of miscellaneous funding

FY 2021 GENERAL CAPITAL IMPROVEMENTS

FUNDING SOURCES = \$111,678,075



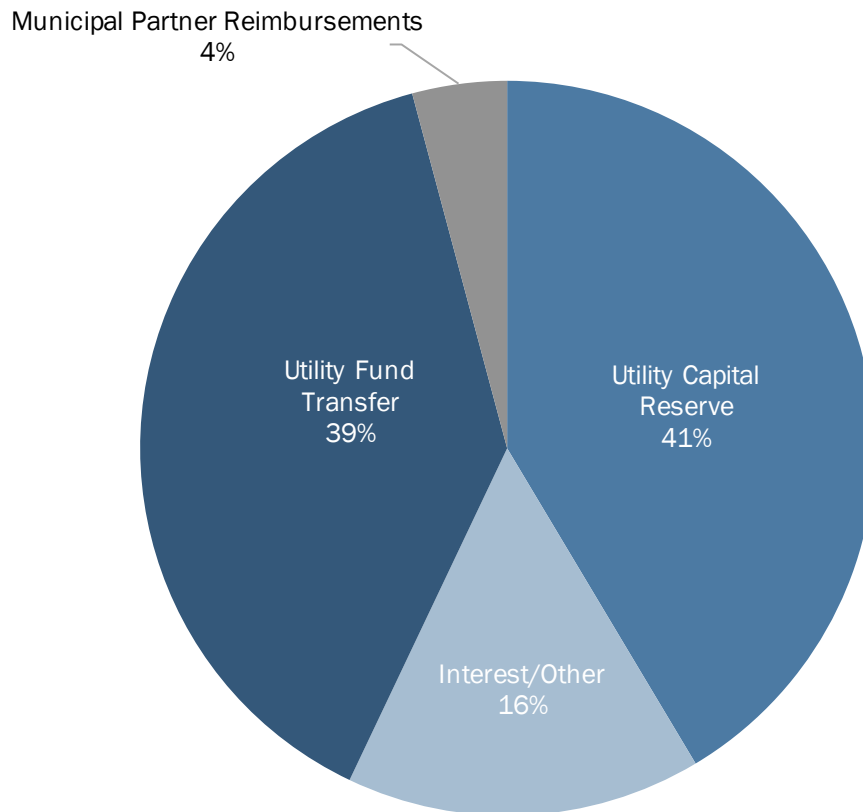
Utility Capital Project Funding

Utility capital project appropriations total \$32,035,763 in FY 2021. These appropriations are supported by a variety of funding sources, including::

- \$13.3 million of utility capital reserve fund balance appropriations
- \$12.4 million of utility fund transfer funding
- \$5.0 million of interest earnings / other funding
- \$1.3 million of municipal partner reimbursements

FY 2021 UTILITY CAPITAL IMPROVEMENTS

FUNDING SOURCES = \$32,035,763

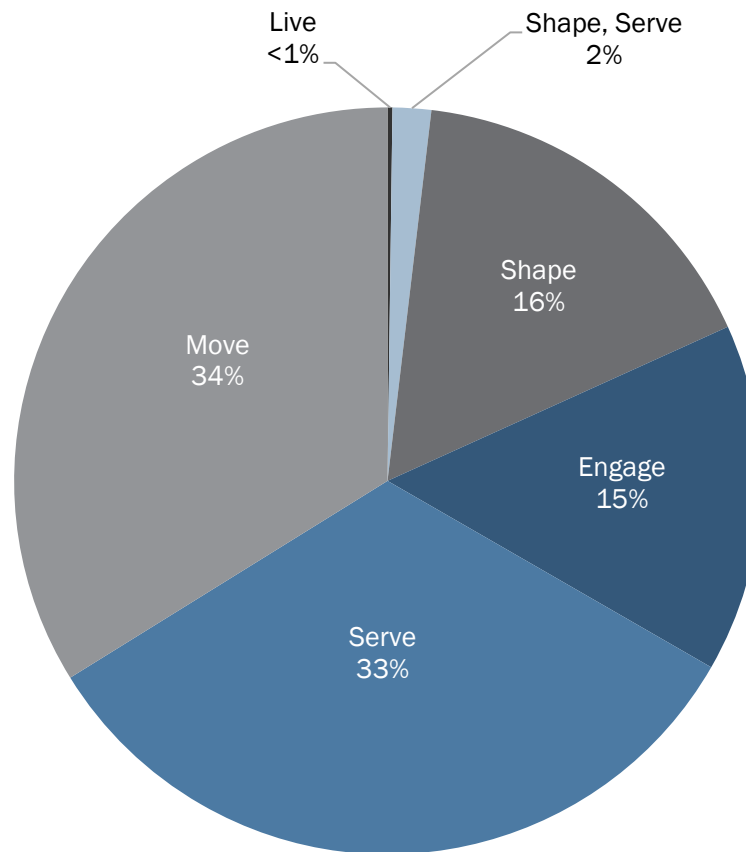


FY 2021 Capital Projects – Where Imagination and Infrastructure Planning Come Together

The \$143.7 million FY 2021 capital appropriation supports a wide variety of projects aligned with the opportunities, values and policy directions set forth by the Cary Community Plan. Having presented Cary's funding principles, practices and available revenue sources guiding the development of the FY 2021 CIB, it's important to remember that the projects funded in this budget aren't simply infrastructure improvements. Rather, they are actions that directly support the vision set forth by our guiding policy document.

The following table presents the total FY 2021 capital budget by the thematic chapters of the Imagine Cary Community Plan. The following sections provide a closer look at a number of projects (or actions) funded in the budget year. For detailed information on every project funded in FY 2021, please see the CIB Projects section of this document.

FY 2021 CAPITAL PROJECTS BY CHAPTER



SERVE

The *Serve* theme within the Imagine Cary Community Plan focuses on Cary's responsibility to plan and provide essential public services to residents and businesses. Water, sewer, police, fire, storm drainage, general Town facility maintenance and technology infrastructure projects are all examples of actions Cary takes to serve its community in the best manner possible. FY 2021 appropriations to the *Serve* theme total \$47,198,763 making up 32.8% of the year's total capital budget.

FY 2021 Serve Highlights

- \$ 7,000,000 Sewer System Repair / Rehabilitation
- \$ 6,500,000 Enterprise Resource Planning (ERP) Technology Platform Replacement
- \$ 5,000,000 Upgrade Water Lines
- \$ 2,000,000 Self Contained Breathing Apparatus (SCBA) Replacement (Fire)
- \$ 2,000,000 Aquastar Water Meter & Radio Replacement
- \$ 1,000,000 ADA Improvements – Town Facilities

MOVE

The Imagine Cary Community Plan's *Move* theme recognizes that Cary has a strong existing transportation network with well-designed streets, good sidewalk coverage, a variety of bicycle facilities and an efficient transit system. The goal of the *Move* segment of the plan is to ensure that continued investment in infrastructure and implementation of policies improves mobility for Cary residents, workers and visitors. Cary's transportation capital project category supports this goal. FY 2021 appropriations to the *Move* theme total \$48,630,075 making up 33.8% of the year's total capital budget.

FY 2021 Move Highlights

- \$17,600,000 GoCary Regional Operations and Maintenance Facility
- \$ 7,100,000 Street Improvement Project
- \$ 6,100,000 Carpenter Fire Station Road Widening – NC55 to East of Cameron Pond
- \$ 6,000,000 Complete 540 Enhancements (NCDOT Reimbursements)
- \$ 3,200,000 Louis Stephens Drive / Carpenter Upchurch Road Sidewalk
- \$ 2,750,000 Schools – Street Improvement Reimbursements
- \$ 1,750,000 Sidewalk and Pedestrian Improvements
- \$ 1,000,000 Intersection Improvements

ENGAGE

The *Engage* theme is built upon the Parks, Recreation and Cultural Resources Master Plan, the 2012 Public Art Master Plan and the Historic Preservation Master Plan, which present Cary's policies for each of these areas.

Recent surveys have shown that Cary residents place a high value on Cary's parks and recreation facilities and that making improvements and/or renovating existing facilities is a high priority. Due to the local trend showing an aging and culturally diversifying population, Cary will strive to enhance recreational opportunities through programming (such as fitness, heritage, environmental education and science, technology, engineering and math education, and therapeutic and specialized recreation for seniors) and the exploration of new facilities to meet the growing and changing recreational needs.

The Parks, Recreation and Cultural Resources (PRCR) project category, along with elements of the general government project category, support the Cary's *Engage* efforts. FY 2021 appropriations to the *Engage* theme total \$21,685,000 making up 15.1% of the total capital budget.

FY 2021 Engage Highlights

- \$8,900,000 Carpenter Fire Station Neighborhood Park
- \$6,100,000 McCrimmon Neighborhood Park
- \$1,000,000 Black Creek Greenway – Phases I, II, and V

SHAPE

Once a small crossroads town, Cary has grown to be a mid-sized community of national distinction. Since 1990, Cary's growth tripled from more than 43,000 in 1990 to more than 133,000 in 2010, making it the seventh most populated municipality in North Carolina. While the 5% yearly growth rate experienced over the last few decades is expected to decline, Cary is projected to continue to grow. By 2040, regional projections suggest that Cary will reach a population of 193,000. Cary has an opportunity today to define the way in which new housing, employment, shopping, and public services are provided to the new 50,000 residents that will likely call Cary home in the future.

Town-wide growth has propelled the Cary community forward and created high-value living and working options. All the while, the downtown area continues to maintain its historic character and central civic focus. Downtown has been one of the primary areas in Cary for focused investment. Recent efforts to bring greater vitality and activity to Cary's downtown have resulted in strategic public investments that have improved and modernized street infrastructure, revitalized historic buildings, and enhanced civic space for the Town's residents and visitors. Today, business representatives and community members are recognizing the need for downtown expansion and redevelopment that builds off of the area's existing assets and adds more dining, entertainment, housing, and employment options in Downtown Cary. Many opportunities exist to transform downtown into a vibrant destination that accommodates live, work, play, and learn opportunities. A short walk between Cary's unique destinations, diverse supporting neighborhoods, and a future downtown regional transit hub would make it easier for workers and residents to access opportunities in and around the heart of Cary.

The FY 2021 capital appropriations to the *Shape* theme total \$23,500,000, making up approximately 16.4% of the total capital budget. There are an additional \$2,400,000, 1.7%, of projects classified as both Shape and Serve. These are Stormwater projects which not only shape the way Cary develops, but also serve residents and businesses by resolving stormwater issues that have arisen as Cary grew.

Downtown revitalization infrastructure initiatives are also a focus of the Cary's work in the Shape category. Since FY 2011, the Town has appropriated over \$44 million for downtown revitalization infrastructure initiatives.

FY 2021 Shape Highlights

- \$7,000,000 Cary Indoor Sports Facility Potential Site Acquisition
- \$1,000,000 Western Cary Community Facility
- \$15,000,000 Downtown Parking Development
- \$500,000 Downtown Business Improvement District Development Fees
- \$250,000 Downtown Strategic Parking and Mobility Plan
- \$200,000 Rogers Alley Improvements
- \$50,000 Downtown Rehabilitation and Façade Improvement Program

LIVE

The *Live* theme focuses on ensuring that there are adequate housing choices for Cary's changing population, while maintaining the traditional character of Cary.

Cary has a national reputation as being a premier suburban community located within the heart of the Research Triangle Region. The Town has been very successful at providing high-quality single-family housing for families in desirable neighborhoods. The challenge moving forward is to provide quality, housing options in convenient locations that can serve households seeking a different lifestyle in Cary.

Another factor influencing the *Live* theme is the fact that Cary had a significant housing boom over the last two decades, comprising nearly 90% of the housing stock in Cary's neighborhoods. In 2013, Cary had approximately 4,000 homes that were more than 40 years old, most of them located proximate to downtown. By 2032, it is estimated that 23,000 homes will be 40 years old. Looking long-term, these aging neighborhoods will need maintenance and investment to maintain attractiveness to new home buyers and renters.

The general government capital project category supports Cary's *Live* efforts. FY 2021 appropriations to the *Live* theme total \$300,000 making up approximately 0.2% of the total capital budget. Cary also receives significant funding from the Community Development Block Grant program for affordable housing initiatives which are reflected in the annual operating budget.

FY 2021 Live Highlights

- \$300,000 Housing Capital Projects

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CAPITAL IMPROVEMENT BUDGET PROJECT DESCRIPTIONS

Brief descriptions of each capital project included in the FY 2021 CIB follows. The funding amounts indicated in these descriptions apply only to FY 2021. Anticipated operating budget impacts such as staffing and maintenance associated with each project are noted where applicable. These impacts reflect inflation for the first full year of operation using an inflation factor of 5%.

GENERAL CIB – DOWNTOWN PROJECTS

A. Downtown – BID Development Fees - \$500,000

First Year Estimated Operating Costs: None

Town Council approved the creation of a Downtown Business Improvement District (BID) on June 28, 2012 to encourage downtown redevelopment. To advance the timing of potential private investment in the downtown core, the BID was established to mitigate development fees for new private development in the downtown area. Appropriations through FY 2020 total \$1,050,399. Appropriations of \$500,000 are requested in FY 2021, 2022, 2023 bringing total project requests to \$2,550,399.

B. Downtown Strategic Parking and Mobility Plan - \$250,000

First Year Estimated Operating Costs: None

This project funds the study of downtown mobility opportunities to determine the need for and best placement of parking facilities and how to best incorporate and encourage other mobility options (walking, biking, etc.).

C. Rogers Alley Improvements - \$200,000

First Year Estimated Operating Costs: None

This project provides funding for improvements to Rogers Alley to complement street-front retail and office space development at the Rogers Building. Improvements connected with this project include new, wider sidewalks to enhance the pedestrian experience and features that will also improve stormwater management. The \$200,000 appropriated in FY 2021 is expected to fully fund this project.

GENERAL CIB – FIRE PROJECTS

A. Fire Station Rehabilitation - \$100,000

First Year Estimated Operating Costs: None

This project provides funds for major facility maintenance and upgrades to Cary's older fire stations. The FY 2020 capital improvements budget included \$182,000 for bathroom and/or kitchen renovations at stations 3, 4 and 5. The \$100,000 FY 2021 appropriation funds a facility assessment of Station 6 to identify major maintenance needs at that location. Future year funding needs will be identified based on the recommendations of this assessment.

These fire stations range in age from 24 to 33 years and are at a point where significant maintenance is warranted to extend their useful lives.

B. Self-Contained Breathing Apparatus (SCBA) Replacement - \$2,000,000

First Year Estimated Operating Costs: None

This project provides funds for the wholesale replacement of the department's SCBA, which will have met the end of their approved service life per the National Fire Protection Association (NFPA) recommendation. The purchase of new breathing apparatus requires the purchase of new face pieces for each member as the face piece and breathing apparatus must be within the same year of standard.

Self-Contained Breathing Apparatus (SCBA) are supplied air respirators that provide respiratory protection while in atmospheres considered to be immediately dangerous to life and health. This includes building fires, confined space areas, hazardous material spills, as well as a variety of first responder activities. The SCBA includes a face piece, compressed air tank, and regulator valve.

The \$2,00,000 FY 2021 appropriation is expected to complete this project.

GENERAL CIB – GENERAL GOVERNMENT PROJECTS

A. Americans with Disabilities Act (ADA) Improvements– \$1,000,000

First Year Estimated Operating Costs: None

This project originated from the completion of Cary's ADA Transition Plan that is a federal requirement for all state and local governments. The ADA Transition Plan identifies and prioritizes the removal of accessible barriers restricting access to Cary's supported programs and services. Over 120,000 accessible features were surveyed at 70 Town facilities and approximately 12,000 barriers were identified. Examples of the accessible barrier removal work include remounting existing bathroom accessories per building code compliance, repairing/replacing sidewalk sections, and regrading disabled parking spaces.

This project provides for accessibility modifications and improvements to Cary facilities as outlined in our ADA Transition Plan. A total of \$835,350 has been appropriated through FY 2019. The \$1,000,000 FY 2021 appropriation provides for continued implementation of corrective measures.

B. Affordable Housing - Owner Occupied Housing Rehabilitation – \$300,000

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. Cary'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.

C. Cary Indoor Sports Facility Potential Site Acquisition - \$7,000,000**First Year Estimated Operating Costs: None**

These funds support potential site acquisition associated with the possible development of an indoor sports facility. If pursued, the facility would be located within the Eastern Cary Gateway, specifically within the Cary Towne Center redevelopment area.

D. Downtown – Downtown Rehab and Façade Improvement Program - \$50,000**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 Cary. 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.

E. Enterprise Resource Planning (ERP) Technology Platform Replacement - \$5,000,000**First Year Estimated Operating Costs: Operating costs will be identified at the point a specific product is selected.**

An ERP system manages all financial and human resources transactions/functions. These essential processes support core mission critical functions. Total project cost is \$6.5 million with \$5 million provided by the general fund and \$1.5 million from the utility fund.

Cary's existing ERP system has been in place for 30 years and has exceeded its useful life. Implementation of a new ERP will improve processes, automate high-volume and repetitive tasks and increase productivity. Selecting a system that interfaces with our Salesforce technology will also lead to enhanced reporting and data analysis capabilities.

F. Facility Long-Term Operations and Maintenance (O&M) Plan - \$200,000**First Year Estimated Operating Costs: None**

This project provides funding to conduct facilities assessments that will provide an accurate picture of future capital funding needed to maintain our facilities. These assessments will provide a 20-year capital expense matrix for facilities and identify associated facility system operational and maintenance (O&M) costs.

Total project cost is estimated at \$500,000 with \$150,000 appropriated to date. The \$200,000 FY 2021 appropriation will continue to complete facility assessments of community centers, Jordan Hall, Cary Arts Center, and the Cary Theater. The FY 2022 funding request of \$150,000

will complete assessments of all facilities and provide long range operating and maintenance plans. Future requests may be added to reassess facilities to ensure long range capital planning for maintenance and repair is accurate.

G. Facility Painting Interior and Exterior - \$85,000

First Year Estimated Operating Costs: None

This project supports a planned interior and exterior painting program for Town facilities. The \$85,000 FY 2021 appropriation provides for painting of the Cary Depot, Middle Creek Park, Fire Station 5, and Fire Station 1. Quality care of painted surfaces is an important component of a sound facilities maintenance program. The correct type of paint, properly applied, provides an attractive environment, preserves the useful life of building components and aids in housekeeping. The useful life of painted surfaces varies widely based on how the facility is programmed. Painted surfaces should be evaluated every five years with an expectation of repainting every six to eight years.

H. Facility Security - \$100,000

First Year Estimated Operating Costs: None

This project provides for the installation of security improvements at Town facilities based upon consultant and staff recommendations. Improvements could include installation of security technology, workspace modifications, and point of entry adjustments. This project facilitates smaller, more immediate installations.

Proper security at Town facilities can help protect employees, assets, and ensure a better citizen experience.

I. Heavy Equipment Replacement - \$600,000

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. Cary's Fleet Management staff evaluates existing heavy equipment annually and recommends replacement for equipment that has met its life expectancy based on age, hours of use, and maintenance and repair costs. Replacements are identified according to factors such as schedule, useful life expectancy, repair history and condition review.

J. Historic Preservation of Character Structures - \$500,000

First Year Estimated Operating Costs: None

This project provides funds for the preservation and/or rehabilitation needs of Town-owned structures that are more than 50 years old and contribute significantly to the historical character of Cary. Cary currently owns more than 20 structures at six sites located throughout Cary. These funds will be utilized for a variety of purposes, including purchase of structures, relocation of structures, upfitting for a tenant or public use, and overall structural stabilization. Once a structure has a permanent use, it will no longer be eligible for funding from this project.

K. HVAC Replacements and Major Maintenance - \$210,000**First Year Estimated Operating Costs: None**

This project provides for scheduled heating, ventilation, and cooling (HVAC) replacements and major maintenance at Town facilities. The FY 2021 appropriation totaling \$210,000 provides for replacements and maintenance at Public Works Operations Building B and Bond Park Community Center (gymnasium units).

The replacement schedule was created based on useful life estimates for the equipment. As the time of replacement approaches, maintenance history and current performance are considered before determining if the unit may remain in service longer than anticipated or if replacement is indeed warranted. Routine maintenance and scheduled replacement of HVAC equipment is an important component of a well-managed facilities maintenance program. Planning for repairs and maintenance allows for better cost and efficiency management.

L. Internal Roads Resurfacing - \$420,000**First Year Estimated Operating Costs: None**

This project provides for the maintenance of roads internal to Town facilities that are experiencing subsurface failures and/or aging asphalt. In some cases, asphalt may simply require a surface coating for protection and extended life rather than total resurfacing. This project complements the routine parking lot resurfacing will be coordinated with those projects whenever possible.

The \$420,000 FY 2021 appropriation supports resurfacing the roads at the Bond Park.

M. Internal Security – \$218,000**First Year Estimated Operating Costs: None**

This project provides for purchase of security products to reinforce network monitoring, vulnerability management, and website security protections associated with the organization's information systems. An internal security audit identified security enhancements beneficial to our organization's information systems. This project addresses those potential internal security vulnerabilities and further protects both Cary's and citizen data.

N. Parking Lot Resurfacing - \$90,000**First Year Estimated Operating Costs: None**

This project provides for the repair and restoration of Town-owned parking areas. The \$90,000 appropriated in FY 2021 supports the following parking surface renovations at Fire Stations 4, 5, 6, and 7.

Parking areas are placed on a 10-year sealing schedule and a 20-year resurfacing schedule due to heavy use that causes significant wear. Upon inspection of the parking areas, resealing and minor repairs are recommended over resurfacing when appropriate. These repairs are coordinated with Cary's Americans with Disabilities Act (ADA) improvements to ensure that when a parking lot is addressed, all ADA needs are met.

O. Police Evidence Room - \$600,000

First Year Estimated Operating Costs: None

This project provides for modifications within the Police Department facility that will provide additional storage capacity for evidence that Cary is required to collect and maintain. The \$600,000 FY 2021 appropriation fully funds identified improvements.

P. Roof Assessment and Rehabilitation Program - \$800,000

First Year Estimated Operating Costs: None

This project provides for the routine replacement and/or rehabilitation of Town facility roofs based on a comprehensive assessment. Historically, roof replacement has occurred on a case by case basis as Cary's Public Works department identifies need. Having a comprehensive assessment allows Cary to proactively plan, identify and prioritize roof maintenance, repair, and rehabilitation rather than addressing it on an emergency basis. Prior planning also allows for the investigation of potential cost reducing approaches and helps ensure adequate funds are available to cover repair needs.

The \$800,000 FY 2021 appropriation provides for routine roof replacement/repair at Town Hall buildings A and B and the Council Chambers.

Q. Salesforce Phase II - \$1,300,000

First Year Estimated Operating Costs: None

This project further develops the MyCary application to support Cary Teen Council, ticketed events, volunteer management, league management, and donation management functions. MyCary has been developed utilizing the Salesforce customer relationship management platform.

Total project cost is estimated at \$1,360,000. The FY 2021 appropriation supplies the majority if this funding with the remaining \$60,000 identified in FY 2022.

R. Sanitation and Recycling Truck Replacement - \$1,000,000

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 sanitation and recycling vehicles as they are retired and for the addition of new routes/trucks. Sanitation and recycling trucks are typically replaced every eight years. Cary'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 smooths out the impact of replacements on the general fund.

S. Storm Drainage Project – Private Assistance - \$300,000

First Year Estimated Operating Costs: None

The Storm Drainage - Private Assistance project is a program through which private property owners may petition Cary for assistance in mitigating qualifying storm drainage issues on private property. Eligible assistance requests must be from Town of Cary property owners who have suffered structural flooding or major stream erosion due to storm drainage. Benefited property owners enter into an agreement with the Town prior to construction agreeing to pay for 50% of the

project construction costs. The property owner must then pay this proportionate share in installments with the initial payment being due prior to beginning construction.

This project is the result of Cary's storm drainage Policy Statement 35 enacted by Town Council in May 2005 and revised on October 30, 2014. Benefits of this project include the ability to:

- reduce or eliminate risk to citizen safety due to stormwater issues.
- establish open space.
- improve water quality.
- reduce flooding.

T. Storm Drainage Project – Town Properties - \$300,000

First Year Estimated Operating Costs: None

The Storm Drainage – Town Properties project focuses on improving the storm drainage system in street rights of way and on Town properties. This program includes addressing undersized or broken culverts/storm drainpipes, flooding resulting from improperly sized culverts, broken storm drainpipes as well as a variety of issues encountered due to stormwater infrastructure impacting the Town right-of-way, other public property or private property adjacent to the Town maintained storm drainage system.

Potential drainage improvement sites on Town properties are analyzed and prioritized annually. Town Council reviews and approves a list of improvement sites to be addressed each year using available funds from this capital project. This project is the result of Cary's storm drainage Policy Statement 146 enacted by Town Council in May 2005 and revised on October 30, 2014. Benefits of this project include the ability to:

- stop structural flooding resulting from inadequate or malfunctioning Town infrastructure.
- reduce the risk of flood waters overtopping roads at culvert crossings.
- upgrade infrastructure to current standards.
- capture water from roadways prior to it causing structural flooding.

U. Stormwater Condition Assessment and Rehabilitation Program - \$800,000

First Year Estimated Operating Costs: None

Cary's stormwater infrastructure database indicates there are approximately 22 miles of stormwater pipe that are more than 50 years old, of which roughly 74% are in Cary's right of way. This project funds systematic testing and evaluation of Cary's culvert infrastructure.

A general condition assessment of these culverts with respect to their geographic location, age, capacity analysis and evaluation of their remaining service life will enable staff to plan for the systematic replacement/rehabilitation of infrastructure utilizing rehabilitation technologies prior to structure failure.

V. Stormwater Open Space Planning - \$500,000

First Year Estimated Operating Costs: None

As part of the Cary's ongoing adaptive environmental initiatives, open space acquisition in critical environmental areas has been identified as a key strategy in accomplishing multiple goals such as removing development from flood-prone areas and utilizing these areas for flood storage, recreation, and tree canopy restoration. These efforts will accomplish a number of Town Council initiatives and provide ideal natural linear corridors for our citizens to enjoy.

W. Stormwater Sensors - \$200,000**First Year Estimated Operating Costs: None**

This project supports the installation of rain and stream gauges across Cary and their integration with other Town Internet of Things (IoT) and Smart Cities initiatives. Cary has more than 300 miles of streams with 94 road-crossing culverts in defined floodplains. Each of these points is a potential location to collect data on stream level in real time. Water level sensor technology is advancing at a rapid rate. The data collected can also be used to calibrate flood models and allow for predictive analysis is another component of a Smart City.

The FY 2021 phase of the project includes expanding the network of rain and stream gauges into the Swift Creek basin and potentially the Crabtree basin.

X. Town Hall Access Improvements and Office Space Modifications - \$440,000**First Year Estimated Operating Costs: None**

This project provides funding for structural repairs to the pedestrian bridge located at the north entrance of Town Hall. The \$440,000 FY 2021 appropriation fully supports this work.

Y. Town Facility Wi-Fi - \$800,000**First Year Estimated Operating Costs: None**

This project provides for the expansion of Wi-Fi service to Town facilities that do not currently have the capability to access the internet wirelessly. These locations include community centers, sports venues, and fire stations. This capability will improve staff and citizen access to Town services provided via the internet. In addition, it will allow staff to utilize adaptive technology solutions and increase staff efficiency and effectiveness.

Z. Western Cary Community Facility - \$1,000,000**First Year Estimated Operating Costs: Costs will be determined in the future based on design**

This project provides for the development of a future Cary facility at a site or sites to be determined in the initial phase of this project. This facility incorporates an adaptive approach of consolidating a range of community facilities rather than constructing stand-alone structures.

The \$1,000,000 FY 2021 appropriation funds a component needs assessment, as well as design planning for the entire facility. While full design and construction of this project could be phased, it is being comprehensively planned to best determine the long term needs of the community.

GENERAL CIB – PARKS, RECREATION AND CULTURAL RESOURCES PROJECTS**A. Athletic Field Fencing Amenities Replacement - \$20,000****First Year Estimated Operating Costs: None**

This project provides for the phased replacement of fencing amenities such as windscreens, safety caps, padding and netting on a scheduled basis.

The \$20,000 FY 2021 appropriation provides for windscreen replacement at Thomas Brooks Park.

These amenities generally have a useful life of four years due to deterioration from weather and extensive use. As fencing amenities approach their fourth year, an assessment of the structural

integrity of the materials is conducted to determine if the particular site needs to be addressed or can be delayed. Options include repair, partial replacement, or full replacement.

B. Athletic Field Fencing Replacement - \$105,000

First Year Estimated Operating Costs: None

This project provides for the replacement of athletic field fencing on a scheduled basis. The FY 2021 appropriation totals \$105,000 and addresses Bond Park Fields 1, 2 and 4.

This project provides for the phased replacement of athletic field fencing on a scheduled basis. Fencing generally has a useful life of 10 years based on fencing screen and pole materials. As fences approach their 10th year, an assessment of structural integrity of the materials is conducted to determine if the particular site needs to be addressed or can be delayed. Options include repair, partial replacement, or full replacement.

C. Black Creek Greenway – Phases I, II, and V - \$1,000,000

First Year Estimated Operating Costs: None

This project provides for the renovation of the existing Black Creek greenway from Old Reedy Creek Road south to West Dynasty Drive (Phases I and II) and the construction of a new segment (Phase V) of the greenway 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 and 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.

Total project cost is estimated at \$6,904,700. A total of \$5,904,700 of grant and Town funding has been appropriated to date. The FY 2021 appropriation of \$1,000,000 is identified for remaining construction. This project is funded in FY 2021 with Shaping Cary's Tomorrow bond funds.

D. Carpenter Fire Station Neighborhood Park - \$8,900,000

First Year Estimated Operating Costs:

Personnel	\$50,600
Operating & Maintenance	\$137,900
Total	\$188,500

This relatively flat 20-acre park site is planned to include greenway neighborhood connections, ballfields, multipurpose court, dog park, fitness hub, play area, and a misting feature as a gateway to the parks center. Loop trails and wooded buffers to the neighborhood will be provided.

Project cost is estimated at \$11,750,000. A total of \$2,850,000 has been appropriated through FY 2020 for master plan development and early design. The \$2,000,000 FY 2020 appropriation provided for partial construction funding and is supported with developer payment in lieu funds.

An additional \$8,900,000 will be required in FY 2021 for construction and project completion. This project is primarily funded in FY 2021 with *Shaping Cary's Tomorrow* bond funds.

E. Cary Arts Center Lighting for Glass Wall Maintenance - \$29,500

First Year Estimated Operating Costs: None

This project provides for maintenance of the light emitting diodes (LED) lights in the glass wall at the Cary Arts Center. LED lighting was originally installed in the glass wall at Cary Arts Center lobby in 2011. The glass walls were designed to reflect and celebrate the history of the building as it was Cary's oldest remaining school. By illuminating the glass walls from within, the wall creates an image of ghost-like portraits taken from historic student photos. The stair wall is an iconic feature in the lobby and one of the most memorable features of the total renovation to the old building. The glass walls are a highlight for visiting former students and an opportunity for new visitors to learn about the building's important history in Cary's life.

Total project cost is \$59,000 with requests split between FY 2021 and FY 2022. Additional funding requests may occur in future CIP years as LED lighting needs to be repaired / upgraded every 7-10 years as LED lights fail and equipment technology improves.

F. Cary Tennis Park Repair & Maintenance – Court & Site - \$770,000

First Year Estimated Operating Costs: None

This project was highlighted as a part of the Wake County Venue Assessment study that identified specific maintenance needs related to the Town of Cary's sports venues – Cary Tennis Park, USA Baseball National Training Complex, and WakeMed Soccer Park. The \$770,000 appropriation for FY 2021 will resurface 12 courts at the Cary Tennis Park, replace windscreens at courts 1-32, and resurface the parking lot.

A scheduled, routine maintenance program such as this is an effective means of ensuring structure safety and preventing more significant and/or costly future repairs.

G. Cary Tennis Park Repair & Maintenance - Structures - \$110,000

First Year Estimated Operating Costs: None

A Venue Assessment study identifying specific maintenance needs related to Cary's sports venues – Cary Tennis Park, USA Baseball National Training Complex, and WakeMed Soccer Park was completed in FY 2019. This particular project supports recommended structure maintenance items at the Cary Tennis Park. Parks, Recreation and Cultural Resources, Public Works and Transportation and Facilities staff review the recommended repairs for each year and determine which need to be addressed and which remain in good working order and can be moved to a future year. A scheduled, routine maintenance program such as this is an effective means of ensuring structure safety and preventing more significant and/or costly future repairs.

The \$110,000 FY 2021 appropriation replaces traditional lighting with LED lights, repaints the interior and exterior areas of the clubhouse, and replaces the fire alarm system.

H. Crabtree Creek Trail Weston Parkway Crossing – \$250,000

First Year Estimated Operating Costs:

Personnel	-
Operating & Maintenance	\$10,000
Total	\$10,000

This project provides for design and construction of the Crabtree Creek Trail - Weston Parkway Crossing. This greenway segment will connect the recently opened Crabtree Creek Greenway located on the south side of Lake Crabtree near MetLife to existing trails in Weston.

Total project cost is estimated at \$3,265,000. A total of \$3,015,000 has been appropriated through FY 2020 for design and construction. The FY 2021 appropriation of \$250,000 is expected to complete this project.

I. Greenway Pedestrian Structure Repair – \$250,000

First Year Estimated Operating Costs: None

This project provides for design and major repairs to approximately 150 pedestrian structures, including pedestrian bridges, boardwalks, tunnels and overlooks, within the Cary's park and greenway system. Each year, one-third of the structures are inspected, cataloged and rated in order to produce a report identifying needed repairs. While Cary's Public Works department completes basic maintenance, this project provides for major repairs that are better addressed by specialized contractors.

J. Greenway Resurfacing Projects – \$340,000

First Year Estimated Operating Costs: None

This routine maintenance project provides for repair and restoration of greenways throughout Cary. Greenways are selected for resurfacing and drainage repairs based on a priority ranking system that takes scheduled park renovations into account. The \$340,000 FY 2021 appropriation funds repair and restoration of the following greenways:

- Brooks Park Trails - Loop around baseball fields and trail along Brooks Park Dr 1 mile
- Stone Creek - Cornerstone Dr to Valleystone Dr 0.35 mile
- Green Hope School & Sears Farm Road Park Trails - Sears Farm Rd to Millsfield Dr (includes connectors to Highcroft Drive and Highcroft Elementary) 1.1 miles
- Speight Branch - SE Cary Pkwy to Tryon Rd 0.65 mile

Greenway trails most frequently experience asphalt failure because 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.

K. Higgins Greenway – Maynard to Downtown - \$500,000

First Year Estimated Operating Costs: None

This project provides for the completion of this greenway. The FY 2021 appropriation of \$500,000 will fund alignment changes at Hillcrest Cemetery that require additional easements but will extend the length of the trail.

The previous phases of the Higgins Greenway are complete and extend from SW Maynard Road to Union Street near Dorothy Park. FY 2021 funds will complete Phase III of the Higgins Greenway that begins at Union Street and connects Downtown Cary and the surrounding neighborhoods. This section of the greenway runs along a mostly wooded corridor next to residential developments and through the property of two churches with the most unique element being the portion that passes through the Hillcrest Cemetery.

Total project costs of Phases I to III is \$3,990,000 with \$3,490,000 appropriated to date. The FY 2021 appropriation of \$500,000 will complete the initial phases. Future phases of the greenway totaling \$7,374,050 are planned between FYs 2028 and 2030 of the capital improvements plan.

L. Koka Booth Amphitheatre Improvements - \$735,000

First Year Estimated Operating Costs: None

This project provides for construction or installation of major maintenance initiatives and planned improvements at the Koka Booth Amphitheatre. Parks, Recreation and Cultural Resources and Public Works staff work together to identify specific needs and their associated timing. The Koka Booth Amphitheatre opened in 2001 and annually hosts a wide variety of events ranging from concerts and movies to festivals. The \$735,000 FY 2021 appropriation supports the replacement of sound system and video equipment and selected maintenance improvement projects. Venue maintenance and improvement are key to attracting a wide variety of performers and events and successfully serving the community.

M. McCrimmon Neighborhood Park - \$6,100,000

First Year Estimated Operating Costs:

Personnel	\$24,388
Operating & Maintenance	\$89,200
Total	\$113,588

This rolling 20-acre park located near a variety of neighborhoods, including single family, multifamily and age restricted communities, will likewise offer a variety of facilities. Along with sustainable design and technology in the park, major proposed features include tennis, pickleball courts; community gardens, play areas and loop trails thru preserved stream corridors.

Project cost is estimated at \$8,700,000. A total of \$2,600,000 has been appropriated through FY 2020 for the completion of a master plan and partial construction funding and was supported with developer payment in lieu funds. The FY 2021 appropriation of \$6,100,000 is expected to complete this project. This project is primarily funded with *Shaping Cary's Tomorrow* bond funds.

N. Park and Greenway Renovations - \$400,000

First Year Estimated Operating Costs:

Personnel	\$2,500
Operating & Maintenance	\$2,500
Total	\$5,000

This maintenance project provides park, greenway and related facility renovations throughout Cary. 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

\$400,000 FY 2021 appropriation supports the following park, greenway and/or related facility renovations:

- Additional court lighting for Walnut Street Park.
- Expand courts at Carpenter Park.
- Explore additional shade tree planting and natural surface trail at Carpenter Park.

As the Cary'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. This project is funded in FY 2021 with *Shaping Cary's Tomorrow* bond funds.

O. Playground Surface Repairs – \$85,000

First Year Estimated Operating Costs: None

This maintenance project provides for the repair or replacement of rubberized playground surfaces in Cary's park system. The \$85,000 FY 2021 appropriation supports playground surface repairs or replacement at:

- Walnut Street Park
- Urban Park
- Lexie Lane Park
- Carpenter Park

Playground surfaces are selected for repair or replacement based on a priority ranking system that takes scheduled park renovations and equipment replacements into account.

P. PRCR Audiovisual (AV) Equipment Replacement – \$250,000

First Year Estimated Operating Costs: None

This maintenance project provides for the repair or replacement of PRCR audiovisual (AV) equipment. This project is the result of an asset management plan developed by staff and seeks to maintain all sound, lighting and related equipment at current inventory and service levels. The \$250,000 FY 2021 appropriation supports AV repairs or replacement at:

- Cary Arts Center – Lighting Console
- Cary Theater – Projector and Lighting
- Mobile Stage Speakers and Amplifier

Audiovisual (AV) equipment repair or replacement will be based on a priority ranking system that takes scheduled facility renovations and equipment replacements into account.

Q. Public Art – Park and Greenway Amenities - \$25,000

First Year Estimated Operating Costs: None

This project provides funding to engage the services of artists to create unique standard park amenities. Park amenities could include park benches, water fountains, safety surface under playground equipment, bike racks, decorative down spouts for picnic structures, and surface embellishments for paving or low seat walls. The project will identify two to five projects where renovations or improvements at parks are planned and artist-made fixtures could be an asset to

the project. Parks that are older and located within the Maynard Loop will be first priority for this type of art.

R. Restroom Replacement – \$25,000

First Year Estimated Operating Costs: None

This project provides funds for restroom renovations that will bring the oldest park restroom facilities to current standards. The \$25,000 FY 2021 appropriation replaces the restroom at Annie Jones Park.

These renovations focus on converting residential grade fixtures to commercial grade and implementing Americans with Disabilities Act (ADA) improvements to bring the facilities into compliance with current ADA codes.

S. Skate Park Improvements – \$200,000

First Year Estimated Operating Costs: None

This project provides funds for the design of future Skate Park improvements. In 2015, a Facility Master Plan, which outlined the development of the future action park was completed. These improvements might include a cover structure over the action sports park, upgrades to lighting and ramps, and building expansion.

Cover Structure – A cover structure will protect the existing ramp features and course from rain and snow, which in return extends the infrastructure life and provides additional use capacity for the park.

Ramps - The facility's ramps have been evaluated with several being identified for repair and replacement.

Building Expansion – The Skate Park does not currently have dedicated rental space for birthday parties or bi-annual, competitive events. Expansion of the existing building will provide this capacity as well as provide additional pro shop and storage space.

Total project cost is estimated at \$5,600,000. The design phase will determine project scope and timing. This project is funded in FY 2021 with *Shaping Cary's Tomorrow* bond funds.

T. Tennis Court Renovations - \$16,000

First Year Estimated Operating Costs: None

This maintenance project provides for tennis court renovations within Cary's park system. The \$16,000 appropriated in FY 2021 supports various courts that will be identified by staff later. 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.

U. The Cary Marquee Lighting Maintenance - \$34,500

First Year Estimated Operating Costs: None

This project provides funds to maintain the marquee at The Cary. Originally built in 1946, it was Cary's first indoor movie theater. The Town of Cary purchased The Cary in July 2011. The building was renovated and expanded to become a multi-use cultural facility with a focus on digital arts, including film, and youth and amateur theater and music. The renovated theater opened to the

public in February 2014. This maintenance is necessary to keep the marquee in good working order.

V. USA Baseball Maintenance & Repair – Fields & Site - \$40,000

First Year Estimated Operating Costs: None

A venue assessment study identifying specific maintenance needs related to Cary's sports venues (Cary Tennis Park, USA Baseball National Training Complex, and WakeMed Soccer Park) was completed in FY 2019. This particular project supports recommended field and site maintenance items at the USA Baseball National Training Facility. Parks, Recreation and Cultural Resources, Public Works and Transportation and Facilities staff review the recommended repairs for each year and determine which need to be addressed and which remain in good working order and can be moved to a future year. A scheduled, routine maintenance program such as this is an effective means of ensuring structure safety and preventing more significant and/or costly future repairs.

The \$40,000 FY 2021 appropriation supports pavement seal coating.

W. USA Baseball Maintenance & Repair – Structures - \$250,000

First Year Estimated Operating Costs: None

A venue assessment study identifying specific maintenance needs related to Cary's sports venues (Cary Tennis Park, USA Baseball National Training Facility, and WakeMed Soccer Park) was completed in FY 2019. This particular project supports recommended structure maintenance items at the USA Baseball National Training Facility. Parks, Recreation and Cultural Resources, Public Works and Transportation and Facilities staff review the recommended repairs for each year and determine which need to be addressed and which remain in good working order and can be moved to a future year. A scheduled, routine maintenance program such as this is an effective means of ensuring structure safety and preventing more significant and/or costly future repairs.

The \$250,000 FY 2021 appropriation supports several maintenance items, including building maintenance to replace finishes in the outbuildings (floor, walls, ceiling, partitions, casework) and conversion of lighting to LED.

X. Veterans Freedom Monument Lighting Maintenance – Structures - \$70,000

First Year Estimated Operating Costs: None

The Veterans Freedom Park, home to Cary's 90-foot granite Freedom Tower, opened in 2014. The lighting illuminating the tower has been experiencing failure due to water intrusion and must be replaced. The \$70,000 FY 2021 appropriation fully funds this maintenance.

Y. WakeMed Soccer Park Maintenance & Repair – Fields & Site - \$170,000

First Year Estimated Operating Costs: None

A venue assessment study identifying specific maintenance needs related to the Town of Cary's sports venues (Cary Tennis Park, USA Baseball National Training Facility, and WakeMed Soccer Park) was completed in FY 2019. This particular project supports recommended field and site maintenance items at the WakeMed Soccer Park. Parks, Recreation and Cultural Resources, Public Works and Transportation and Facilities staff review the recommended repairs for each year and determine which need to be addressed and which remain in good working order and can be moved to a future year. A scheduled, routine maintenance program such as this is an effective means of ensuring structure safety and preventing more significant and/or costly future repairs.

The \$170,000 FY 2021 appropriation supports lighting conversion to LED.

Z. WakeMed Soccer Park Maintenance & Repair – Structures - \$510,000

First Year Estimated Operating Costs: None

A venue assessment study identifying specific maintenance needs related to the Town of Cary's sports venues, Cary Tennis Park, USA Baseball National Training Facility, and WakeMed Soccer Park, was completed in FY 2019. This particular project supports recommended structure maintenance items at the WakeMed Soccer Park. Parks, Recreation and Cultural Resources, Public Works and Transportation and Facilities staff review the recommended repairs for each year and determine which need to be addressed and which remain in good working order and can be moved to a future year. A scheduled, routine maintenance program such as this is an effective means of ensuring structure safety and preventing more significant and/or costly future repairs.

The \$510,000 FY 2021 appropriation supports several maintenance items, including replacement of finishes in the West stands, Suites/Press (floors, walls ceilings, casework, etc.), Building B (walls, ceilings, counters, partitions), electrical panelboards, breakers, wiring, and installation of a central power monitoring system.

GENERAL CIB – TRANSPORTATION PROJECTS

A. Bridge/Culvert Repairs – \$100,000

First Year Estimated Operating Costs: None

This project provides funding to maintain bridges/culverts. The North Carolina Department of Transportation (NCDOT) evaluates Cary's bridges and culverts every two years. Funds provided by this project address any maintenance work and/or upgrades recommended by NCDOT. Failure to maintain bridges/culverts as directed results in violation of state recommendations, safety issues and cost escalation if the work is deferred to a later date.

B. Carpenter Fire Station Road Widening – NC55 to East of Cameron Pond Road – \$6,100,000

First Year Estimated Operating Costs: None

This provides for widening on Carpenter Fire Station Road from NC 55 highway to just east of the Cameron Pond development. The widened segment will be a four-lane, median divided thoroughfare with sidewalks, street side trails, bicycle accommodations, streetlighting and median plantings. A left turn lane will be added at critical intersections. This widening will address congestion issues in the western segment of Cary by providing additional roadway capacity.

Total project cost is estimated at \$12,883,500 with funds of \$6,783,500 appropriated to date. The FY 2021 appropriation of \$6,100,000 is expected to complete this project. This project is partially funded with *Shaping Cary's Tomorrow* bond funds.

C. Complete 540 Enhancements (NCDOT Project R-2828) – Sidewalks / Greenways - \$6,000,000

First Year Estimated Operating Costs: None

This project will allow Cary to request and fund additional enhancements to the N.C. 540 Tollway project and help realize the vision and policies in the Imagine Cary Community Plan concerning improved pedestrian and bicycle facilities and aesthetic enhancements.

This project is in conjunction with North Carolina's Department of Transportation (NCDOT) project to complete the N.C. 540 Tollway. NCDOT and the Federal Highway Administration (FHWA) are proposing to build a new, limited-access toll facility from the N.C. 55 Bypass in Apex, to the U.S. 64/U.S. 264 (I-495) in Knightdale. This proposed highway will improve mobility and reduce traffic congestion south and east of the Raleigh area while improving the regional roadway network and connecting several towns. Construction is likely to be segments, depending on available funding, and each segment will likely have different construction timelines.

Total project cost is estimated at \$7 million with \$1 million already appropriated. While the FY 2021 \$6 million is expected to complete this project, funding estimates are based on preliminary plans and may need to be revised during the final design stage. This project is funded in FY 2021 with *Shaping Cary's Tomorrow* bond funds.

D. Downtown Parking Development - \$15,000,000

First Year Estimated Operating Costs: None

This project is supported by *Shaping Cary's Tomorrow* general obligation bonds and provides additional parking, likely via a parking deck, in Cary's downtown. While a specific location will be determined by the Downtown Parking Study currently underway, a number of potential locations are being examined including property on Waldo Street. The FY 2021 appropriation supports site acquisition, design and construction of a parking deck.

E. GoCary Bus Stop Improvements- \$415,075

First Year Estimated Operating Costs:

Personnel	-
Operating & Maintenance	\$20,000
Total	\$20,000

This project provides for upgrades to existing GoCary bus stops to bring them into compliance with requirements of the Americans with Disabilities Act (ADA) and construction of new ADA compliant bus stops associated with expanded GoCary routes funded through the Wake County Transit Plan. Improvements will be site specific and could include features such as concrete boarding pads, benches, bike racks and any necessary associated ramp and/or sidewalk improvements.

The Federal Highway Administration's "Pedestrian Safety Guide for Transit Agencies" states that the location and design of transit stops can significantly impact the safety and comfort of pedestrians accessing transit services. ADA guidelines require a boarding pad to be located at bus stops to allow pedestrians to enter and exit the bus safely without entering the street. This boarding pad must have a firm, stable surface that is free of obstructions and connected to the adjacent sidewalk network.

The \$415,075 FY 2021 appropriation is funded with Wake County Transit Tax proceeds.

F. GoCary Capital Amenities - \$75,000

First Year Estimated Operating Costs: None

This project provides funding for capital related improvements such as transit shelters and amenities, bus stop lighting and technology within the existing GoCary system and its facilities. Shelters and bus stop amenity improvements will be prioritized based on transit demand. As ridership continues to grow, there is a need to outfit existing bus stops with benches and shelters

and implement appropriate technology to increase productivity and continue meeting Federal Transit Administration (FTA) regulations.

G. GoCary Regional Operations and Maintenance Facility - \$17,600,000

First Year Estimated Operating Costs

Personnel	-
Operating & Maintenance	\$125,000
Total	\$125,000

This project provides for the design and construction of a GoCary regional operations and maintenance facility. Total project cost (exclusive of site acquisition) is estimated at \$20,800,000. A total of \$3,200,000 has been appropriated through FY 2020. The FY 2021 \$17,600,000 appropriation supports construction. All of these funds are programmed within the Wake County Transit Plan and will be fully funded with Wake County Transit Tax dollars. Federal grant funds are being sought to supplement Wake County Transit Plan funds. In fact, \$700,000 of the FY 2020 budget amount is grant supported. Wake County Transit Plan funds are used to meet all grant match requirements.

An Administration/Operations Facility Assessment Study was completed in 2011 indicating the GoCary system could realize substantial cost savings by owning its own transit facility. Cary's service operations contractor currently leases space for GoCary transit operations, maintenance and vehicle storage. While the facility itself has not yet been designed, it is envisioned that this facility could serve as a fueling and repair station with lease arrangements to potentially serve other transit system provider vehicles as well. Alternative fuel sources for GoCary and Town vehicles could also be offered.

H. Green Level Church Road Bridge Replacement and Widening at Kit Creek (NCDOT Reimbursement) - \$700,000

First Year Estimated Operating Costs: None

This project allows Cary to request and fund additional enhancements to the NCDOT project to construct a full four-lane bridge. The widened segment will be a four-lane, median divided thoroughfare with sidewalks, street side trails, bicycle accommodations, streetlighting and median plantings. This project will help realize the vision and policies in the Imagine Cary Community Plan including improved pedestrian and bicycle amenities. Funding estimates are based on preliminary plans and may need to be revised during the final design stage.

The FY 2021 appropriation reflects total estimated project funding needs. This project is funded in FY 2021 with *Shaping Cary's Tomorrow* bond funds.

I. Intersection Improvements - \$1,00,000

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. Improvements could also include upgrades to pedestrian signals, crosswalks, and ramps. Intersections will be identified during the fiscal year based on annual capacity analyses throughout Cary, as well as reviewing safety data including police crash reports, Highway Safety Improvement Program (HSIP) identified locations, and bike/pedestrian projects.

A total of \$1,000,000 is appropriated to this project in FY 2021. This project is funded in FY 2021 with *Shaping Cary's Tomorrow* bond funds.

J. ITS Expansion for Cary ATMs - \$100,000

First Year Estimated Operating Costs: None

This project provides funds for the expansion of intelligent transportation (ITS) features of Cary's advanced transportation management system (ATMS). With the implementation of Cary's Connect Vehicle project to provide vehicle to infrastructure communication in 2020, further applications will be available that will enhance the initial implementation. These intelligent applications will include capabilities such as speed zone warnings, school zone speed warnings, pedestrian notifications to drivers, pedestrian orientation for visually impaired pedestrians, construction notifications, and other features not currently developed.

Total project cost is estimated at \$500,000 with \$100,000 budgeted annually through FY 2025.

K. Louis Stephens Drive / Carpenter Upchurch Road Sidewalk - \$3,200,000

First Year Estimated Operating Costs: None

This project provides funds to fill in the missing sidewalk links between Green Hope Elementary School/Park and the Cary Tennis Park to the north and local shopping and businesses along High House Road to the south, while serving multiple neighborhoods sandwiched in the middle. The project also includes partial road widening to support the sidewalk as well as striped bike lanes on both sides of the road.

This project will improve vehicular capacity, safety and opportunities for pedestrian and bike travel, and provide missing links to the greenway system.

Total project cost is estimated at \$3.2 million with the FY 2021 appropriation supporting construction. This project is funded with *Shaping Cary's Tomorrow* bond funds.

L. Private Streets Legacy Study - \$150,000

First Year Estimated Operating Costs: None

This project provides funds for conditional evaluations of private townhome streets in Cary. Many older townhome neighborhoods with private streets have sub-standard designs. Lack of maintenance can lead to safety issues as well as reduced neighborhood desirability and property values.

Results from this study will be used as a basis of discussion and collaboration (internal and external) including options for working with legacy townhome neighborhoods with private streets that desire converting to public.

The \$150,000 FY 2021 is expected to completely fund this study.

M. Schools – Street Improvement Reimbursements – \$2,750,000

First Year Estimated Operating Costs: None

This project provides funding to address requirements of North Carolina General Statute 136-18(29a) which mandates that municipalities must reimburse school systems for non-driveway connected street improvements made to Cary maintained streets.

Several schools are planned within Cary, but currently, only Alston Ridge Middle School is under construction. The \$2,750,000 FY 2021 appropriation reimburses Wake County Public Schools for qualifying street improvements related to this facility.

N. Sidewalk and Pedestrian Improvements - \$1,750,000

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. Sidewalks identified in the Imagine Cary Plan may also be implemented. The project also provides funds to address pedestrian mobility problems at intersections. Examples include removing medians in crosswalks and adding or modifying wheelchair 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.

This project is partially funded with *Shaping Cary's Tomorrow* bond funds.

Sidewalks are important to pedestrian safety and have become more important as an alternate mode of transportation. This project allows the Town to address sidewalk needs throughout Cary. Cary's sidewalk program was a consideration in Cary's designation as a Walk-Friendly Community.

O. Spot Improvements – Based on Levels of Service - \$250,000

First Year Estimated Operating Costs: None

This project includes physical improvements at intersections and streets around Cary. Improvements could include the addition of left and right turn lanes, lengthening of turn lanes or other alternate intersection improvements to address traffic flow, capacity and safety. Intersections will be selected by staff and improvements implemented based on staff evaluation.

Most traffic congestion challenges in Cary's transportation system are the result of the operations of individual intersections. Intersections are evaluated on a routine basis for Level of Service (LOS) in the morning and afternoon. This project implements improvements at intersections with the worst LOS ratings, as well as those with identified safety concerns.

P. Street Improvement Project - \$7,100,000

First Year Estimated Operating Costs: None

This maintenance project provides asphalt patching and overlays for various Cary 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. The \$7,100,000 FY 2021 appropriation supports Cary's pavement management program and focuses on the implementation of pavement quality improvements in accordance with generally accepted resurfacing cycles. This project is partially funded in FY 2021 with *Shaping Cary's Tomorrow* bond funds.

Q. Street Storm Drainage System Rehabilitation - \$300,000**First Year Estimated Operating Costs: None**

This maintenance project provides for storm drainage improvements to Cary's street drainage systems in the rights of way. Problem areas such as those where water stands at the curb, pipes fail, and/or freezing water remains on the road surface are examples of the types of maintenance issues addressed via this project. Cary's Public Works department will continue to perform routine maintenance functions to the street storm drainage system. Only projects beyond the scope of Public Works' normal functions would fall under this project. Some criteria to define when this project would apply include:

- work takes longer than one week to repair
- work requires additional right of way or easement
- work requires a detailed design; and/or work requires bidding.

Routine maintenance of Cary's storm drainage system prevents failures and alleviates safety hazards. Cary staff annually evaluates the storm drainage system and ranks problem areas from highest priority to least. Funding is first applied to those projects ranked as highest priority.

R. Traffic Calming - \$140,000**First Year Estimated Operating Costs: None**

This project facilitates the construction of traffic calming devices in residential areas throughout Cary. As congestion increases, traffic volumes on Cary's residential streets grow. Additionally, improved interconnectivity between neighborhoods and major thoroughfares has allowed for more use of public streets. While the public has a right to use public roadways, safety concerns exist regarding the speed of vehicles traveling along residential streets. The traffic calming project primarily serves existing citizens by encouraging vehicles traveling through neighborhoods to drive the posted speed limit.

S. Traffic Signalization - \$900,000**First Year Estimated Operating Costs: None**

This project provides for the installation of new traffic signals and poles at needed points on Town-maintained streets throughout Cary. Funds are also used to convert existing traffic signals to metal poles and mast arms as necessary. Decisions on where new signals are to be placed and existing poles converted are based on signal studies analyzing signal warrants.

UTILITY CIB - SEWER PROJECTS

A. Basin S1, S2, S3 / Walnut Creek Improvements - \$250,000

First Year Estimated Operating Costs: None

This project provides for capacity analysis and recommended improvements to ensure adequate collection system capacity within the area served by Walnut Creek Sewer Outfall and the Walnut Creek pump station. New development and redevelopment within sewer basins S1, S2, and S3 requires sufficient sewer capacity.

The FY 2021 appropriation of \$250,000 will fund the analysis which will determine future project scope and cost.

B. Cleaning and Video Survey of Sewer Interceptors - \$600,000

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 Cary's wastewater collection system. This work is routinely performed by Cary'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.

C. Enterprise Resource Planning (ERP) Technology Platform Replacement - Sewer - \$750,000

First Year Estimated Operating Costs: None

An ERP system manages all financial and human resources transactions/functions. These essential processes support core mission critical functions. Total project cost is \$6.5 million with \$5 million provided by the general fund and \$1.5 million from the utility fund (\$750,000 from the water category and \$750,000 from the sewer category).

Cary's existing ERP system has been in place for 30 years and has exceeded its useful life. Implementation of a new ERP will improve processes, automate high-volume and repetitive tasks and increase productivity. Selecting a system that interfaces with our Salesforce technology will also lead to enhanced reporting and data analysis capabilities.

D. Extend Reclaimed Water Mains - \$162,889

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 2021 appropriation for this initiative totals \$162,889. 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 Cary'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. Extending reclaimed water mains allows for increased utilization of Cary's reclaimed water system which decreases demand for treated water for seasonal irrigation use. Without this project the ability to extend the system to additional customers is delayed.

E. Force Main – Condition Assessment & Maintenance - \$500,000

First Year Estimated Operating Costs: None

This project provides for condition assessments of existing sanitary force mains and preventative maintenance and repairs at various pump station force mains throughout Cary's wastewater collection system. Proactive assessment and maintenance of sanitary force mains is necessary to prevent unplanned repairs and service disruption. Without this project, existing force mains will continue to deteriorate, force main failures will occur leading to costly sewer system overflows and service disruptions.

This project is recurring in nature with a \$500,000 funding need identified in each year of the FYs 2021 – 2041 CIB/P.

F. Force Main – Easement Clearing Project - Survey and Clear- \$100,000

First Year Estimated Operating Costs: None

This project facilitates clearing of wooded terrain in locations where Cary's force main piping is not located along easily accessed road easements. While the majority of pump station force main piping is located along easily accessible road easements, there are instances where pipelines are located in what has become dense vegetation. Pump station force main pumping lines require periodic easement surveying, line location, and vegetation clearing.

Total project cost is estimated at \$1,400,000 with \$300,000 already appropriated and \$100,000 requested for FY 2021. An additional \$200,000 is requested in FY 2026 and \$600,000 outside the timeframe of the current CIB/P.

G. Heavy Duty Equipment Replacement – Sewer - \$470,000

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 as deemed necessary according to factors such as schedule, useful life expectancy, repair history and condition review. Cary'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. Timely replacement of equipment enhances operational efficiency and helps ensure operator safety.

H. North Cary Water Reclamation Facility – Inductively Coupled Plasma Mass Spectrometer Replacement - \$175,000

First Year Estimated Operating Costs: None

This project provides for the replacement of the inductively coupled plasma (ICF) Mass Spectrometer acquired in 2009. The North Cary Water Reclamation Facility (NCWRF) operates a 12 million gallon per day advanced biological nutrient removal facility. The performance of the facility is measured by comparing sample data and analysis to permit requirements. This analytical device is used to measure metals concentrations and is necessary for National Pollutant Discharge Elimination System (NPDES) permit monitoring.

The North Cary Water Reclamation Facility owns and operates a State certified laboratory. This laboratory not only analyzes samples taken at the NCWRF, but also samples from pretreatment, reclaimed water, and other Cary facilities as needed. The ICP mass spectrometer has a fifteen year useful life and is utilized to evaluate compliance and certification samples for the content of metals. This unit is a very precise device requiring specific infrastructure, specialized training, and extensive laboratory knowledge to operate.

Total project cost is estimated at \$425,000,000 with \$175,000 appropriated in FY 2021 with another \$250,000 scheduled in FY 2036 to replace this unit as it approaches the end of its useful life.

I. Pump Station Grinder Exchange Rebuild / Replacement - \$200,000

First Year Estimated Operating Costs: None

This project provides funding for the continued replacement and repair of pump station influent grinders in advance of potential failure due to damage from extensive, continual use. Due to operation in harsh wastewater conditions and anticipated wear, approximately five to seven of Cary's 22 grinder assemblies will need to be rebuilt or replaced every 10 years.

Influent pump station grinders are designed to protect wastewater pumps by grinding up any debris that may find its way into the wastewater collection system. Grinders prevent large debris from clogging pumps and reducing or preventing pumping operations. Grinders help to maintain efficient pumping that reduces energy consumption, prevents the clogging of pumps that can lead to sewer overflows and reduces pump maintenance cost due to increase wear and tear.

Total project cost is estimated at \$2,640,000 with \$240,000 appropriated through FY 2020 and \$200,000 budgeted in FY 2021. An additional \$200,000 is identified in FY 2024 and \$2,000,000 outside the timeframe of the current CIB/P.

J. Pump Station Variable Frequency Drive (VFD) Replacements - \$250,000

First Year Estimated Operating Costs: None

This project provides funding for the phased replacement of variable frequency drives (VFDs) at Cary's wastewater pumping stations. Variable frequency drive motors power pumps that transport wastewater to one of Cary's water reclamation facilities for treatment. Variable pumping rates allow a pump to match incoming flow. This yields a smoother pumping operation and reduces the operation of the air release valves. The maintenance plan for this equipment replaces four (4) VFDs every three years.

Total project cost is estimated at \$1,900,000 with \$250,000 appropriated through FY 2020 and \$250,000 budgeted in FY 2021. An additional \$200,000 is identified in FY 2025 and \$1,200,000 outside the timeframe of the current CIB/P.

K. Reclaimed Water Line Oversizings - \$193,874

First Year Estimated Operating Costs: None

This routine 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 Cary's need to serve areas outside of the development. Reimbursements to developers are made upon completion and acceptance of the oversized reclaimed water lines.

L. Sanitary Sewer Oversizings and Related Infrastructure Acceptance Requirements - \$210,000

First Year Estimated Operating Costs: None

This routine project provides funding for reimbursements to developers for the cost of sewer lines installed to serve needs beyond those of their individual projects. Funds are also utilized to perform consultant conducted inspections of developer-built infrastructure prior to Town acceptance.

Cary policy allows developers to be reimbursed for the cost difference between installing infrastructure that serves only their needs and installing infrastructure that meets Cary's need to serve areas outside of the development. Reimbursements to developers are made upon completion and acceptance of the oversized lines.

M. South Cary Water Reclamation Facility – Programmable Logic Controller Replacements - \$250,000

First Year Estimated Operating Costs: None

This project provides for the replacement of aging Programmable Logic Controller's at the South Cary Water Reclamation Facility (SCWRF), South Cary Reclaimed Water Facility, and the South Cary Thermal Biosolids Dryer Facility with current technology in processors, power supplies, switching systems, programming, service, and support. The items in this project offer programming changes and improvements that will support greater capacity.

The facilities at South Cary utilize a network of Programmable Logic Controllers (PLC's) to monitor and control automated process equipment and provide data communication through a plant wide Supervisory Control and Data Acquisition (SCADA) network. The PLCs and SCADA network are critically important to monitoring and automation of the SCWRF biological nutrient removal facilities, the reclaimed water utility, and the Thermal Biosolids Dewatering and Drying Facilities. The logic controllers were originally installed in 1998 and have been very adaptable for over 15 years. With the advent of Ethernet based networks as the new platform, these PLCs have reached the end of their production life and will not be supported in the near future.

Delay or cancellation of this project will result in difficulty maintaining the existing PLC / SCADA network and lead to potential service interruptions and severely reduced process control and optimization.

The \$250,000 FY 2021 appropriation replaces PLCs for the Thermal Biosolids Dewatering and Drying Facilities.

N. South Cary Water Reclamation Facility – Return Activated Sludge (RAS) / Waste Activated Sludge (WAS) Pump Station Improvements - \$250,000

First Year Estimated Operating Costs: None

This project provides for improvements in the pumps, field instrumentation, automated pump and valve controls, and other appurtenances essential to the optimum operation of the pump stations that return activated sludge back to the South Cary Water Reclamation Facility (SCWRF) biological nutrient removal (BNR) process and wasting activated sludge to the South Cary aerated biosolids storage facilities. These pump stations have been in service since 1998 and are essential to maintaining normal operation and optimum treatment at SCWRF.

The \$250,000 FY 2021 appropriation is expected to complete this project.

O. South Cary Water Reclamation Facility – Ultraviolet Redundancy Engineering Study - \$150,000

First Year Estimated Operating Costs: None

This project provides for an engineering study to determine the most efficient and cost-effective approach for providing an updated, energy efficient ultraviolet (UV) system and to provide redundancy to the existing UV system which was installed in 2000. The South Cary Water Reclamation Facility (SCWRF) is a 12.8 million gallon per day advanced biological treatment facility that uses UV disinfection in the final stage of wastewater treatment. Providing a redundant UV disinfection system for the SCWRF ensures that proper effluent disinfection levels are met in the event of an unexpected disruption to the existing UV system.

The \$150,000 FY 2021 appropriation is expected to fully fund this study.

P. Sewer System Repair/Rehabilitation - \$7,000,000

First Year Estimated Operating Costs: None

This project provides for maintenance of Cary'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 Cary'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 Cary's wastewater collection system. Failure to adequately maintain and/or repair such conditions increases the likelihood of service disruption and sewer overflows.

Q. Wastewater System – Department of Transportation (DOT) Relocates - \$500,000

First Year Estimated Operating Costs: None

This project provides for the relocation of wastewater collection system infrastructure as needed to accommodate NCDOT construction projects.

Cary maintains an extensive network of utility lines adjacent to or within NCDOT road rights-of-way. The presence of utilities within NCDOT rights-of-way is authorized by encroachment agreements between the NCDOT and Cary and the Town is responsible for relocating its utilities if required to facilitate construction of roadway improvements, such as road widening or realignment.

This project is recurring in nature with a \$500,000 funding need identified in each year of the FYs 2021 – 2041 CIB/P.

R. Western Wake Regional Water Reclamation Facility – Rebuild Jet Aeration and Post Aeration Pumps - \$83,000

First Year Estimated Operating Costs: None

This project provides pump rebuilds for air pumps in each basin and associated post aeration tanks. The Western Wake Regional Water Reclamation Facility operates an 18 MGD biological nutrient removal process. The facility has four biological reactor basins with six jet air pumps in each basin and two post aeration tanks with two jet air pumps in each tank. This stage of the treatment process depends on the use of jet air pumps for adequately mixing solids with process air and post aeration pumps for reaeration in the post aeration tank.

These pumps are key components in achieving operational compliance with discharge limits for biochemical oxygen demand (BOD), total nitrogen and total phosphorous.

The \$83,000 FY 2021 appropriation initiates this project with another \$283,000 requested across fiscal years 2022 – 2025. This facility is jointly owned and maintained with the Town of Apex who is responsible for 21.3% of the cost with Cary addressing the remaining 78.7%.

S. Western Wake Regional Water Reclamation Facility – Rebuild / Replace Mixers - \$61,000

First Year Estimated Operating Costs: None

This project provides funding to rebuild or replace biological reactor basin mixers based on the manufacturer's equipment maintenance recommendations. The Western Wake Regional Water Reclamation Facility (WWWRF) operates an 18 MGD biological nutrient removal process. The facility has four biological reactor basins with six mixers in each basin. This stage of the treatment process utilizes equipment that mixes product in the reactor cells, so the microorganism comes in contact with the organics in the wastewater. These mixers are key components in achieving operational compliance with discharge limits.

The \$61,000 FY 2021 appropriation initiates this project with another \$326,000 identified across fiscal years 2022 – 2025. This facility is jointly owned and maintained with the Town of Apex who is responsible for 21.3% of the cost with Cary addressing the remaining 78.7%.

UTILITY CIB - WATER PROJECTS

A. Aquastar – Water Meter & Radio Replacements - \$2,000,000

First Year Estimated Operating Costs: None

This project provides for the replacement of aging water meters and radios to ensure the Aquastar infrastructure continues to meet operational standards. The Aquastar system helps facilitates water usage data collection and billing. As it ages, infrastructure needs to be replaced to ensure accurate data collection and billing.

Prior to FY 2021 water meter and radio replacements were funded through the utility fund operating budget. The \$2,000,000 appropriation in FY 2021 is the first of annually recurring appropriations to maintain the Aquastar system.

B. Cary/Apex Water Treatment Facility – Basin Rehabilitation - \$3,000,000

First Year Estimated Operating Costs: None

This project provides funding for the phased restoration of CAWTF's original and Phase I Expansion process basin equipment, dating from 1993 and 2001, respectively. This restoration will maintain the original form and function of key water treatment infrastructure and ensure that this critical infrastructure continues operating optimally.

The Cary/Apex Water Treatment Facility utilizes super pulsator clarifiers and gravity filters for core sedimentation and filtration processes. The plant has five super pulsators, with two commissioned in 1993 and three commissioned in 2001. There are also ten gravity filters with four commissioned in 1993 and six in 2001. Water flow and treatment processes have been operating almost continuously since original commissioning of these structures. Routine wear and tear on this process basin infrastructure requires periodic restoration and rehabilitation to ensure basins and processes continue operating to original form and function and treatment capacity is not impacted by critical failure.

Total project cost is \$12,000,000 with \$3,000,000 appropriated in FY 2021 to accomplish the basin rehabilitation described above. The balance is requested in FY 2037 to replace the granular activated carbon in filters 1-16. This is a large-scale maintenance requirement to maintain performance in the biofiltration system. As with all Cary/Apex Water Treatment Facility projects, the Town of Apex is responsible for 23% of the project cost while Cary addresses the remaining 77%.

C. Cary/Apex Water Treatment Facility – Fiber Optic Line to Facility - \$300,000

First Year Estimated Operating Costs: None

This project provides for the installation of a fiber optic line from the Town fiber line at Jenks Road to the Cary/Apex Water Treatment Facility (CAWTF), improving communications at the facility. With the installation of a Town fiber line along Highway 55, it is now possible to connect to Cary's network in a cost-effective manner.

The \$300,000 FY 2021 appropriation fully funds this project. As with all Cary/Apex Water Treatment Facility projects, the Town of Apex is responsible for 23% of the project cost while Cary addresses the remaining 77%.

D. Cary/Apex Water Treatment Facility - Ozone Generator Replacements - \$2,000,000
First Year Estimated Operating Costs:

Personnel	-
Operating & Maintenance	\$1,000
Total	\$1,000

This project provides for the replacement of the three original ozone generators at the Cary/Apex Water Treatment Facility, which were originally installed in 2002. This equipment has a typical service life of approximately 20 years and will require replacement to maintain adequate ozonation capacity at the plant.

The Cary/Apex Water Treatment Facility utilizes ozone as an advanced treatment process that acts as a critical barrier in the overall water treatment process by providing for the removal and control of organics, taste and odor compounds, and harmful microbiological contaminants. The ozone is formed by reacting gaseous oxygen with high voltage electricity in the core of the ozone generator vessel. Ozone is key in the water plant's drinking water compliance strategy. Loss of adequate ozonation capacity at the Cary/Apex Water Treatment Facility would critically impact the plant's ability to produce drinking water that is consistently of high quality and meets all regulatory requirements.

Total project cost is estimated at \$5,500,000 with \$2,000,000 appropriated to date and an additional \$2,000,000 in FY 2021. Another \$1,500,000 funding need is identified in FY 2022 and is expected to complete the project. As with all Cary/Apex Water Treatment Facility projects, the Town of Apex is responsible for 23% of the project cost while Cary addresses the remaining 77%.

E. Cary/Apex Water Treatment Facility – Residuals Facility Polymer System - \$300,000
First Year Estimated Operating Costs: None

This project provides for the replacement of the existing system with a new dry and emulsion polymer system and an examination of the existing building footprint. The current system is built for 40 MGD capacity while the replacement system will allow the facility to function at its total 56 MGD capacity.

Total project cost is estimated at \$800,000 with \$300,000 appropriated in FY 2021. The expected life of these facilities are about 15 years, so future funding has been added in FY 2036. As with all Cary/Apex Water Treatment Facility projects, the Town of Apex is responsible for 23% of the project cost while Cary addresses the remaining 77%.

F. Enterprise Resource Planning (ERP) Technology Platform Replacement - Water- \$750,000
First Year Estimated Operating Costs: None

An ERP system manages all financial and human resources transactions/functions. These essential processes support core mission critical functions. Total project cost is \$6.5 million with \$5 million provided by the general fund and \$1.5 million from the utility fund (\$750,000 from the water category and \$750,000 from the sewer category).

Cary's existing ERP system has been in place for 30 years and has exceeded its useful life. Implementation of a new ERP will improve processes, automate high-volume and repetitive tasks

and increase productivity. Selecting a system that interfaces with our Salesforce technology will also lead to enhanced reporting and data analysis capabilities.

G. Extend and Relocate Water Mains and Install Valves - \$800,000

First Year Estimated Operating Costs: None

This project provides funding for the construction of water mains where gaps exist between the existing water system and new development.

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 water line maintenance.

The FY 2021 budget includes \$800,000 for work of this nature.

H. Heavy Duty Equipment Replacement – Water - \$80,000

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 as deemed necessary according to factors such as schedule, useful life expectancy, repair history and condition review. Cary'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. Timely replacement of equipment enhances operational efficiency and helps ensure operator safety.

I. Kildaire Farm Road Water Line Reinforcement – Central - \$3,800,000

First Year Estimated Operating Costs: None

This project provides for the design, easement acquisition, permitting and installation of 7,700 linear feet of 20-inch water line along Kildaire Farm Road between Maynard Road and McEnroe Court to reinforce the existing line.

Reinforcing the existing water line provides additional water service capacity to help address peak demand needs and instances where high flow is needed for firefighting. The existing line is a fiber cement pipe that is nearing the end of its useful life. Due to the complexity of this corridor, it is recommended that this new line reinforce and replace the existing line to avoid a second project in the future to replace it.

Total project cost is estimated at \$10,700,000 with \$6,900,000 appropriated to date. The \$3,800,000 FY 2021 appropriation is expected to complete this project.

J. 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 Cary's water line system. Needs are identified through field research conducted by Utilities staff. Once these needs are addressed, this 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.

K. Water Line Oversizings and Related Infrastructure Acceptance Requirements - \$185,000

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. Funds are also utilized to perform consultant conducted inspections of developer-built infrastructure prior to Town acceptance.

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 Cary's need to serve areas outside of the development. Reimbursements to developers are made upon completion and acceptance of the oversized lines.

L. Water System – Air Release Valve Replacements - \$100,000

First Year Estimated Operating Costs: None

This project provides funding for air release valve (ARV) testing, inspection, and replacement in the water distribution system especially in areas with aging distribution systems with higher risk of water main breaks. Air release valves are essential to proper operation of Cary's water distribution system, which is approaching nearly 1,000 miles of distribution pipe. Air release valves are provided to release air at higher elevations within water system pipelines.

Proper operation of air release valves reduces energy demand and helps with preventing water hammer, which can trigger water main breaks and water system leaks. ARV replacements in aging areas may require supplemental construction including new manholes along with main pipeline replacements and point repairs as needed.

This project is recurring in nature with a \$100,000 funding need identified in every other year of the FYs 2021 – 2041 CIB/P.

M. 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 2021 – 2041 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 Cary 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.

N. Water System – Department of Transportation (DOT) Relocates - \$500,000

First Year Estimated Operating Costs: None

This project provides for the relocation of water main infrastructure as needed to accommodate NCDOT construction projects. Cary maintains an extensive network of utility lines adjacent to or within NCDOT road rights-of-way. The presence of utilities within NCDOT rights-of-way is authorized by encroachment agreements between the NCDOT and Cary and the Town is responsible for relocating its utilities if required to facilitate construction of roadway improvements, such as road widening or realignment.

This project is recurring in nature with a \$500,000 funding need identified in each year of the FYs 2021 – 2041 CIB/P.

O. Water System - Valve Replacements - \$125,000

First Year Estimated Operating Costs: None

This project provides funding to replace aging valve installations in critical locations within the water distribution system. This project is recurring in nature with a \$125,000 funding need identified in each year of the FYs 2021 – 2041 CIB/P.

Funding is primarily provided for larger valves on pipelines 12-inches or larger, including installations in critical locations and other smaller sizes and locations as needed to sustain water system operations. These larger valve installations often require contractor assistance for installation and may require supplemental traffic control and pavement restoration as needed for a complete and timely installation.

Water system valves are critical to proper operation, maintenance, and emergency response as needed to isolate areas within the water system quickly and efficiently. Cary's water system now includes more than 25,000 valves. As the system continues to age, proper valve operation and maintenance is essential to support aging pipeline renewal and replacement; to provide timely and responsive isolation of water main breaks; and to support routine water system maintenance operations such as the annual disinfection switchover and flushing program.

P. Watershed Protection - \$765,000

First Year Estimated Operating Costs: None

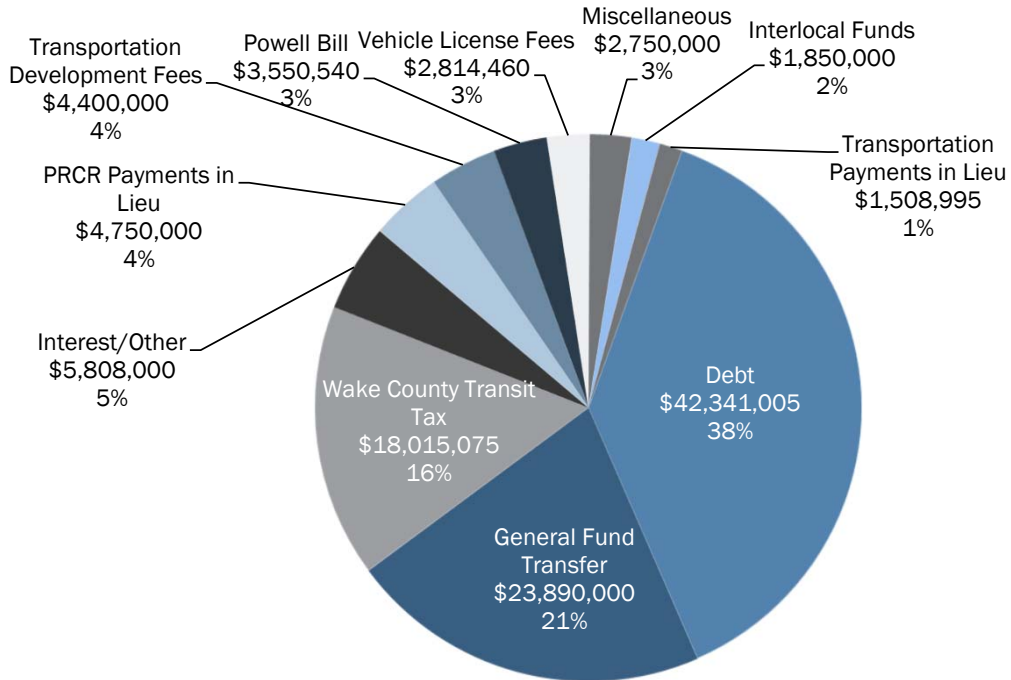
This project provides funding for watershed protection efforts in the Jordan Lake watershed. These efforts will seek to conserve the upstream land, streams, and creeks with the goal of mitigating rain and storm runoff to protect drinking water supply and quality. This project is recurring in nature with a \$765,000 funding need identified in each year of the FYs 2021 – 2041 CIB/P. The appropriations amount is roughly equivalent to 15 cents for every 1,000 gallons consumed by Cary customers.

Water quality is important to the efficient, effective operation of the Cary/Apex Water Treatment Facility (CAWTF). Having good water supply coming into CAWTF results in decreased operating costs.

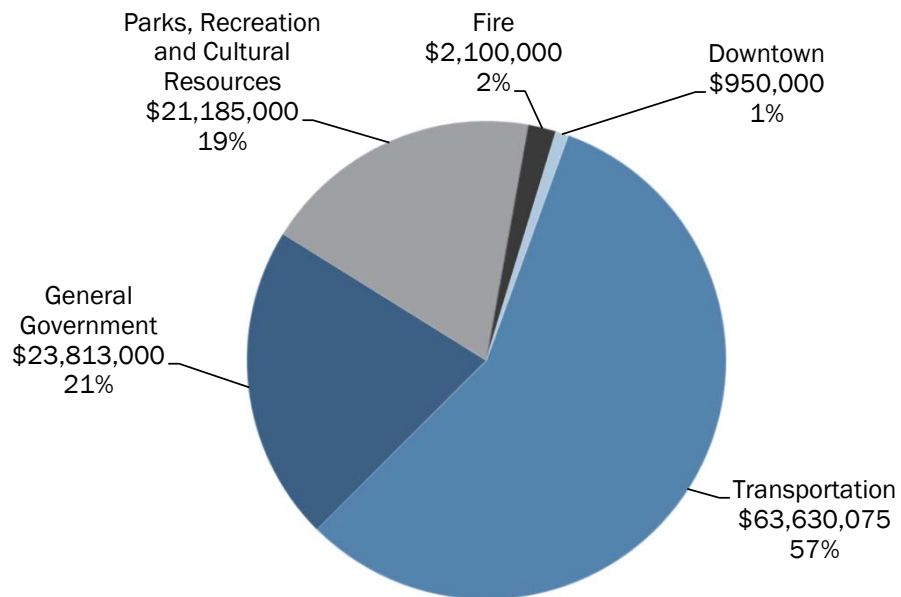
GENERAL CAPITAL RESERVE FUND SUMMARY

	Actual 2017	Actual 2018	Actual 2019	Adopted 2020	Estimated 2020	Adopted 2021
REVENUES						
Net Investment Earnings	\$1,227,481	\$1,745,308	\$2,490,669	\$2,942,500	\$2,603,354	\$2,120,000
Transportation Development Fees	1,838,189	2,364,446	1,591,306	1,275,184	1,522,568	789,316
Vehicle License Fees	1,296,181	1,413,007	2,301,035	2,534,622	2,534,622	2,600,000
Powell Bill	3,822,179	3,849,600	3,886,278	3,837,294	3,924,420	2,969,805
Recreation Payment In Lieu	4,533,630	4,623,330	4,328,105	---	1,117,765	-
Interlocal Revenue	---	---	---	---	3,000,000	3,000,000
Triangle Futbol Club Payment	186,686	186,686	186,686	181,467	181,467	181,467
Payment in Lieu of Streets	747,856	1,724,293	364,501	---	299,616	-
Payment in Lieu - Street Lighting	12,300	65,090	9,133	---	---	-
Payment in Lieu - Sidewalks	---	6,072	194,102	---	---	-
Utility Franchise Fee	617,909	603,297	576,729	578,574	595,931	595,931
TOTAL REVENUES	\$14,282,411	\$16,581,129	\$15,928,544	\$11,349,641	\$15,779,743	\$12,256,519
OTHER FINANCING SOURCES (USES)						
Transportation Projects Fund	(\$7,665,000)	(\$6,837,575)	(\$17,732,604)	(\$11,061,500)	(\$11,061,500)	(16,465,000)
Fire Projects Fund	(650,000)	(97,500)	(547,000)	(332,000)	(332,000)	(100,000)
Parks & Rec. Projects Fund	(6,224,000)	(3,380,121)	(2,201,500)	(6,911,499)	(7,202,803)	(7,685,909)
General Government Projects Fund	(880,000)	(1,203,300)	(2,905,000)	(5,236,650)	(5,236,650)	(3,753,000)
Downtown Projects Fund	(150,000)	---	---	---	---	(950,000)
Funds Returned to Fund Balance	2,946,356	4,097,338	10,857,584	---	3,396,897	-
TOTAL OTHER FINANCING SOURCES	(\$12,622,644)	(\$7,421,158)	(\$12,528,520)	(\$23,541,649)	(\$20,436,056)	(\$28,953,909)
Revenues and Other Sources Over (Under)						
Expenditures and Other Uses	\$1,659,767	\$9,159,971	\$3,400,024	(\$12,192,008)	(\$4,656,313)	(\$16,697,390)
Fund Balance - Start of Year	\$31,562,205	\$33,221,972	\$42,381,943	\$45,781,967	\$41,125,654	\$41,125,654
Net Fiscal Year Estimated Actual Results	---	---	---	7,535,695		
Fund Balance - End of Year	\$33,221,972	\$42,381,943	\$45,781,967	\$41,125,654	\$36,469,341	\$24,428,264
Undesignated Fund Balance - End of Year	\$32,257,354	\$43,620,199	\$43,239,165	\$42,363,910	\$37,707,597	\$21,885,462

FY 2021 GENERAL CAPITAL IMPROVEMENTS FUNDING SOURCES = \$111,678,075



FY 2021 GENERAL CAPITAL IMPROVEMENTS EXPENDITURES = \$111,678,075



GENERAL CAPITAL IMPROVEMENTS BUDGET BY FUNDING SOURCE

Project Name	FY 2021 Adopted	Debt Funding	Unrestricted Investment Income	Unrestricted Utility Franchise Fees	Unrestricted General Fund Transfer	Restricted Transportation	Restricted Wake County Transit Tax	Restricted Park & Greenway	Restricted Interlocal
Transportation									
Bridge/Culvert Repairs	100,000	-	-	-	-	100,000	-	-	-
Carpenter Fire Station Rd Widening - NC55 to E. Cameron Pd.	6,100,000	991,005	-	-	-	5,108,995	-	-	-
Complete 540 Enhancements (NCDOT Project R-2828)	6,000,000	6,000,000	-	-	-	-	-	-	-
Downtown Parking Deck	15,000,000	15,000,000	-	-	-	-	-	-	-
GoCary Bus Stop Improvements	415,075	-	-	-	-	-	415,075	-	-
GoCary Capital Amenities	75,000	-	-	-	-	75,000	-	-	-
GoCary Regional Operations and Maintenance Facility	17,600,000	-	-	-	-	-	17,600,000	-	-
Green Level Church Rd Bridge Replacement and Widening at Kit Creek (NCDOT Reimburse)	700,000	700,000	-	-	-	-	-	-	-
Intersection Improvements	1,000,000	1,000,000	-	-	-	-	-	-	-
ITS Expansion for Cary ATMs	100,000	-	-	100,000	-	-	-	-	-
Louis Stephens Drive/Carpenter Upchurch Road Sidewalk	3,200,000	3,200,000	-	-	-	-	-	-	-
Private Streets Legacy Study	150,000	-	-	-	150,000	-	-	-	-
Schools - Street Improvement Reimbursements	2,750,000	-	-	-	-	2,750,000	-	-	-
Sidewalk and Pedestrian Improvements	1,750,000	850,000	-	-	600,000	300,000	-	-	-
Spot Improvements	250,000	-	-	-	-	250,000	-	-	-
Street Improvement Project	7,100,000	2,000,000	-	-	-	5,100,000	-	-	-
Street Storm Drainage System Rehabilitation	300,000	-	-	-	-	300,000	-	-	-
Traffic Calming	140,000	-	-	-	-	140,000	-	-	-
Traffic Signalization Projects	900,000	-	-	-	-	900,000	-	-	-
TOTAL FY 2021 TRANSPORTATION CIB	\$63,630,075	\$29,741,005	-	\$100,000	\$750,000	\$15,023,995	\$18,015,075	-	-

Fire

Fire Station Rehabilitation	100,000	-	-	100,000	-	-	-	-	-
Self Contained Breathing Apparatus (SCBA) Replacement	2,000,000	-	-	-	2,000,000	-	-	-	-
TOTAL FY 2021 FIRE CIB	\$2,100,000	-	-	\$100,000	\$2,000,000	-	-	-	-

Parks, Recreation and Cultural Resources

Athletic Field Fencing Repair/Replacement	20,000	-	20,000	-	-	-	-	-	-
Athletic Field Fencing Repair/Replacement	105,000	-	105,000	-	-	-	-	-	-
Black Creek Greenway - Phases I, II, and V	1,000,000	1,000,000	-	-	-	-	-	-	-
Carpenter Fire Station Neighborhood Park	8,900,000	6,900,000	-	-	-	-	-	2,000,000	-
Cary Arts Center Lighting for Glass Wall Maintenance	29,500	-	-	29,500	-	-	-	-	-
Cary Tennis Park Repair & Maintenance - Court and Site	770,000	-	-	-	-	-	-	-	770,000
Cary Tennis Park Repair & Maintenance - Structures	110,000	-	-	-	-	-	-	-	110,000
Crabtree Creek Trail - Weston Parkway Crossing	250,000	-	-	-	-	-	-	250,000	-
Greenway Pedestrian Structure Repair	250,000	-	250,000	-	-	-	-	-	-
Greenway Resurfacing	340,000	-	340,000	-	-	-	-	-	-
Higgins Greenway	500,000	-	-	-	-	-	-	500,000	-
Koka Booth Amphitheatre Improvements	735,000	-	-	-	735,000	-	-	-	-
McCrimmon Neighborhood Park	6,100,000	4,100,000	-	-	-	-	-	2,000,000	-
Park Renovations	400,000	400,000	-	-	-	-	-	-	-
Playground Surface Repairs/Replacement	85,000	-	-	85,000	-	-	-	-	-
PRCR AV Equipment Replacement	250,000	-	-	-	250,000	-	-	-	-
Public Art - Park and Greenway Amenities	25,000	-	-	25,000	-	-	-	-	-
Restroom Replacement	25,000	-	-	-	25,000	-	-	-	-
Skate Park Improvements	200,000	200,000	-	-	-	-	-	-	-
Tennis Court Renovations	16,000	-	-	16,000	-	-	-	-	-
The Cary Marquee Lighting Maintenance	34,500	-	34,500	-	-	-	-	-	-
USA Baseball Maintenance & Repair - Fields & Site	40,000	-	-	-	-	-	-	-	40,000
USA Baseball Maintenance & Repair - Structures	250,000	-	-	-	-	-	-	-	250,000
Veteran's Freedom Monument Lighting Maintenance	70,000	-	-	-	70,000	-	-	-	-
WakeMed Soccer Park Maintenance & Repair - Fields & Site	170,000	-	-	-	-	-	-	-	170,000
WakeMed Soccer Park Maintenance & Repair - Structures	510,000	-	-	-	-	-	-	-	510,000
TOTAL FY 2021 PRCR CIB	\$21,185,000	\$12,600,000	\$749,500	\$155,500	\$1,080,000	-	-	\$4,750,000	\$1,850,000

GENERAL CAPITAL IMPROVEMENTS BUDGET BY FUNDING SOURCE

Project Name	FY 2021 Adopted	Debt Funding	Unrestricted Investment Income	Unrestricted Utility Franchise Fees	Unrestricted General Fund Transfer	Restricted Transportation	Restricted Wake County Transit Tax	Restricted Park & Greenway	Restricted Interlocal
General Government									
ADA Improvements - Town Facilities	1,000,000	-	1,000,000	-	-	-	-	-	-
AH - Owner-Occupied Housing Rehabilitation Program	300,000	-	-	-	300,000	-	-	-	-
Cary Indoor Sports Facility	7,000,000	-	-	-	7,000,000	-	-	-	-
DT - Downtown Rehab and Façade Improvement Program	50,000	-	-	50,000	-	-	-	-	-
ERP Replacement	5,000,000	-	-	-	5,000,000	-	-	-	-
Facility Long-Term O&M Plan	200,000	-	-	200,000	-	-	-	-	-
Facility Painting Interior and Exterior	85,000	-	-	85,000	-	-	-	-	-
Facility Security	100,000	-	100,000	-	-	-	-	-	-
Heavy Duty Equipment Replacement	600,000	-	600,000	-	-	-	-	-	-
Historic Preservation of Character Structures (over 50 years old)	500,000	-	-	-	500,000	-	-	-	-
HVAC Replacements and Major Maintenance	210,000	-	210,000	-	-	-	-	-	-
Internal Roads Resurfacing	420,000	-	-	-	420,000	-	-	-	-
Internal Security	218,000	-	-	-	218,000	-	-	-	-
Open Space Planning	500,000	-	100,000	-	400,000	-	-	-	-
Parking Lot Resurfacing and Renovations	90,000	-	90,000	-	-	-	-	-	-
Police Evidence Room	600,000	-	-	-	600,000	-	-	-	-
Roof Assessment and Rehabilitation Program	800,000	-	-	-	800,000	-	-	-	-
Salesforce Phase 2	1,300,000	-	-	-	1,300,000	-	-	-	-
Sanitation and Recycling Truck Replacement	1,000,000	-	-	-	1,000,000	-	-	-	-
Storm Drainage Project - Private Assistance	300,000	-	300,000	-	-	-	-	-	-
Storm Drainage Project - Town Properties	300,000	-	300,000	-	-	-	-	-	-
Stormwater Condition Assessment and Rehabilitation Program	800,000	-	278,000	-	522,000	-	-	-	-
Stormwater Sensors	200,000	-	-	-	200,000	-	-	-	-
Town Hall Access Improvements and Office Space Modifications	440,000	-	440,000	-	-	-	-	-	-
Town Wi-Fi	800,000	-	-	-	800,000	-	-	-	-
Western Cary Community Facility	1,000,000	-	-	-	1,000,000	-	-	-	-
TOTAL FY 2021 GENERAL GOVERNMENT CIB	\$23,813,000	-	\$3,418,000	\$335,000	\$20,060,000	-	-	-	-
Downtown									
Downtown - Bid Development Fees	500,000	-	500,000	-	-	-	-	-	-
Downtown Strategic Parking and Mobility Plan	250,000	-	-	250,000	-	-	-	-	-
Rogers Alley Improvements	200,000	-	-	200,000	-	-	-	-	-
TOTAL FY 2021 DOWNTOWN CIB	\$950,000	-	\$500,000	\$450,000	-	-	-	-	-
GRAND TOTAL - FY 2021 CIB	\$111,678,075	\$42,341,005	\$4,667,500	\$1,140,500	\$23,890,000	\$15,023,995	\$18,015,075	\$4,750,000	\$1,850,000

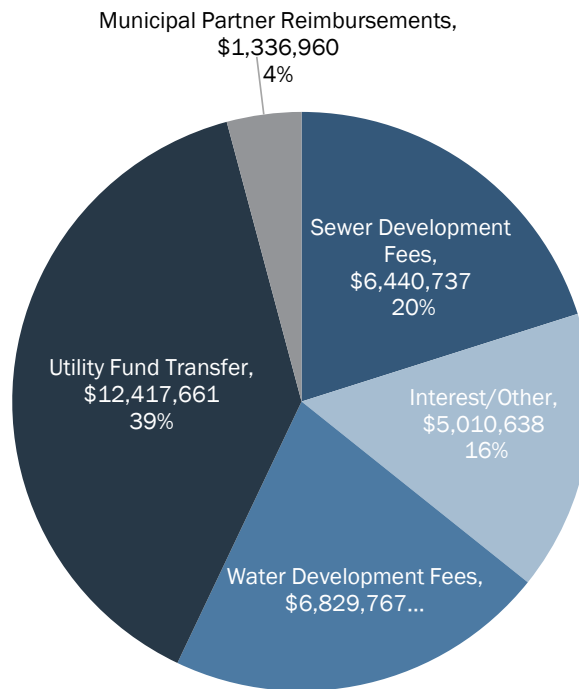
UTILITY CAPITAL RESERVE FUND SUMMARY

	Actual FY 2017	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Adopted FY 2021
REVENUES					
Net Investment Earnings	\$1,612,855	\$2,682,642	\$3,839,088	\$4,400,000	\$3,220,000
Water Development Fee	5,068,852	4,217,596	5,483,385	4,169,159	4,647,469
Sewer Development Fee	7,553,845	6,702,037	5,312,071	4,389,474	6,663,059
Reclaimed Water Development Fee/ Payment in Lieu	303,871	382,864	(129,528)	—	—
Misc. Developer Payments	7,948	—	—	—	—
TOTAL REVENUES	\$14,547,371	\$13,985,139	\$14,505,016	\$12,958,633	\$14,530,528
OTHER FINANCING SOURCES (USES)					
Water Projects Fund	(3,017,619)	(2,181,005)	(6,032,960)	(18,245,684)	(8,040,405)
Sewer Projects Fund	(10,979,535)	285,464	(19,276,620)	(16,194,625)	(6,440,737)
Funds Returned to Fund Balance	7,338,830	—	14,816,567	—	—
TOTAL OTHER FINANCING SOURCES (USES)	(\$6,658,324)	(\$1,895,541)	(\$10,493,013)	(\$34,440,309)	(\$14,481,142)
Net Income (Loss)	7,889,047	12,089,598	4,012,003	(21,481,676)	49,386
Net Income (Loss) Adjusted	7,889,047	12,089,598	4,012,003	(21,481,676)	49,386
Fund Balance - Start of Year	46,905,823	54,794,870	66,884,468	70,896,471	62,420,015
Prior Year Equity Adjustment	(3,082,330)	(3,412,046)	(3,191,676)	—	—
Adjustment to Accrual	(329,716)	220,370	194,200	—	—
Net Fiscal Year Estimated Actual Results	—	—	—	13,005,220	—
*Net Position - End of Year	\$50,949,723	\$61,491,809	\$69,663,871	\$64,184,892	\$64,234,278
**Net Fund Balance - End of Year	\$54,794,870	\$66,884,468	\$70,896,471	\$62,420,015	\$62,469,401

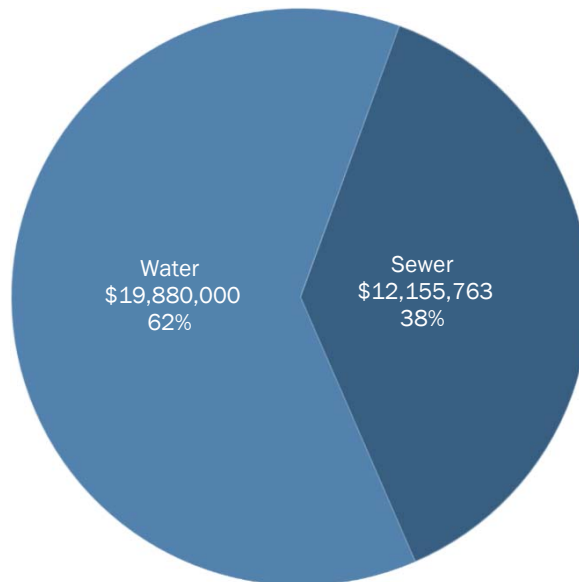
* "Net Position - End of Year" includes non-expendable accounting adjustments

** "Net Fund Balance - End of Year" represents true, available cash reserves

FY 2021 UTILITY CAPITAL IMPROVEMENTS FUNDING SOURCES = \$32,035,763



FY 2021 UTILITY CAPITAL IMPROVEMENTS EXPENDITURES = \$32,035,763



**UTILITY CAPITAL IMPROVEMENTS BUDGET
BY FUNDING SOURCE**

Project Name	FY 2021 Adopted	Unrestricted Investment Income	Unrestricted Utility Fund Transfer	Restricted Water	Restricted Sewer	Revenue Bonds	Restricted Town of Apex Reimbursement
Water							
Aquastar Water Meter & Radio Replacement	2,000,000	-	2,000,000	-	-	-	-
CAWTF - Ozone Generator Replacements	2,000,000	-	1,540,000	-	-	-	460,000
CAWTF - Fiber Line	300,000	225,638	5,362	-	-	-	69,000
CAWTF - Residuals Facility Polymer System	300,000	-	-	231,000	-	-	69,000
CAWTF Structural and Process Improvements - Basin Rehabilitation	3,000,000	-	-	2,310,000	-	-	690,000
Extend & Relocate Water Mains and Install Valves	800,000	800,000	-	-	-	-	-
Heavy Duty Equipment Replacement - Water	80,000	-	80,000	-	-	-	-
Kildaire Farm Road Water Line Reinforcement - Central	3,800,000	-	-	-	-	3,800,000	-
Upgrade Water Lines	5,000,000	-	811,233	4,188,767	-	-	-
Water Line Oversizings and Related Infrastructure Acceptance Requirements	185,000	185,000	-	-	-	-	-
Water System - Air Release Valve Replacements	100,000	-	-	100,000	-	-	-
Water System - Critical Water Line Locating and Testing	175,000	-	175,000	-	-	-	-
Water System - DOT Relocates	500,000	-	500,000	-	-	-	-
Water System - Valve Replacements	125,000	-	125,000	-	-	-	-
Watershed Protection	765,000	-	765,000	-	-	-	-
Enterprise Resource Planning (ERP) Technology Platform Replacement - Water	750,000	-	750,000	-	-	-	-
TOTAL FY 2021 WATER CIB	\$19,880,000	\$1,210,638	\$6,751,595	\$6,829,767	-	\$3,800,000	\$1,288,000

Sewer

Cleaning and Video Survey of Sewer Interceptors	600,000	-	600,000	-	-	-	-
Extend Reclaimed Water Mains	162,889	-	162,889	-	-	-	-
Basin S1, S2, S3 / Walnut Creek Improvements	250,000	-	-	-	250,000	-	-
Force Main Condition Assessment & Maintenance	500,000	-	-	-	500,000	-	-
Force Main Easement Clearing Project - Survey and Clear	100,000	-	-	-	100,000	-	-
Heavy Duty Equipment Replacement - Sewer	470,000	-	470,000	-	-	-	-
Miscellaneous Pump Station Grinder Exchange Rebuild/Replacement	200,000	-	-	-	200,000	-	-
NCWRF - Inductively Coupled Plasma Mass Spectrometer Replacement	175,000	-	-	-	175,000	-	-
Pump Station Variable Frequency Drive (VFD) Replacements	250,000	-	-	-	250,000	-	-
Reclaimed Water Line Oversizings	193,874	-	193,874	-	-	-	-
Sanitary Sewer Oversizings and Related Infrastructure Acceptance Requirements	210,000	-	210,000	-	-	-	-
SCWRF - Programmable Logic Controller Replacements	250,000	-	-	-	250,000	-	-
SCWRF - UV Redundancy Engineering Study	150,000	-	150,000	-	-	-	-
SCWRF - RAS/WAS Pump Station Improvements	250,000	-	-	-	250,000	-	-
Sewer System Repair/Rehabilitation	7,000,000	-	2,534,263	-	4,465,737	-	-
Wastewater System - DOT Relocates	500,000	-	500,000	-	-	-	-
WWWRF - Rebuild Jet Aeration and Post Aeration Pumps	83,000	-	54,780	-	-	-	28,220
WWWRF - Rebuild/Replace Mixers	61,000	-	40,260	-	-	-	20,740
Enterprise Resource Planning (ERP) Technology Platform Replacement - Sewer	750,000	-	750,000	-	-	-	-
TOTAL FY 2021 SEWER CIB	\$12,155,763	-	\$5,666,066	-	\$6,440,737	-	\$48,960

GRAND TOTAL - FY 2021 CIB	\$32,035,763	\$1,210,638	\$12,417,661	\$6,829,767	\$6,440,737	\$3,800,000	\$1,336,960
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CUMULATIVE IMPACTS OF FYS 2021 – 2041 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 supported by the Town's operating budget.

The Town of Cary's capital budgeting process requires that costs of this nature be 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 approximate 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 2021 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 2020 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 2021 - 2041 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 2021 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
Project Category	Project Type	Project Title	Total Projected Personnel Cost Related to Projects in CIP	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031-2041
PARKS	Parks	Carpenter Fire Station Neighborhood Park	1,555,500	53,550	56,100	58,650	61,200	63,750	66,300	68,850	71,400	73,950	981,750
PARKS	Parks	Lexie Lane Neighborhood Park Redevelopment	117,800	-	4,400	4,600	4,800	5,000	5,200	5,400	5,600	5,800	77,000
PARKS	Parks	McCrimmon Neighborhood Park	732,000	25,200	26,400	27,600	28,800	30,000	31,200	32,400	33,600	34,800	462,000
PARKS	Parks	Tryon Road Neighborhood Park	544,000	-	-	-	24,000	25,000	26,000	27,000	28,000	29,000	385,000
PARKS	General	Western Cary Community Facility	24,863,457	-	928,686	970,899	1,013,112	1,055,325	1,097,538	1,139,751	1,181,964	1,224,177	16,252,005
WATER	Water	Cary/Apex Water Treatment Facility - Phase IV Expansion and Improvements	2,210,000	-	-	-	-	-	-	-	140,000	145,000	1,925,000
Total Estimated Personnel Impacts Related to Projects in CIP				\$30,022,757	\$78,750	\$1,015,586	\$1,061,749	\$1,131,912	\$1,179,075	\$1,226,238	\$1,273,401	\$1,460,564	\$20,082,755

Intentionally Conservative Annual Inflation Percentage				5%	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	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031-2041
FIRE	Stations with Pumpers	Fire Station 10 (O'Kelly Chapel Road)	1,443,050	-	53,900	56,350	58,800	61,250	63,700	66,150	68,600	71,050	943,250
FIRE	Stations with Pumpers	Fire Station 10 Pumper (O'Kelly Chapel Road)	449,024	-	16,772	17,534	18,296	19,059	19,821	20,583	21,346	22,108	293,505
GENERAL	Special Projects	ERP Replacement	21,350,000	735,000	770,000	805,000	840,000	875,000	910,000	945,000	980,000	1,015,000	13,475,000
GENERAL	Special Projects	Western Cary Community Facility	62,158,672	-	2,321,716	2,427,249	2,532,781	2,638,314	2,743,846	2,849,379	2,954,911	3,060,444	40,630,032
PARKS	Greenways	Camp Branch (Churchill Estates) Greenway	261,074	-	9,752	10,195	10,638	11,081	11,525	11,968	12,411	12,854	170,651
PARKS	Greenways	Crabtree Creek Trail Weston Parkway Crossing	305,000	10,500	11,000	11,500	12,000	12,500	13,000	13,500	14,000	14,500	192,500
PARKS	Greenways	Dutchman's Branch Greenway - Phase II	248,646	-	9,287	9,709	10,132	10,554	10,976	11,398	11,820	12,242	162,528
PARKS	Greenways	Swift Creek Greenway (Lake Pine Drive to Regency Parkway)	351,750	-	-	-	-	-	-	20,250	21,000	21,750	288,750
PARKS	Greenways	Walnut Creek Greenway and Stormwater Corridor	990,000	-	-	-	-	-	52,000	54,000	56,000	58,000	770,000
PARKS	Parks	Carpenter Fire Station Neighborhood Park	4,209,000	144,900	151,800	158,700	165,600	172,500	179,400	186,300	193,200	200,100	2,656,500
PARKS	Parks	McCrimmon Neighborhood Park	2,714,500	93,450	97,900	102,350	106,800	111,250	115,700	120,150	124,600	129,050	1,713,250
PARKS	Parks	Lexie Lane Neighborhood Park Redevelopment	559,550	-	20,900	21,850	22,800	23,750	24,700	25,650	26,600	27,550	365,750
PARKS	Parks	Sports Turf Field Replacement	6,188,000	-	-	-	-	-	-	-	392,000	406,000	5,390,000
PARKS	Parks	Tryon Road Neighborhood Park	2,176,000	-	-	-	96,000	100,000	104,000	108,000	112,000	116,000	1,540,000
PARKS	Renovations - Park and Greenway	Park and Greenway Renovations	76,250	2,625	2,750	2,875	3,000	3,125	3,250	3,375	3,500	3,625	48,125
PARKS	Special Projects	Park, Greenway and Facility Sign Plan Implementation	26,000	-	-	-	-	1,250	1,300	1,350	1,400	1,450	19,250
TRANSPORTATION	Alternative Modes	GoCary Bus Stop Improvements	610,000	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000	385,000
TRANSPORTATION	Alternative Modes	GoCary Bus Stop Solar Lighting Upgrades	457,500	15,750	16,500	17,250	18,000	18,750	19,500	20,250	21,000	21,750	288,750
TRANSPORTATION	Alternative Modes	GoCary Downtown Multi-Modal Station	3,681,250	-	137,500	143,750	150,000	156,250	162,500	168,750	175,000	181,250	2,406,250
TRANSPORTATION	Alternative Modes	GoCary New Customer Information Technology	305,000	10,500	11,000	11,500	12,000	12,500	13,000	13,500	14,000	14,500	192,500
TRANSPORTATION	Alternative Modes	GoCary New Fare Technology	457,500	15,750	16,500	17,250	18,000	18,750	19,500	20,250	21,000	21,750	288,750
TRANSPORTATION	Alternative Modes	GoCary Regional Operations and Maintenance Facility	3,681,250	-	137,500	143,750	150,000	156,250	162,500	168,750	175,000	181,250	2,406,250
TRANSPORTATION	Alternative Modes	GoCary Transfer Center Improvements	1,767,000	-	66,000	69,000	72,000	75,000	78,000	81,000	84,000	87,000	1,155,000

**CUMULATIVE IMPACTS OF FYS 2021 - 2041 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 2021 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
Project Category	Project Type	Project Title	Total Projected Personnel Cost Related to Projects in CIP	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031-2041
TRANSPORTATION	Control Systems	Signal System - Camera Coverage Expansion	15,250	525	550	575	600	625	650	675	700	725	9,625
WATER	Other Water Projects	Aquastar Additional Infrastructure	61,000	2,100	2,200	2,300	2,400	2,500	2,600	2,700	2,800	2,900	38,500
WATER	Water Storage Tanks	Cary/Apex Water Treatment Facility Structural and Process Improvement - New Clearwell	294,500	-	11,000	11,500	12,000	12,500	13,000	13,500	14,000	14,500	192,500
WATER	Water Treatment	Cary/Apex Water Treatment Facility - Phase IV Expansion and Improvements	2,762,500	-	-	-	-	-	-	-	175,000	181,250	2,406,250
Total Estimated Operating & Maintenance Impacts Related to Projects in the CIP			\$117,599,267	\$1,052,100	\$3,886,527	\$4,063,187	\$4,335,847	\$4,517,758	\$4,750,468	\$4,953,428	\$5,703,888	\$5,907,599	\$78,428,466
Total Estimated Operating Impacts			\$147,622,024	\$1,130,850	\$4,902,113	\$5,124,936	\$5,467,759	\$5,696,833	\$5,976,706	\$6,226,829	\$7,164,452	\$7,420,326	\$98,511,221

CAPITAL PROJECT SPENDING STATUS
ACTIVE PROJECTS AS OF JUNE 30, 2020

	Project Category	Appropriations to Date	Expenditures to Date	Balance to Date	Percent Spent
	Downtown	\$87,747,456	\$25,246,022	\$62,501,434	29%
	Fire	13,853,000	12,740,830	1,112,170	92%
	General Government	56,973,258	37,695,121	19,278,137	66%
	Parks, Recreation, and Cultural Resources	181,998,867	60,726,414	121,272,453	33%
	Transportation	223,479,053	132,040,054	91,438,999	59%
	Total General Capital Projects	\$564,051,634	\$268,448,441	\$295,603,193	48%
	Sewer	\$289,302,712	\$224,961,659	\$64,341,053	78%
	Water	236,460,892	185,862,830	50,598,062	79%
	Total Utility Capital Projects	\$525,763,604	\$410,824,489	\$114,939,115	78%
	GRAND TOTAL	\$1,089,815,238	\$679,272,929	\$410,542,309	62%

DOWNTOWN PROJECTS

Project Number	Project Name	Appropriations to Date	Expenditures to Date	Balance to Date	Percent Spent
DT1000	DT - Downtown Available Funds	870,600	62,803	807,797	7%
DT1108	DT - Business Improvement District Development Fees	1,550,399	964,283	586,116	62%
DT1117	DT - Mayton Inn Access Road	106,124	106,123	1	100%
DT1120	DT - Downtown Development Initiatives	-	-	-	0%
DT1123	DT - Regional Stormwater	1,214,590	235,265	979,325	19%
DT1127	DT - Land Downtown Park	5,000	1,299	3,701	26%
DT1128	DT - Midtown Square Sidewalks	292,660	292,660	-	100%
DT1129	DT - Library Parking Structure	14,150,000	14,140,675	9,325	100%
DT1130	DT - 118,120, & 124 Park Street Demolitions	45,000	43,550	1,450	97%
DT1131	DT - Development Opportunities	13,820,000	-	13,820,000	0%
DT1132	DT - Library Lower Level	630,000	630,000	-	100%
DT1134	DT - Development Around Park	25,000	7,500	17,500	30%
DT1135	DT - Chatham Street Parking Spaces	15,000	11,795	3,205	79%
DT1136	DT - Jones House Updates	630,000	608,640	21,360	97%
DT1140	DT - Hunter Street Extension	728,083	-	728,083	0%
DT1141	DT - Academy Park Development	810,000	-	810,000	0%
PR1232	DT - Public Art Park Deck	168,100	168,100	-	100%
PR1237	DT - Downtown Park Master Plan	861,900	737,220	124,680	86%
PR1285	DT - Downtown Park Phase II	51,825,000	7,236,111	44,588,889	14%
	TOTAL DOWNTOWN PROJECTS	87,747,456	25,246,022	62,501,434	29%

FIRE PROJECTS

Project Number	Project Name	Appropriations to Date	Expenditures to Date	Balance to Date	Percent Spent
FR1038	Traffic Signal Pre-emption - Phase II	396,000	247,998	148,002	63%
FR1044	Fire Station - Northwestern Cary	925,000	820,364	104,636	89%
FR1048	Fire Station #9 - Walnut Street Area	7,900,000	7,311,858	588,142	93%
FR1055	Aerial Ladder Replacements #1978 & #1997	2,850,000	2,832,114	17,886	99%
FR1056	Aerial Ladder Replacements #2052	1,500,000	1,472,096	27,904	98%
FR1057	Fire Station Rehabilitation	282,000	56,400	225,600	20%
	TOTAL FIRE PROJECTS	13,853,000	12,740,830	1,112,170	92%

GENERAL GOVERNMENT PROJECTS

Project Number	Project Name	Appropriations to Date	Expenditures to Date	Balance to Date	Percent Spent
GG1075	Sanitation and Recycling Truck Replacement	18,790,965	17,248,982	1,541,983	92%
GG1109	Historic Preservation Implementation	26,839	26,839	0	100%
GG1111	Work Order Management / 311	850,000	823,503	26,497	97%
GG1113	Conference Room Technology Upgrades	215,400	186,268	29,132	86%
GG1126	Garmon Operations Center Improvements - Phase II	2,250,000	2,230,180	19,820	99%
GG1130	Storm Water Condition Assessment - FY 2015	2,850,000	952,259	1,897,741	33%
GG1132	Town Website Overhaul	505,000	460,795	44,205	91%

Project Number	Project Name	Appropriations to Date	Expenditures to Date	Balance to Date	Percent Spent
GENERAL GOVERNMENT PROJECTS (Continued)					
GG1139	Heavy Equipment Replacement - General Government	4,100,000	2,926,591	1,173,409	71%
GG1142	Relamping Town Facilities	169,691	168,833	858	99%
GG1144	Application Software Replacement	2,000,000	1,999,999	1	100%
GG1146	Evidence Room Expansion or Relocation	2,800,000	106,600	2,693,400	4%
GG1147	Roof Assessment & Rehabilitation - General Government	1,970,000	945,171	1,024,829	48%
GG1149	ADA Improvements - Town Facilities	2,085,350	902,179	1,183,171	43%
GG1150	Electric Vehicle Charging Stations - Library Parking Deck	110,000	110,000	-	100%
GG1152	Historic Town Facility Preservation	1,000,000	186,877	813,123	19%
GG1153	HVAC Replacement & Maintenance - FY 2018	120,000	80,997	39,003	67%
GG1154	Parking Lot Resurfacing - FY 2018	101,000	101,000	-	100%
GG1155	Sand & Salt Storage Structure	150,000	144,884	5,116	97%
GG1157	Imagine Cary Act Studies	75,000	14,500	60,500	19%
GG1159	Stormwater Outpost & Camera	200,000	158,333	41,667	79%
GG1160	Facility Painting Interior & Exterior - FY 2019	90,000	82,000	8,000	91%
GG1161	Fleet Field Service / Response Vehicle	200,000	199,272	728	100%
GG1162	Stormwater Condition Assessment	700,000	-	700,000	0%
GG1163	Stormwater Internet of Things (IOT)	350,000	22,025	327,975	6%
GG1164	Adaptive Stormwater SSCF Grant	300,000	84,499	215,501	28%
GG1165	Body Worn & In-Car Cameras	1,200,000	981,620	218,380	82%
GG1166	Cary-Apex Fiber Connection	263,650	450	263,200	0%
GG1167	Underground Storage Tank Replacement	400,000	356,189	43,811	89%
GG1168	Facilities Long-Term Operations & Maintenance Plan	350,000	144,500	205,500	41%
GG1169	Fleet Management Software Replacement	250,000	230,021	19,979	92%
GG1170	Historic Preservation of Character Structures	1,029,161	133,453	895,708	13%
GG1171	Internal Roads Surfacing	1,260,000	114,139	1,145,861	9%
GG1172	Multipurpose Room Upfits	125,000	88,917	36,083	71%
GG1173	Parking Decks Major Maintenance	30,000	22,000	8,000	73%
GG1174	Town Hall Pedestrian Bridge & Generator	1,040,000	538,818	501,182	52%
GG1175	Clean Fuel Advanced Technology FY 2019 - 2020	72,456	64,477	7,979	89%
GG2500	*FENTON - General Government	-	163,318	(163,318)	100%
GG3200	Facility Painting - Interior & Exterior	170,000	48,546	121,454	29%
GG3300	HVAC Replacement & Major Maintenance	298,000	89,068	208,932	30%
GG3400	Parking Lot Resurfacing	205,000	42,038	162,962	21%
GG4001	AH-Housing Capital Projects	1,950,124	1,393,509	556,615	71%
GG4002	AH - Downtown Rehabilitation and Façade Improvements	593,591	385,935	207,656	65%
GG4004	AH - Affordable Housing Administration	49,145	49,145	-	100%
GG4005	AH - Minimum Housing Demolition	164,500	54,989	109,511	33%
GG5000	Land - Land Banking (Main)	648,248	-	648,248	0%
GG5027	Land - Rankine Property	260,000	248,070	11,930	95%
GG5028	Land -8616-8854 Chapel Hill Road	17,500	17,300	200	99%
GG5029	Land - 328 Waldo Street	49,108	49,107	1	100%
GG6000	STM - Town Property Storm Drainage Project - Main	792,153	-	792,153	0%
GG6006	STM - 112 Summer Lakes Drive	989,595	902,746	86,849	91%
GG6013	STM - South Walker Street	523,559	438,392	85,167	84%
GG6014	STM - Highland	120,000	73,051	46,949	61%
GG6015	STM - Copperleaf	50,000	43,519	6,481	87%
GG6016	STM - Parkthrough Street	45,000	40,495	4,505	90%
GG6017	STM - Willow Street Drainage Study	5,000	3,850	1,150	77%
GG6018	STM - Walker Street Outfall	30,000	25,900	4,100	86%
GG6019	STM - Walmsley	80,000	20,000	60,000	25%
GG6020	STM - Winslow	65,000	-	65,000	0%
GG7000	STM - Storm Water - Private - MAIN	423,538	11,693	411,845	3%
GG7015	STM - Joel Court at Bayoak Drive	587,685	584,244	3,441	99%
GG7016	STM - West High near Jodhpur	652,000	48,085	603,915	7%
GG7017	STM - Two Creeks Near Plaintree	75,000	58,722	16,278	78%
GG7021	STM - Manchester	60,000	40,867	19,133	68%
GG7022	STM - Warren and Pleasants	40,000	25,363	14,637	63%
	TOTAL GENERAL GOVERNMENT PROJECTS	56,973,258	37,695,121	19,278,137	66%

PARKS, RECREATION, AND CULTURAL RESOURCES (PRCR) 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	1,480,300	-	100%
PR1111	Mills Park	1,810,000	1,620,817	189,183	90%
PR1129	Black Creek Greenway Renovation - Phases I and II	6,904,700	764,745	6,139,955	11%
PR1143	Roberts Road Park	250,000	-	250,000	0%
PR1159	Park Greenway and Facility Sign Plan	445,000	355,694	89,306	80%
PR1164	USA Baseball Facility Improvements - Interlocal	6,455,000	1,058,759	5,396,241	16%
PR1166	Crabtree Creek Greenway	5,398,000	4,639,741	758,259	86%
PR1182	Cary Tennis Park Court Renovations	925,000	907,680	17,320	98%
PR1184	Mills Park - Phase II	1,070,000	229,295	840,705	21%
PR1186	White Oak Greenway - American Tobacco Trail Section	5,630,070	4,424,258	1,205,812	79%
PR1187	Panther Branch Greenway - Cameron Pond	4,856,939	4,513,466	343,473	93%
PR1188	Sports Turf Fields	2,601,355	2,505,541	95,814	96%
PR1193	Cary Tennis Park Expansion - Interlocal	7,380,500	5,097,367	2,283,133	69%
PR1202	Soccer Park Improvements - Phase II - Interlocal	3,520,000	3,407,267	112,733	97%
PR1211	Park and Greenway Renovations - FY 2015	226,000	211,388	14,612	94%
PR1213	White Oak Creek Greenway Trailhead	185,000	183,866	1,134	99%
PR1222	Park and Greenway Renovation - FY 2016	255,000	249,110	5,890	98%
PR1230	WakeMed Soccer Park Improvements - FY 2016	220,000	118,209	101,791	54%
PR1236	Thomas Brooks / NTC Field Drainage / Replacement	1,500,000	1,221,214	278,786	81%
PR1237	DT - Downtown Park Master Plan	861,900	737,220	124,680	86%
PR1239	Kids Together Park - Misting Garden	130,000	91,645	38,355	70%
PR1241	Mills Park Community Center Plan	50,000	-	50,000	0%
PR1242	McCrimmon Neighborhood Park	8,700,000	694,331	8,005,669	8%
PR1245	Public Art - Carpenter Park	60,000	60,000	-	100%
PR1247	Recreation Facility Improvements	330,000	328,468	1,532	100%
PR1251	White Oak Greenway - MacArthur	9,057,500	8,071,829	985,671	89%
PR1252	Western Cary Disc Golf	120,000	93,230	26,770	78%
PR1255	Carpenter Fire Station Road Neighborhood Park	11,750,000	686,865	11,063,135	6%
PR1256	Park & Greenway Renovations - FY 2018	270,000	225,649	44,351	84%
PR1257	Playground Surface Repairs - FY 2018	83,000	83,000	-	100%
PR1259	Public Art-McCrimmon Neighborhood Park	10,000	10,000	-	100%
PR1260	Public Art-Carpenter Fire Station Road Neighborhood Park	10,000	10,000	-	100%
PR1261	Public Art - Parks & Greenway Amenities	45,000	20,000	25,000	44%
PR1262	Tennis Court Renovations - FY 2018	72,000	68,420	3,580	95%
PR1263	Annie Jones & Dunham Tennis Courts	2,400,000	134,405	2,265,595	6%
PR1264	Greenway Bridges & Surface Repairs - FY 2018	350,000	350,000	-	100%
PR1267	Higgins Greenway	3,990,000	642,871	3,347,129	16%
PR1269	Cary Tennis Park Lighting / Bleacher Improvements	1,115,000	601,490	513,510	54%
PR1270	Athletic Field Fencing Amenities - FY 2019	125,000	125,000	-	100%
PR1271	Athletic Field Fencing Repair / Replacements - FY 2019	88,000	67,188	20,812	76%
PR1272	Athletic Field Light Replacements	440,000	440,000	-	100%
PR1273	Greenway Pedestrian Structure Repairs	50,000	47,711	2,289	95%
PR1274	Greenway Resurfacing - FY 2019	320,000	154,587	165,413	48%
PR1275	Park & Greenway Renovations - FY 2019	365,000	215,681	149,319	59%
PR1276	Playground Surface Repairs - FY 2019	110,500	33,612	76,888	30%
PR1277	PRCR Facility Improvements	215,000	173,998	41,002	81%
PR1278	Public Art-Higgins Greenway	50,000	50,000	-	100%
PR1279	Public Art - West Cary Community Facility	50,000	-	50,000	0%
PR1280	Tennis Court Fencing Replacement - FY 2019	125,000	119,000	6,000	95%
PR1281	Tennis Court Renovations - FY 2019	173,000	156,000	17,000	90%
PR1282	WakeMed Soccer Park Interlocal Small Projects	1,400,000	1,392,974	7,026	99%
PR1283	Koka Booth Amphitheater Improvements - FY 2019	740,000	738,878	1,122	100%
PR1284	Crabtree Creek Greenway - Weston	3,265,000	165,139	3,099,861	5%
PR1285	DT - Downtown Park Phase II	51,825,000	7,236,111	44,588,889	14%
PR1286	Crabtree Creek Greenway - Bond Park & High House	1,650,000	-	1,650,000	0%
PR1287	Public Art - Crabtree Creek Trail	20,000	20,000	-	100%
PR1288	Walnut Creek Greenway & Stormwater Corridor	150,000	-	150,000	0%
PR1289	Penny Road School Park Improvements	1,000,000	16,930	983,070	2%
PR1290	Playground Upgrades	1,000,000	-	1,000,000	0%
PR1292	WakeMed Soccer Park Improvements - William Peace Univ.	200,000	168,811	31,189	84%
PR3000	Open Space - Bond Funding	19,804,000	-	19,804,000	0%
PR3001	Chatham Open Space	196,000	196,000	-	100%

Project Number	Project Name	Appropriations to Date	Expenditures to Date	Balance to Date	Percent Spent
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PARKS, RECREATION, AND CULTURAL RESOURCES (PRCR) PROJECTS (Continued)

PR3100	Cary Tennis Park - Court Maintenance & Repair	770,000	-	770,000	0%
PR3101	Cary Tennis Park - Court Maintenance & Repair - FY 2020	88,200	83,488	4,712	95%
PR3150	Cary Tennis Park - Structure Maintenance & Repair	110,000	-	110,000	0%
PR3151	Cary Tennis Park - Structure Maintenance & Repair - FY 2020	159,863	125,908	33,955	79%
PR3200	Greenway Pedestrian Structure Repair	310,000	-	310,000	0%
PR3201	Greenway Pedestrian Structure Repair - McDonald - Green Hope School	40,000	-	40,000	0%
PR3250	Greenway Resurfacing	651,000	-	651,000	0%
PR3251	Greenway Resurfacing - Annie Jones	169,000	150,953	18,047	89%
PR3252	Greenway Resurfacing - Churchill Estates	40,000	32,350	7,650	81%
PR3300	Koka Booth Amphitheatre Improvements	785,000	45,500	739,500	6%
PR3400	Park & Greenway Renovations	400,000	-	400,000	0%
PR3401	Walnut Street Park Renovations	260,000	39,835	220,165	15%
PR3402	Senior Center Sound Baffling	70,000	45,078	24,922	64%
PR3450	Playground Surface Repair	170,000	18,959	151,041	11%
PR3500	Restroom Replacement	25,000	-	25,000	0%
PR3501	Bond Park Comfort Station	250,000	192,840	57,160	77%
PR3550	Tennis Court Renovations	104,000	-	104,000	0%
PR3600	USA Baseball Field & Site - Maintenance & Repair	40,000	-	40,000	0%
PR3601	USA Baseball Field & Site - Maintenance & Repair - FY 2020	663,789	618,282	45,507	93%
PR3650	USA Baseball Structures - Maintenance & Repair	250,000	-	250,000	0%
PR3651	USA Baseball Structures - Interior - FY 2020	281,663	272,086	9,577	97%
PR3652	USA Baseball Structures - Exterior - FY 2020	273,000	267,506	5,494	98%
PR3700	WakeMed Soccer Park -Field & Site - Maintenance & Repair	170,000	-	170,000	0%
PR3701	WakeMed Soccer Park - Stadium Field	809,025	780,797	28,228	97%
PR3750	WakeMed Soccer Park - Structures - Maintenance & Repair	510,000	-	510,000	0%
PR3751	WakeMed Soccer Park - Structures - Interior - FY 2020	458,063	410,590	47,473	90%
PR3752	WakeMed Soccer Park - Structures - Exterior - FY 2020	262,500	226,484	36,016	86%
	TOTAL PRCR PROJECTS	181,998,867	60,726,414	121,272,453	33%

TRANSPORTATION PROJECTS

Project Number	Project Name	Appropriations to Date	Expenditures to Date	Balance to Date	Percent Spent
ST1107	Traffic calming	760,835	668,569	92,266	88%
ST1116	Sidewalk Improvement - FY 2004	500,000	499,906	94	100%
ST1123	Morris Pkwy Extension - Phase III	16,835,383	16,835,377	6	100%
ST1129	Traffic Signals- FY 2005	200,000	199,999	1	100%
ST1131	Thoroughfare Street Lighting	250,000	250,000	-	100%
ST1143	Traffic Signals - FY 2006	243,818	243,817	1	100%
ST1147	Sidewalk Improvements - FY 2007	1,000,000	1,000,000	-	100%
ST1157	Traffic Signals - FY 2007	300,000	299,999	1	100%
ST1173	Traffic Signals - FY 2008	229,967	229,966	1	100%
ST1179	Sidewalk Improvements - FY 2009	1,000,000	1,000,000	-	100%
ST1196	Sidewalk Improvements - FY 2011	500,000	500,000	1	100%
ST1198	Traffic Signals - FY 2011	400,000	400,054	(54)	100%
ST1204	Carpenter Fire Station Road / CSX Rail Grade	35,829,969	33,053,285	2,776,684	92%
ST1206	Green Level West Road Widening	5,951,020	5,647,819	303,201	95%
ST1207	Reedy Creek Road Improvements	15,857,036	11,158,653	4,698,383	70%
ST1208	Walnut Street Improvements	5,521,774	5,203,937	317,837	94%
ST1210	Sidewalk Improvements - FY 2012	500,000	500,000	-	100%
ST1217	Traffic Signals - FY 2012	200,000	200,000	-	100%
ST1220	Morrisville Parkway Interchange	3,121,717	2,358,003	763,714	76%
ST1223	Sidewalk Improvements - FY 2013	500,000	488,020	11,980	98%
ST1226	Traffic Signals - FY 2013	250,000	217,817	32,183	87%
ST1231	Cary Pkwy and High House Road Intersection	4,970,089	4,398,159	571,930	88%
ST1237	Intersection Improvements - Reduce Congestion	4,813,515	4,080,997	732,518	85%
ST1240	Sidewalks - 2012 Bond	1,832,000	277,134	1,554,866	15%
ST1241	Bicycle Facility Improvements - 2012 Bond	975,700	777,918	197,782	80%
ST1244	Sidewalk Improvements - FY 2015	600,000	594,292	5,708	99%
ST1245	Lake Pine Widening and Sidewalk Improvements	633,000	133,000	500,000	21%
ST1246	Spot Improvements - Based on Levels of Service - FY2015	250,000	143,584	106,417	57%
ST1247	Traffic Signals - FY 2015	250,000	199,894	50,106	80%

Project Number	Project Name	Appropriations to Date	Expenditures to Date	Balance to Date	Percent Spent
TRANSPORTATION PROJECTS (Continued)					
ST1248	Morrisville Pkwy Interchange - NCTA	5,100,000	10,295	5,089,705	0%
ST1251	Intersection Improvements - FY 2016	1,000,000	837,647	162,353	84%
ST1252	Morrisville Pkwy - Carpenter Upchurch Road Intersection	1,264,310	1,144,533	119,777	91%
ST1253	Sidewalk and Pedestrian Improvements - FY 2016	780,000	779,270	730	100%
ST1259	Intersection Improvements - FY 2017	3,250,000	417,794	2,832,206	13%
ST1260	Sidewalk Improvements - FY 2017	1,218,000	1,170,854	47,146	96%
ST1261	Street Improvements - FY 2017	6,927,000	6,883,798	43,202	99%
ST1262	Aviation Pkwy Sidewalk - NE Quad. at I-40 Interchange	56,000	50,000	6,000	89%
ST1264	GoCary ADA Bus Stop Improvements	2,725,185	1,043,077	1,682,108	38%
ST1265	GoCary Bus Stop Sign Replacement	43,000	20,281	22,719	47%
ST1266	GoCary Capital Amenities	300,000	23,834	276,166	8%
ST1267	GoCary Regional Operations and Maintenance Facility	20,800,000	590,069	20,209,931	3%
ST1268	Sidewalk and Pedestrian Improvements	1,070,000	146,409	923,591	14%
ST1269	Spot Improvements - FY 2018	225,000	99,624	125,376	44%
ST1270	Street Improvement Project	6,500,000	6,459,623	40,377	99%
ST1271	Traffic Signals - FY 2018	400,000	382,591	17,409	96%
ST1272	Bridge and Culvert Repairs - FY 2018	85,000	-	85,000	0%
ST1273	Carpenter Fire Station Road Widening	12,883,500	987,353	11,896,147	8%
ST1274	Transit Feasibility Studies	600,000	590,914	9,086	98%
ST1275	Bicycle Facilities Implementation - FY 2019	25,000	16,108	8,892	64%
ST1276	GoCary Multimodal Station	4,000,000	-	4,000,000	0%
ST1277	GoCary Wayfinding Signage	200,000	20,192	179,808	10%
ST1278	Sidewalk & Pedestrian Improvements - FY 2019	1,750,000	649,736	1,100,264	37%
ST1279	Traffic Signal System Control Upgrades	2,000,000	-	2,000,000	0%
ST1280	Street Improvements - FY 2019	7,100,000	7,099,999	1	100%
ST1281	Spot Improvements - FY 2019	150,000	-	150,000	0%
ST1282	Thoroughfare Street Lights - FY 2019	200,000	19,044	180,956	10%
ST1283	Chapel Hill Road Feasibility Study (Maynard to Maynard)	300,000	250,000	50,000	83%
ST1284	GoCary Bus Stop Solar Lighting Upgrades	345,000	57,325	287,675	17%
ST1285	GoCary New Fare Technology	500,000	104,707	395,293	21%
ST1286	GoCary Transfer Center Improvements	55,000	-	55,000	0%
ST1287	Louis Stephens Road Extension Enhancements	140,000	76,925	63,075	55%
ST1288	Schools - Street Improvement Reimbursements	3,750,000	341,402	3,408,598	9%
ST1289	Signal System - Camera Coverage Expansion	140,000	103,031	36,969	74%
ST1290	Chapel Hill Road - Land Acquisition	1,000,000	894,273	105,727	89%
ST1291	NCDOT Betterments (NC540)	7,000,000	-	7,000,000	0%
ST1292	Fenton - Quinard Drive Right of Way (ROW)	1,300,000	-	1,300,000	0%
ST2500	*FENTON - Streets	-	-	-	0%
ST3100	Intersection Improvements	1,550,000	516,160	1,033,840	33%
ST3200	Sidewalk & Pedestrian Improvements	3,500,000	-	3,500,000	0%
ST3300	Spot Improvements - Based on Levels of Service	250,000	-	250,000	0%
ST3301	McCrimmon Parkway & Highcroft Road	250,000	-	250,000	0%
ST3400	Street Improvement Project	7,100,000	-	7,100,000	0%
ST3401	Street Improvement - FY2020	7,389,000	7,103,085	285,915	96%
ST3500	Traffic Signalization	900,000	-	900,000	0%
ST3501	Signal Kildaire Farm Road at WakeTech	150,000	-	150,000	0%
ST3502	Signal Green Level Church at Green Hope School Road	150,000	-	150,000	0%
ST6000	STM - Storm Drainage - MAIN	636,835	-	636,835	0%
ST6035	STM - Vinecrest Court	319,000	64,100	254,900	20%
ST6039	STM - Kilarney 1600B	25,000	-	25,000	0%
ST6040	STM - Two Creeks	1,050,000	1,013,826	36,174	97%
ST6041	STM - Arbor Brook	563,000	382,162	180,838	68%
ST6042	STM - Pamlico SCM Easement	3,400	2,430	970	71%
ST6043	STM - Crabtree Crossing Pkwy	40,000	-	40,000	0%
ST6044	STM - Upchurch Meadow	20,000	9,866	10,134	49%
ST6045	STM - Branniff / Chevis	125,000	117,516	7,484	94%
	TOTAL TRANSPORTATION PROJECTS	223,479,053	132,040,054	91,438,999	59%

SEWER PROJECTS

Project Number	Project Name	Appropriations to Date	Expenditures to Date	Balance to Date	Percent Spent
SW1121	Wastewater SCADA	1,266,694	1,179,313	87,381	93%
SW1123	WWRWMF - New Water Reclamation Facility	136,678,379	136,574,966	103,413	100%
SW1143	WWRWMF - Western Cary Pump Station Upgrades	11,279,482	9,488,070	1,791,412	84%
SW1146	WWRWMF - Beaver Creek Pump Station	19,623,938	16,366,928	3,257,010	83%
SW1156	Force Main Inspection & Rehabilitation - FY 2008	3,600,000	3,102,611	497,389	86%
SW1171	Swift Creek Regional Pump Station Improvements	1,590,000	1,424,142	165,858	90%
SW1175	Wastewater Pump Station Improvements	1,794,014	1,774,014	20,000	99%
SW1176	Wastewater Pump Station Parallel Force Main	7,154,548	5,302,842	1,851,706	74%
SW1177	TCAP - Streetscape Sewer Upgrades	767,383	732,572	34,811	95%
SW1184	Carystone Pump Station Elimination	410,000	58,686	351,314	14%
SW1191	Paramount Pump Station Elimination	1,210,000	297,286	912,714	25%
SW1202	Force Main Inspection and Rehabilitation - FY 2010	2,500,000	735,339	1,764,661	29%
SW1203	Cleaning and Video Surveying of Sewer Interceptors	3,984,500	3,444,757	539,743	86%
SW1217	SCWRF - Headworks Upgrades	525,000	507,772	17,228	97%
SW1251	SCWRF - Demolition of Lagoons	325,000	89,893	235,107	28%
SW1257	Blanche Drive Sewer Improvements	175,000	2,580	172,420	1%
SW1263	NCWRF - SCADA Conversion	1,048,811	1,048,810	1	100%
SW1264	Sewer Flow Management Modeling	700,000	499,965	200,035	71%
SW1266	SCWRF - Facility Improvements	435,000	324,906	110,094	75%
SW1269	Jack Branch Interceptor	1,150,000	6,940	1,143,060	1%
SW1276	Reclaimed Water Blowoff Metering	210,000	208,207	1,793	99%
SW1280	SCWRF - Aeration Basin and Air Header Repairs	425,000	184,170	240,830	43%
SW1284	Winding Pine Regional Pump Station, Gravity Sewer & Force Main	16,300,000	1,225,816	15,074,184	8%
SW1287	Terrace II Pump Station Elimination	250,000	11,572	238,428	5%
SW1290	NCWRF - Diffused Air System	18,474,415	17,348,911	1,125,504	94%
SW1291	NCWRF - Clarifier Equipment Repair and Replacement	550,000	367,428	182,572	67%
SW1292	NCWRF - Diffuser and Air Piping Replacement	500,000	324,238	175,762	65%
SW1295	NCWRF - Variable Frequency Drive Replacement	46,774	46,773	1	100%
SW1296	Pump Station Variable Frequency Drive Replacement	500,000	207,518	292,482	42%
SW1301	SCWRF - Dryer - Dewatered Cake Pump	225,000	122,383	102,617	54%
SW1302	SCWRF - Dryer - Drum Replacement	1,200,000	249,500	950,500	21%
SW1303	Sewer System Repair/Rehabilitation - FY 2016	2,730,407	2,606,415	123,992	95%
SW1308	RDU Center Pump Station Force Main Replacements	1,570,000	1,534,279	35,721	98%
SW1311	SCWRF - Clarifier Equipment Replacement	500,000	347,733	152,267	70%
SW1312	SCWRF - Generator Auto Transfer Switch Replacement	140,000	25,000	115,000	18%
SW1314	SCWRF - Biosolids Dryer - Mixer Repair	100,000	100,032	(32)	100%
SW1315	SCWRF - Biosolids Dryer - Induction Fan Replacements	5,985,982	5,968,500	17,482	100%
SW1319	Wastewater Pump Station Improvements - FY 2017	604,213	604,213	-	100%
SW1320	Wastewater Pump Station Parallel Force Main - FY2017	6,370,452	781,716	5,588,736	12%
SW1321	Heavy Equipment Replacement - Sewer	2,570,000	1,864,870	705,130	73%
SW1322	I-40 Pump Station Improvements	300,000	257,930	42,070	86%
SW1323	KCPS & MBRPS Parallel Force Main Green Level Church	2,800,000	278,100	2,521,900	10%
SW1325	NCWRF - Improvements for Continuous 3-Train Operations	50,000	12,956	37,044	26%
SW1326	Reclaimed Water Line Oversizing - FY 2018	167,475	-	167,475	0%
SW1327	Sanitary Sewer Oversizings - FY 2018	195,000	63,618	131,382	33%
SW1329	SCWRF - Aeration Basin Recycling Pump Replacement	240,000	79,980	160,020	33%
SW1330	SCWRF - Peak Flow Management Study	150,000	-	150,000	0%
SW1331	SCWRF - Gravity Belt Rehabilitation	150,000	88,852	61,148	59%
SW1333	SCWRF - Variable Frequency Drive Replacement	400,000	12,709	387,291	3%
SW1334	Sewer System Replacement/Rehabilitation - FY 2018	5,428,112	4,798,984	629,128	88%
SW1335	Wastewater System Master Plan Update	250,000	94,831	155,169	38%
SW1336	Misc. Pump Station Grinder Rebuild - FY 2018	150,000	134,602	15,398	90%
SW1337	Sewer Monitoring - Bloomberg Grant	100,000	98,909	1,091	99%
SW1338	Reclaimed Water Main Extensions - FY 2018	147,746	-	147,746	0%
SW1339	Green Level Sewer Interceptor Odor Control	600,000	-	600,000	0%
SW1340	Infrastructure GIS Asset Data - Wastewater	658,000	258,150	399,850	39%
SW1341	Morris Carpenter Road Reclaimed Water Line	914,000	-	914,000	0%
SW1342	Reclaimed Water Line Oversizing - FY 2019	175,849	-	175,849	0%
SW1343	Roof Assessments & Rehabilitation - Sewer	120,000	103,872	16,128	87%
SW1344	Sanitary Sewer Oversizings - FY 2019	200,000	-	200,000	0%
SW1345	SCADA Tier II Wastewater Pump Station	750,000	249,800	500,200	33%
SW1346	SCWRF - Plant Drain Pimp Station Improvements	125,000	-	125,000	0%
SW1347	SCWRF - Polish Pond Liner Replacement	250,000	-	250,000	0%
SW1349	Wastewater Pump Station Improvements	750,000	700,000	50,000	93%

Project Number	Project Name	Appropriations to Date	Expenditures to Date	Balance to Date	Percent Spent
SEWER PROJECTS (Continued)					
SW1350	Wastewater Pump Station Parallel Force Mains - FY 2019	2,900,000	-	2,900,000	0%
SW1351	West Cary Pump Station Dumpster Enclosure	75,000	-	75,000	0%
SW1352	WWRWRF - Beaver Creek Dumpster & Bar Screen	825,000	215,300	609,700	26%
SW1353	NCWRF - HVAC Replacements - FY 2019	30,000	14,340	15,660	48%
SW1354	Crabtree Interceptor Parallel	75,000	-	75,000	0%
SW1355	NCWRF - Underground Fuel Storage Closeout & Above Ground Tank Installation	200,000	200,000	-	100%
SW1356	SCWRF - Replace Dust Bagger with Wet Scrubber	100,000	-	100,000	0%
SW1357	SCWRF - Underground Fuel Storage Closeout & Above Ground Tank Installation	200,000	200,000	-	100%
SW1358	West Cary & Beaver Creek Pump Station Piping Evaluation	200,000	-	200,000	0%
SW1359	West Cary Northern Force Main Conversion to Reclaimed Water	1,000,000	-	1,000,000	0%
SW2500	*FENTON - Sewer	-	7,063	(7,063)	100%
SW3100	Reclaim Water Main Extensions	318,022	-	318,022	0%
SW3200	Reclaimed Water Line Oversizings	378,516	-	378,516	0%
SW3300	Roof Assessments & Rehabilitation - Sewer	45,000	-	45,000	0%
SW3400	Sanitary Sewer Oversizings	415,000	-	415,000	0%
SW3500	Sewer System Repair / Rehabilitation	12,000,000	-	12,000,000	0%
	TOTAL SEWER PROJECTS	289,302,712	224,961,659	64,341,053	78%

WATER PROJECTS

Project Number	Project Name	Appropriations to Date	Expenditures to Date	Balance to Date	Percent Spent
WT1097	NC55 Water Line Extension - Phase II	2,337,000	2,331,797	5,203	100%
WT1129	Green Level West Road Water Line - Phase I	3,571,000	3,359,169	211,831	94%
WT1142	Wimberly Road Water Line	4,306,000	3,997,812	308,188	93%
WT1148	CAWTF - Phase III Expansion and Improvements - 56 MGD	78,375,000	77,513,127	861,873	99%
WT1161	Cary Parkway SW Water Line Reinforcement	3,650,000	859,369	2,790,631	24%
WT1163	CAWTF - Lake Aeration Mixing System	4,876,000	4,846,577	29,424	99%
WT1166	Holt Road to Davis Drive Waterline Connection	2,340,000	2,340,000	-	100%
WT1171	CAWTF - NC540 Water Line Conflicts	4,606,460	4,527,112	79,348	98%
WT1172	Old Apex Road Waterline Reinforcement	2,694,000	458,377	2,235,623	17%
WT1177	Jordan Lake Partnership	407,500	214,516	192,984	53%
WT1178	Jenks Carpenter Road - Holt Road Water Line Reinforcement	4,428,000	409,762	4,018,238	9%
WT1189	Western Cary Water Storage Tank	9,310,000	9,037,930	272,070	97%
WT1191	Water Main Condition Assessment Program	425,000	146,235	278,765	34%
WT1194	CAWTF - Raw Water Pipeline	22,250,000	21,202,908	1,047,092	95%
WT1195	Cary/Raleigh Water System Interconnection	1,463,000	1,417,323	45,677	97%
WT1212	Green Level West Water Line - Phase III	2,400,000	2,276,840	123,161	95%
WT1214	Kilmayne Water Storage Tank	7,600,000	7,552,330	47,670	99%
WT1216	Plumtree Tank Modifications	2,275,000	2,178,743	96,257	96%
WT1221	CAWTF - Residual Transfer Pump Replacements	400,000	400,000	-	100%
WT1223	Kit Creek Road Water Line Connection	1,075,000	72,247	1,002,753	7%
WT1228	Aquastar - Additional Infrastructure	125,000	-	125,000	0%
WT1231	CAWTF - Clearwell Repainting	175,000	163,585	11,415	93%
WT1233	Remote Water System SCADA Upgrades	150,000	171,920	(21,920)	115%
WT1239	CAWTF - Jordan Lake Capacity Allocation	655,743	576,323	79,420	88%
WT1241	CAWTF - Process Basin Rehabilitation	2,100,000	1,430,394	669,606	68%
WT1242	Crossroads Storage Tank and Pump Station	5,600,000	1,674,488	3,925,512	30%
WT1243	Water Main Extension - FY 2016	302,777	302,777	-	100%
WT1244	Holly Brook Water Line	2,076,439	1,964,168	112,271	95%
WT1245	Kildaire Farm Water Line Reinforcement Central	10,700,000	1,983,847	8,716,153	19%
WT1247	Water Line Upgrades - FY 2016	5,000,000	4,999,965	35	100%
WT1251	Water System Valve Replacements - FY 2016	125,000	21,933	103,067	18%
WT1255	Cary-Apex-Holly Springs Interconnection	15,000	-	15,000	0%
WT1257	Davis Drive Booster Pump Station Modifications	125,000	-	125,000	0%
WT1259	Water Main Extensions - FY 2017	306,216	306,216	-	100%
WT1265	Water Line Upgrades - FY 2017	5,000,000	5,000,000	-	100%
WT1269	CAWTF - Filter Pipe Gallery Piping Removal	150,000	-	150,000	0%
WT1270	CAWTF - Laboratory Information Management System	175,000	125,493	49,507	72%

Project Number	Project Name	Appropriations to Date	Expenditures to Date	Balance to Date	Percent Spent
WATER PROJECTS (Continued)					
WT1272	CAWTF - Surge Tanks	920,000	877,000	43,000	95%
WT1273	CAWTF - Water System Radio Software and Antennas	400,000	-	400,000	0%
WT1274	Extend Water Mains - FY 2018	302,447	302,447	-	100%
WT1275	Heavy Equipment Replacement - Water	580,000	365,362	214,638	63%
WT1276	Infrastructure GIS Asset Data - Water	600,000	341,190	258,810	57%
WT1278	Maynard Road Water Line Reinforcement - SW - Phase II	2,020,000	244,802	1,775,198	12%
WT1279	Morrisville Parkway Water Line Connections	850,000	24,046	825,954	3%
WT1280	NCDOT I-40 and Aviation Pkwy Water Line Relocation	350,000	350,000	-	100%
WT1282	Upgrade Water Lines - FY 2018	5,000,000	5,000,000	-	100%
WT1283	Water Line Oversizings - FY 2018	160,000	104,396	55,604	65%
WT1284	White Oak Church Road Water Line	950,000	109,515	840,485	12%
WT1286	Water System Valve Replacements - FY 2018	125,000	2,407	122,593	2%
WT1287	Water System Master Plan	350,000	-	350,000	0%
WT1288	NC540/Morrisville Pkwy Water Line	750,000	604,478	145,522	81%
WT1289	CAWTF - Future Expansion	700,000	568,559	131,441	81%
WT1290	CAWTF - Heavy Equipment Replacement	270,000	248,440	21,560	92%
WT1292	CAWTF - Generator Switchgear Upgrades	250,000	146,141	103,859	58%
WT1293	CAWTF - Security Upgrades	250,000	99,221	150,779	40%
WT1294	Water Main Extensions & Valve Replacements - FY 2019	801,310	395,327	405,983	49%
WT1295	Louis Stephens Drive Water Line Extensions	1,100,000	368,506	731,494	34%
WT1296	Roof Assessments & Rehabilitation - Water	85,000	60,482	24,518	71%
WT1297	Stephenson Road & TenTen Road Water Line West	700,000	-	700,000	0%
WT1298	Water Line Upgrades - FY 2019	5,000,000	4,842,854	157,146	97%
WT1299	Water Line Oversizings - FY 2019	168,000	-	168,000	0%
WT1300	Optimist Farm Rd Water Line - West	578,000	-	578,000	0%
WT1301	Carpenter Elevated Water Tank Repainting	900,000	136,035	763,965	15%
WT1302	CAWTF - Raw Water Pump Station Activated Carbon Feed Pump	250,000	-	250,000	0%
WT1303	CAWTF - Caustic Tank Replacements	600,000	-	600,000	0%
WT1304	CAWTF - Ozone Generator Replacements	4,000,000	464,600	3,535,400	12%
WT1306	CAWTF - Chemical Feed & Biofiltration	1,000,000	-	1,000,000	0%
WT1307	Holly Springs Road Hydrants & Automatic Flushers	100,000	-	100,000	0%
WT1308	Southern Triangle Expressway Water Line Conflicts	1,000,000	539,564	460,437	54%
WT1310	NCDOT/Airport Blvd Water Line Relocations	1,500,000	1,493,501	6,499	100%
WT2500	*FENTON - Water	-	8,508	(8,508)	100%
WT3100	Water Main Extensions & Relocations	1,600,000	-	1,600,000	0%
WT3200	CAWTF - Roof Assessments & Rehabilitation	70,000	-	70,000	0%
WT3300	Water Line Upgrades	5,616,077	309	5,615,768	0%
WT3301	Water Main Replacements - FY2021	835,970	835,907	63	100%
WT3302	Water Main Replacements - FY2020	3,547,953	3,465,952	82,001	98%
WT3400	Water Line Oversizings	361,000	-	361,000	0%
WT3500	Water System Valve Replacements	250,000	-	250,000	0%
	TOTAL WATER PROJECTS	236,460,892	185,862,830	50,598,062	79%

PROJECTS CLOSED OR PENDING CLOSURE AS OF JUNE 30, 2020

ESTIMATED FINAL

PROJECT #	PROJECT COST	PROJECT DESCRIPTION
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DOWNTOWN PROJECTS

DT1133	\$9,070	DT - Downtown Façade Assistance
DT1137	17,900	DT - Mayton House Fee Proposal
DT1138	67,904	DT - Downtown Streetscape
DT1139	304,167	DT - Old Library Demolition
	\$399,041	TOTAL CLOSED OR PENDING CLOSURE DOWNTOWN PROJECTS

FIRE PROJECTS

FR1054	\$617,232	Fire Pumper Replacement
	\$617,232	TOTAL CLOSED OR PENDING CLOSURE FIRE PROJECTS

GENERAL GOVERNMENT PROJECTS

GG1119	\$130,001	PW Facilities Improvement - Phase 1 - Dixon
GG1143	47,527	Cary Green Program - NRW/Wells Fargo Grant
GG5001	142,823	Land - Miscellaneous Unassigned Expenditures
GG7019	14,164	STM - 910 Brookgreen
GG7020	14,572	STM - 1600 Kilarney
	\$349,087	TOTAL CLOSED OR PENDING CLOSURE GENERAL GOVERNMENT PROJECTS

PARKS, RECREATION AND CULTURAL RESOURCES (PRCR) PROJECTS

PR1146	\$96,669	Sertoma Amphitheater & Restroom Renovations
PR1158	160,579	PRCR Venue Wayfinding Signage
PR1197	139,231	Park and Greenway Renovation - FY 2014
PR1232	168,100	DT - Public Art - Parking Deck
PR1238	253,209	Greenway Resurfacing - FY 2017
PR1246	40,000	Public Art - Kids Together Misting Garden
PR1258	34,054	Public Art - Black Creek Greenway
PR1268	-	Swift Creek Greenway Construction
	\$891,842	TOTAL CLOSED OR PENDING CLOSURE PRCR PROJECTS

TRANSPORTATION PROJECTS

ST1239	\$2,454,859	Signal System - 2019 Bond
ST1249	500,000	Yates Store Road Through Montvale
	\$2,954,859	TOTAL CLOSED OR PENDING CLOSURE TRANSPORTATION PROJECTS

PROJECTS CLOSED OR PENDING CLOSURE AS OF JUNE 30, 2020

ESTIMATED FINAL

PROJECT # PROJECT COST PROJECT DESCRIPTION

SEWER PROJECTS

SW1138	\$5,264,548	NW Area / Jordan Lake Reclaimed Water - Phase II
SW1223	101,453	Reclaimed Water Meter Extensions - FY12
SW1239	255,132	Upper Crabtree Pump Station & Force Main
SW1240	264,453	Walnut Creek Pump Station Check Valve
SW1241	105,720	Reclaimed Water Meter Extensions - FY13
SW1252	262,506	Force Main Easement Clearing
SW1254	614,297	NCWRF - Mixer Replacement
SW1260	1,399,869	Aviation Pump Station Upgrade & York Interceptor Basin Study
SW1286	125,187	Reclaimed Water Meter Extensions - FY16
SW1288	2,280,800	Hollybrook Sewer Extensions Phase 1-3
SW1300	174,913	SCWRF - Dryer - Centrifuge Rebuild
SW1305	134,010	Reclaimed Water Meter Extensions - FY17
SW1313	100,000	SCWRF - Dryer - Dewatered Cake Pump
SW1348	500,000	Sewer System Repair/Rehabilitation - FY 2019
SW1360	31,222	WWWRF - Carbon Replacement for Odor Control
SW1361	-	WWWRF - Solar Installation Study
	\$11,614,110	TOTAL CLOSED OR PENDING CLOSURE SEWER PROJECTS

WATER PROJECTS

WT1157	\$839,068	TCAP - Streetscape Water Upgrades
WT1219	127,550	Water System Water Quality Enhancements
WT1238	30,000	CAWTF - Improvements - FY16
WT1249	447,967	Water Resources Master Plan
WT1250	296,539	Water System - Water Line Locating and Testing
WT1261	71,350	Towerview Court Water Line Connection
WT1286	2,407	Water System - Valve Replacements FY 2018
WT1277	32	Maynard Road Water Line Reinforcement - SE
WT1281	28,998	Tryon Road Water Line Upsizing
WT1305	-	CAWTF - Solar Installation Study
WT1309	-	Water System Interconnections - Mobile Pump
	\$1,843,911	TOTAL CLOSED OR PENDING CLOSURE WATER PROJECTS

CARY CAPITAL IMPROVEMENTS BUDGET AND TWENTY-YEAR PLAN

Project Category and Type	Project Title	Project Total	Appropriated Through FY 2020	FY 2021 Adopted	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026 to FY 2041
DOWNTOWN									
Major Maintenance									
	Rogers Alley Improvements	500,000	-	200,000	300,000	-	-	-	-
	Major Maintenance Total	500,000	-	200,000	300,000	-	-	-	-
Planning									
	Downtown - Bid Development Fees	2,550,399	1,050,399	500,000	500,000	500,000	-	-	-
	Planning Total	2,550,399	1,050,399	500,000	500,000	500,000	-	-	-
Special Projects									
	Downtown Strategic Parking and Mobility Plan	250,000	-	250,000	-	-	-	-	-
	Special Projects Total	250,000	-	250,000	-	-	-	-	-
	DOWNTOWN Total	3,300,399	1,050,399	950,000	800,000	500,000	-	-	-
FIRE									
Equipment									
	Self Contained Breathing Apparatus (SCBA) Replacement	10,564,383	-	2,000,000	-	-	-	-	8,564,383
	Thermal Imaging Camera Replacement	1,029,000	-	-	-	-	291,000	-	738,000
	Equipment Total	11,593,383	-	2,000,000	-	-	291,000	-	9,302,383
Fire Apparatus									
	Aerial Ladder Replacement	22,409,000	1,500,000	-	1,535,000	-	-	850,000	18,524,000
	Fire Pumper Replacement	16,303,000	-	-	-	-	2,613,000	-	13,690,000
	Fire Station 10 Pumper (O'Kelly Chapel Rd)	850,000	-	-	850,000	-	-	-	-
	Rescue Truck Replacement	4,262,000	-	-	-	-	-	-	4,262,000
	Fire Apparatus Total	43,824,000	1,500,000	-	2,385,000	-	2,613,000	850,000	36,476,000
Special Projects									
	Fire Station Rehabilitation	11,962,000	182,000	100,000	100,000	100,000	-	-	11,480,000
	Special Projects Total	11,962,000	182,000	100,000	100,000	100,000	-	-	11,480,000
	FIRE Total	67,379,383	1,682,000	2,100,000	2,485,000	100,000	2,904,000	850,000	57,258,383
GENERAL									
Acquisition - Land									
	Stormwater Open Space Planning	10,648,248	148,248	500,000	500,000	500,000	500,000	500,000	8,000,000
	Acquisition - Land Total	10,648,248	148,248	500,000	500,000	500,000	500,000	500,000	8,000,000
Control Systems									
	Internal Security	872,000	-	218,000	218,000	218,000	218,000	-	-
	Control Systems Total	872,000	-	218,000	218,000	218,000	218,000	-	-
Equipment									
	Heavy Duty Equipment Replacement - General	22,250,000	3,500,000	600,000	600,000	600,000	600,000	600,000	15,750,000
	Sanitation and Recycling Truck Replacement	69,790,965	17,790,965	1,000,000	1,500,000	500,000	2,250,000	2,250,000	44,500,000
	Equipment Total	92,040,965	21,290,965	1,600,000	2,100,000	1,100,000	2,850,000	2,850,000	60,250,000
Major Maintenance									
	ADA Improvements - Town Facilities	7,285,350	1,085,350	1,000,000	1,000,000	1,000,000	500,000	500,000	2,200,000
	Facility Painting Interior and Exterior	2,175,000	85,000	85,000	105,000	115,000	190,000	90,000	1,505,000
	HVAC Replacements and Major Maintenance	3,938,000	88,000	210,000	135,000	110,000	190,000	250,000	2,955,000
	Internal Roads Resurfacing	1,530,000	840,000	420,000	-	270,000	-	-	-
	Parking Decks Major Maintenance	628,000	30,000	-	55,000	-	-	85,000	458,000
	Parking Lot Resurfacing and Renovations	3,117,000	115,000	90,000	120,000	142,000	175,000	-	2,475,000
	Police Evidence Room	2,800,000	2,200,000	600,000	-	-	-	-	-
	Roof Assessment and Rehabilitation Program	16,877,000	1,170,000	800,000	95,000	787,000	-	-	14,025,000
	Major Maintenance Total	38,350,350	5,613,350	3,205,000	1,510,000	2,424,000	1,055,000	925,000	23,618,000

CARY CAPITAL IMPROVEMENTS BUDGET AND TWENTY-YEAR PLAN

Project Category and Type	Project Title	Project Total	Appropriated Through FY 2020	FY 2021 Adopted	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026 to FY 2041
Planning									
	Affordable Housing - Housing Capital Projects	7,950,124	1,650,124	300,000	300,000	300,000	300,000	300,000	4,800,000
	Affordable Housing - Minimum Housing Demolition	1,114,500	164,500	-	37,500	37,500	37,500	37,500	800,000
	Downtown - Downtown Rehabilitation and Façade Improvement Program	993,591	543,591	50,000	50,000	50,000	50,000	50,000	200,000
	Planning Total	10,058,215	2,358,215	350,000	387,500	387,500	387,500	387,500	5,800,000
Special Projects									
	Cary Indoor Sports Facility	200,000,000	-	7,000,000	17,000,000	165,000,000	11,000,000	-	-
	Enterprise Resource Platform Replacement	5,000,000	-	5,000,000	-	-	-	-	-
	Facility Long-Term Operations & Maintenance Plan	500,000	150,000	200,000	150,000	-	-	-	-
	Facility Security	100,000	-	100,000	-	-	-	-	-
	Historic Preservation of Character Structures	1,529,161	529,161	500,000	500,000	-	-	-	-
	Jordan Lake Retrofits - Stormwater Related	2,450,000	-	-	-	-	-	-	2,450,000
	Salesforce Phase II	1,900,000	-	1,300,000	600,000	-	-	-	-
	Town Hall Access Improvements and Office Space Modifications	1,040,000	600,000	440,000	-	-	-	-	-
	Town Wi-Fi	800,000	-	800,000	-	-	-	-	-
	Western Cary Community Facility	56,727,600	-	1,000,000	897,600	7,330,000	-	-	47,500,000
	Special Projects Total	270,046,761	1,279,161	16,340,000	19,147,600	172,330,000	11,000,000	-	49,950,000
Storm Drainage									
	Storm Drainage Project - Private Assistance	8,603,538	123,538	300,000	300,000	300,000	500,000	500,000	6,580,000
	Storm Drainage Project - Town Properties	10,692,153	492,153	300,000	300,000	300,000	600,000	600,000	8,100,000
	Stormwater Condition Assessment & Rehabilitation Program	20,800,000	2,050,000	800,000	800,000	800,000	800,000	800,000	14,750,000
	Storm Drainage Total	40,095,691	2,665,691	1,400,000	1,400,000	1,400,000	1,900,000	1,900,000	29,430,000
Stormwater									
	Stormwater Sensors	1,599,000	150,000	200,000	102,000	110,000	112,000	125,000	800,000
	Stormwater Total	1,599,000	150,000	200,000	102,000	110,000	112,000	125,000	800,000
	GENERAL Total	463,711,230	33,505,630	23,813,000	25,365,100	178,469,500	18,022,500	6,687,500	177,848,000

PARKS

Greenways									
	Black Creek Greenway - Phases I, II and V	6,904,700	5,904,700	1,000,000	-	-	-	-	-
	Camp Branch (Churchill Estates) Greenway	6,400,000	-	-	-	-	-	-	6,400,000
	Crabtree Creek Trail Weston Parkway Crossing	3,265,000	3,015,000	250,000	-	-	-	-	-
	Dutchman's Branch Greenway - Phase II	2,500,000	-	-	-	-	-	-	2,500,000
	Higgins Greenway	3,990,000	3,490,000	500,000	-	-	-	-	-
	Hinshaw Greenway Renovation	1,700,000	200,000	-	1,500,000	-	-	-	-
	Swift Creek Greenway (Lake Pine Drive to Regency Parkway)	30,300,000	300,000	-	-	-	4,000,000	-	26,000,000
	Walnut Creek Greenway & Stormwater Corridor	8,550,000	150,000	-	-	-	-	-	8,400,000
	Greenways Total	63,609,700	13,059,700	1,750,000	1,500,000	-	4,000,000	-	43,300,000
Major Maintenance									
	Athletic Field Fencing Amenities Replacement	1,493,000	-	20,000	-	50,000	100,000	51,000	1,272,000
	Athletic Field Fencing Repair / Replacement	1,837,000	-	105,000	95,000	-	105,000	95,000	1,437,000
	Athletic Field Lighting Replacement	1,915,000	-	-	665,000	-	-	-	1,250,000
	Downtown - Downtown Park Fountain Maintenance	2,930,000	-	-	100,000	-	-	-	2,830,000
	Greenway Pedestrian Structure Repair	6,200,000	100,000	250,000	270,000	270,000	280,000	100,000	4,930,000
	Greenway Resurfacing	12,176,000	311,000	340,000	450,000	500,000	500,000	105,000	9,970,000
	Historic Preservation of Character Structures	3,200,000	-	-	-	-	600,000	2,600,000	-
	Indoor Athletic Court Resurfacing	510,000	-	-	40,000	40,000	40,000	40,000	350,000

CARY CAPITAL IMPROVEMENTS BUDGET AND TWENTY-YEAR PLAN

Project Category and Type	Project Title	Appropriated							FY 2026 to FY 2041
		Project Total	Through FY 2020	FY 2021 Adopted	FY 2022	FY 2023	FY 2024	FY 2025	
	Playground Surface Repairs/Replacement	1,860,000	85,000	85,000	85,000	65,000	90,000	90,000	1,360,000
	PRCR AV Equipment Replacement	3,665,000	-	250,000	260,000	95,000	75,000	100,000	2,885,000
	Sports Turf Field Replacement	8,850,000	-	-	-	-	-	500,000	8,350,000
	Tennis Court Renovations	1,762,000	88,000	16,000	112,000	88,000	16,000	112,000	1,330,000
	Tennis/Pickle Ball Court Fencing Repair/Replacement	890,000	-	-	-	80,000	-	-	810,000
	Veterans Freedom Monument Lighting Maintenance	70,000	-	70,000	-	-	-	-	-
	Major Maintenance Total	47,358,000	584,000	1,136,000	2,077,000	1,188,000	1,806,000	3,793,000	36,774,000
Parks									
	Carpenter Fire Station Neighborhood Park	11,750,000	2,850,000	8,900,000	-	-	-	-	-
	Lexie Lane Neighborhood Park Redevelopment	9,400,000	-	-	-	-	-	-	9,400,000
	McCrimmon Neighborhood Park	8,700,000	2,600,000	6,100,000	-	-	-	-	-
	Penny Road School Park Refurbishment	1,800,000	1,000,000	-	800,000	-	-	-	-
	Tryon Road Neighborhood Park	10,000,000	-	-	-	-	-	1,000,000	9,000,000
	Veterans Freedom Park Expansion	2,000,000	-	-	-	-	-	200,000	1,800,000
	Parks Total	43,650,000	6,450,000	15,000,000	800,000	-	-	1,200,000	20,200,000
Public Art									
	Public Art - Park and Greenway Amenities	930,000	20,000	25,000	30,000	30,000	30,000	35,000	760,000
	Public Art Total	930,000	20,000	25,000	30,000	30,000	30,000	35,000	760,000
Renovations - Park & Greenway									
	Cross Country Replacement	1,000,000	-	-	-	-	-	-	1,000,000
	Godbold Park Tennis Courts, Restroom & Playground Renovation	2,025,000	-	-	225,000	-	1,800,000	-	-
	Middle Creek Tennis Court Replacement	1,150,000	-	-	-	150,000	-	-	1,000,000
	Park Renovations	16,100,000	-	400,000	500,000	500,000	500,000	-	14,200,000
	Playground Upgrades	9,785,500	1,000,000	-	550,000	780,000	750,000	520,000	6,185,500
	Restroom Replacement	700,000	-	25,000	325,000	350,000	-	-	-
	Sertoma Amphitheater Improvements	1,000,000	200,000	-	-	-	-	-	800,000
	Renovations - Park & Greenway Total	31,760,500	1,200,000	425,000	1,600,000	1,780,000	3,050,000	520,000	23,185,500
Special Facilities									
	Cary Arts Center Lighting for Glass Wall Maintenance	88,500	-	29,500	-	-	-	-	59,000
	Cary Tennis Park Repair & Maintenance - Court & Site	12,420,000	-	770,000	320,000	180,000	1,520,000	2,620,000	7,010,000
	Cary Tennis Park Repair & Maintenance - Structures	6,620,000	-	110,000	100,000	1,620,000	680,000	380,000	3,730,000
	Koka Booth Amphitheatre Improvements	1,330,000	50,000	735,000	245,000	-	-	300,000	-
	Koka Booth Amphitheatre Site & Structures	19,500,000	-	-	1,000,000	1,000,000	500,000	1,000,000	16,000,000
	Skate Park Improvements	5,600,000	-	200,000	-	-	1,800,000	-	3,600,000
	The Cary Marquee Lighting Maintenance	103,500	-	34,500	-	-	-	-	69,000
	Thomas Brooks Park Improvements	5,760,000	-	-	-	-	-	60,000	5,700,000
	USA Baseball Maintenance & Repair - Fields & Site	14,810,000	-	40,000	700,000	460,000	320,000	-	13,290,000
	USA Baseball Maintenance & Repair - Structures	3,250,000	-	250,000	200,000	20,000	20,000	30,000	2,730,000
	WakeMed Soccer Park Maintenance & Repair - Fields & Site	11,310,000	-	170,000	120,000	1,960,000	-	190,000	8,870,000
	WakeMed Soccer Park Maintenance & Repair - Structures	17,550,000	-	510,000	900,000	510,000	1,140,000	2,480,000	12,010,000
	Special Facilities Total	98,342,000	50,000	2,849,000	3,585,000	5,750,000	5,980,000	7,060,000	73,068,000
Special Projects									
	Fenton - Greenway Improvements Reimbursement	1,348,400	-	-	-	1,348,400	-	-	-
	Park, Greenway and Facility Sign Plan Implementation	1,025,000	445,000	-	50,000	-	50,000	-	480,000
	Special Projects Total	2,373,400	445,000	-	50,000	1,348,400	50,000	-	480,000
	PARKS Total	288,023,600	21,808,700	21,185,000	9,642,000	10,096,400	14,916,000	12,608,000	197,767,500

CARY CAPITAL IMPROVEMENTS BUDGET AND TWENTY-YEAR PLAN

Project Category and Type	Project Title	Project Total	Appropriated Through FY 2020	FY 2021 Adopted	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026 to FY 2041
SEWER									
Equipment									
	Heavy Duty Equipment Replacement - Sewer	18,070,000	2,100,000	470,000	350,000	350,000	400,000	400,000	14,000,000
	Equipment Total	18,070,000	2,100,000	470,000	350,000	350,000	400,000	400,000	14,000,000
Major Maintenance									
	Roof Assessments and Rehabilitation - Sewer	3,405,000	45,000	-	360,000	-	300,000	-	2,700,000
	Major Maintenance Total	3,405,000	45,000	-	360,000	-	300,000	-	2,700,000
Pump Stations and Force Mains									
	Aviation Pump Station - Station Upgrades	750,000	-	-	-	-	-	-	750,000
	Beaver Creek Pump Station - Pump Rebuild and Odor Control	2,500,000	-	-	-	-	-	750,000	1,750,000
	Bells Lake Road Pump Station, Interceptor, and Force Main	3,000,000	-	-	-	-	-	-	3,000,000
	Dutchman's Branch Pump Station, Interceptor, and Force Main	5,300,000	800,000	-	-	-	-	-	4,500,000
	Hollybrook Pump Station Relocation	2,400,000	-	-	-	-	-	-	2,400,000
	KCPS and MBRPS Force Main Parallel along Green Level Church Road	4,800,000	2,800,000	-	2,000,000	-	-	-	-
	Morris Branch Pump Station Improvements	400,000	-	-	-	150,000	-	-	250,000
	Reedy Creek Regional Pump Station - Force Main, Interceptor and Pump Station Eliminations	7,500,000	-	-	-	-	-	-	7,500,000
	Rocky Branch Pump Station, Interceptor, and Force Main	6,230,430	-	-	1,000,000	-	-	-	5,230,430
	Swift Creek Pump Station - Improvements	2,500,000	-	-	-	-	-	-	2,500,000
	Swift Creek Pump Station - Pump Replacements	1,000,000	-	-	-	1,000,000	-	-	-
	Swift Creek Pump Station - Variable Frequency Drive, 575 Volt	1,200,000	-	-	-	-	-	-	1,200,000
	Walnut Creek Pump Station - Improvements	1,500,000	-	-	-	-	1,500,000	-	-
	West Cary Pump Station - Pump Rebuild and Odor Control	1,450,000	-	-	-	-	-	-	1,450,000
	Pump Stations and Force Mains Total	40,530,430	3,600,000	-	3,000,000	1,150,000	1,500,000	750,000	30,530,430
Reclaimed Water									
	Extend Reclaimed Water Mains	5,293,540	155,133	162,889	171,033	179,588	188,567	197,995	4,238,335
	North Cary Water Reclamation Facility - Reclaimed Water Pumping/Chemical Feed System Replacement	250,000	-	-	-	-	-	-	250,000
	Reclaimed Water Line Oversizings	7,519,266	184,642	193,874	200,000	206,000	212,180	218,545	6,304,025
	Reclaimed Water System Master Plan Update	675,000	-	-	-	-	-	225,000	450,000
	South Cary Water Reclamation Facility - Reclaimed Water, Distribution Pipe Replacement	1,000,000	-	-	-	1,000,000	-	-	-
	Reclaimed Water Total	14,737,806	339,775	356,763	371,033	1,385,588	400,747	641,540	11,242,360
Sewer System Repair/Rehabilitation									
	Sewer System Repair/Rehabilitation	168,500,000	5,000,000	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	128,500,000
	Sewer System Repair/Rehabilitation Total	168,500,000	5,000,000	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	128,500,000
Special Projects									
	Enterprise Resource Platform Replacement - Sewer	750,000	-	750,000	-	-	-	-	-
	Special Projects Total	750,000	-	750,000	-	-	-	-	-
Waste Water Collection									
	Basin S1,S2,S3 / Walnut Creek Improvements	250,000	-	250,000	-	-	-	-	-
	Crabtree Interceptor Parallel	27,975,000	75,000	-	-	-	-	-	27,900,000
	Force Main - Condition Assessment & Maintenance	10,500,000	-	500,000	500,000	500,000	500,000	500,000	8,000,000
	Old Apex Road Sewer Improvements	350,000	-	-	-	350,000	-	-	-
	Sanitary Sewer Oversizings and Related Infrastructure Acceptance Requirements	5,563,000	205,000	210,000	215,000	220,000	225,000	230,000	4,258,000
	South Cary Water Reclamation Facility - UV System Replacement / Rehabilitation	4,750,000	-	-	-	-	-	-	4,750,000
	Upper Swift Creek Parallel Interceptor	780,000	-	-	-	780,000	-	-	-

CARY CAPITAL IMPROVEMENTS BUDGET AND TWENTY-YEAR PLAN

Project Category and Type	Project Title	Project Total	Appropriated Through FY 2020	FY 2021 Adopted	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026 to FY 2041
	Wastewater System - DOT Relocates	15,500,000	-	500,000	500,000	500,000	500,000	500,000	13,000,000
	Waste Water Collection Total	65,668,000	280,000	1,460,000	1,215,000	2,350,000	1,225,000	1,230,000	57,908,000
Waste Water System Management									
	Aviation Pump Station - Bar Screen Improvements	500,000	-	-	-	-	-	-	500,000
	Beaver Creek Pump Station - Bar Screen Improvements	1,325,000	825,000	-	-	-	-	-	500,000
	Cleaning & Video Survey Sewer Interceptors	18,984,500	3,984,500	600,000	600,000	600,000	600,000	600,000	12,000,000
	Force Main - Easement Survey and Clear	1,400,000	300,000	100,000	-	-	-	-	1,000,000
	North Cary Water Reclamation Facility - Actuator Replacement	200,000	-	-	-	-	-	-	200,000
	North Cary Water Reclamation Facility - Arched Culvert Installation	500,000	-	-	-	-	-	-	500,000
	North Cary Water Reclamation Facility - HVAC Replacements	200,000	-	-	-	-	-	-	200,000
	North Cary Water Reclamation Facility - Instrumentation and Controls Replacement and Upgrade	350,000	-	-	-	-	-	-	350,000
	North Cary Water Reclamation Facility - Large Generator Replacements	4,000,000	-	-	-	-	-	-	4,000,000
	Pump Station Grinder Exchange Rebuild / Replace	2,640,000	240,000	200,000	-	-	200,000	-	2,000,000
	Pump Station Variable Frequency Drive Replacements	1,900,000	250,000	250,000	-	-	-	200,000	1,200,000
	South Cary Water Reclamation Facility - Pave Resurface & Repair	400,000	-	-	-	-	-	-	400,000
	Supervisory and Data Acquisition (SCADA) at Tier III Pump Stations	750,000	-	-	-	-	-	-	750,000
	Swift Creek Pump Station - Bar Screen 1 Improvements	750,000	-	-	-	-	750,000	-	-
	Swift Creek Pump Station - Bar Screen 2 Improvements	500,000	-	-	-	-	-	-	500,000
	Swift Creek Pump Station - Breaker Replacement, 575 Volt	250,000	-	-	-	250,000	-	-	-
	Walnut Creek Pump Station - Pump Replacement	200,000	-	-	-	-	-	-	200,000
	Wastewater Collection System Master Plan Update	750,000	250,000	-	-	-	-	-	500,000
	Wastewater Pump Station Generator Replacement	1,780,125	-	-	-	-	-	-	1,780,125
	Wastewater Solids and Grit Disposal	1,700,000	-	-	-	-	-	-	1,700,000
	Wastewater System Flow Monitoring - Replace Flow Meters	700,000	-	-	200,000	-	-	-	500,000
	West Cary Pump Station - Bar Screen Improvements	500,000	-	-	-	-	-	-	500,000
	Western Cary Odor Control Media Replacement	400,000	-	-	-	-	-	-	400,000
	Western Wake Regional Water Reclamation Facility - HVAC Replacements	150,000	-	-	-	-	-	-	150,000
	Waste Water System Management Total	40,829,625	5,849,500	1,150,000	800,000	850,000	1,550,000	800,000	29,830,125
Waste Water Treatment									
	North Cary Water Reclamation Facility - Aerobic Holding Tank Diffuser Replacements	250,000	-	-	-	-	-	-	250,000
	North Cary Water Reclamation Facility - Aerobic Holding Tanks - Additional Panel	750,000	-	-	-	-	-	-	750,000
	North Cary Water Reclamation Facility - Alternate Treated Water Discharge	500,000	-	-	-	-	-	150,000	350,000
	North Cary Water Reclamation Facility - Band Screen Repair and Replacement	1,000,000	150,000	-	850,000	-	-	-	-
	North Cary Water Reclamation Facility - Clarifier Addition	2,600,000	-	-	-	-	-	-	2,600,000
	North Cary Water Reclamation Facility - Clarifier Equipment Repair and Replacement	2,500,000	550,000	-	-	-	-	-	1,950,000
	North Cary Water Reclamation Facility - Deep Valve Replacement	250,000	-	-	-	-	-	-	250,000
	North Cary Water Reclamation Facility - Digester Blower Building Automatic Transfer Switch Replacement	225,000	-	-	-	-	-	-	225,000
	North Cary Water Reclamation Facility - Ferric Tank Replacement and Improvements	100,000	-	-	-	100,000	-	-	-
	North Cary Water Reclamation Facility - Generator Replacements	2,500,000	-	-	-	-	500,000	2,000,000	-
	North Cary Water Reclamation Facility - Gravity Belt Thickener Pump and Grinder Replace / Rebuild	150,000	-	-	-	-	-	-	150,000
	North Cary Water Reclamation Facility - Grit Removal and Headworks Improvements	3,000,000	-	-	-	-	-	-	3,000,000

CARY CAPITAL IMPROVEMENTS BUDGET AND TWENTY-YEAR PLAN

Project Category and Type	Project Title	Project Total	Appropriated Through FY 2020	FY 2021 Adopted	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026 to FY 2041
	North Cary Water Reclamation Facility - Inductively Coupled Plasma Mass Spectrometer Replacement	425,000	-	175,000	-	-	-	-	250,000
	North Cary Water Reclamation Facility - Influent Pump Station Compactor Replacement	250,000	-	-	-	-	-	-	250,000
	North Cary Water Reclamation Facility - Influent Pump Station Mechanical Equipment Replacement	500,000	-	-	-	-	-	-	500,000
	North Cary Water Reclamation Facility - Influent Pump Station Screen Replacements	800,000	-	-	-	-	-	-	800,000
	North Cary Water Reclamation Facility - Mixer Replacements	1,750,000	700,000	-	-	-	-	-	1,050,000
	North Cary Water Reclamation Facility - Programmable Logic Controllers (PLC) Replacements	500,000	-	-	-	-	-	-	500,000
	North Cary Water Reclamation Facility - Return Activated Sludge (RAS) & Waste Activated Sludge (WAS) Pump Replacements	250,000	-	-	-	-	250,000	-	-
	North Cary Water Reclamation Facility - Submersible Influent Pump Replacement	1,050,000	-	-	300,000	150,000	-	-	600,000
	North Cary Water Reclamation Facility - Switchgear Replacement	150,000	-	-	-	-	-	-	150,000
	North Cary Water Reclamation Facility - Tertiary Filter Cells Addition	3,100,000	-	-	-	-	-	350,000	2,750,000
	North Cary Water Reclamation Facility - Ultraviolet (UV) System Replacement	3,500,000	-	-	-	-	-	-	3,500,000
	North Cary Water Reclamation Facility - Variable Frequency Drive Replacements	1,071,774	46,774	-	-	-	-	-	1,025,000
	North Cary Water Reclamation Facility- Bio-Filter Media Replacement	300,000	-	-	-	-	150,000	-	150,000
	South Cary Water Reclamation Facility - Aeration Blower Recycle Pump Replacements	480,000	240,000	-	-	-	-	-	240,000
	South Cary Water Reclamation Facility - Aeration Blowers (AB) Replacements	1,175,000	325,000	-	-	-	-	-	850,000
	South Cary Water Reclamation Facility - Bio-Filter Media	620,000	-	-	250,000	-	-	-	370,000
	South Cary Water Reclamation Facility - Centrifuge Replacement	5,000,000	-	-	-	225,000	2,275,000	-	2,500,000
	South Cary Water Reclamation Facility - Clarifier Equipment, Repair and Replace	1,500,000	500,000	-	-	-	250,000	-	750,000
	South Cary Water Reclamation Facility - Coatings Restoration	500,000	-	-	-	-	-	-	500,000
	South Cary Water Reclamation Facility - Dryer Building Fire Protection	1,000,000	-	-	-	-	-	-	1,000,000
	South Cary Water Reclamation Facility - Dryer Centrifuge Rebuild	1,575,000	175,000	-	200,000	-	-	-	1,200,000
	South Cary Water Reclamation Facility - Dryer Dewater Cake Mixer	400,000	100,000	-	-	-	-	150,000	150,000
	South Cary Water Reclamation Facility - Dryer Dewater Cake Pump	585,000	225,000	-	-	-	-	-	360,000
	South Cary Water Reclamation Facility - Dryer Induction Fan Replacement	275,000	100,000	-	-	-	-	-	175,000
	South Cary Water Reclamation Facility - Dryer Outlet Duct and Preseparator Replacement	200,000	-	-	-	-	-	-	200,000
	South Cary Water Reclamation Facility - Dryer Rotary Drum Replacement	2,950,000	1,200,000	-	-	-	-	-	1,750,000
	South Cary Water Reclamation Facility - Generator Replacements, 1100/1200	2,500,000	-	-	-	-	-	-	2,500,000
	South Cary Water Reclamation Facility - Generator Replacements, 500	1,250,000	-	-	-	250,000	1,000,000	-	-
	South Cary Water Reclamation Facility - Gravity Belt Thickeners Rebuild	300,000	150,000	-	-	-	-	-	150,000
	South Cary Water Reclamation Facility - Grit Removal System Replacement	2,500,000	-	-	-	-	250,000	2,250,000	-
	South Cary Water Reclamation Facility - Headworks Equipment Improvements	350,000	-	-	350,000	-	-	-	-
	South Cary Water Reclamation Facility - Inductively Coupled Plasma Mass Spectrometer Replacement	425,000	-	-	-	-	175,000	-	250,000
	South Cary Water Reclamation Facility - Instrumentation & Controls Repair & Upgrades	350,000	-	-	-	-	-	-	350,000

CARY CAPITAL IMPROVEMENTS BUDGET AND TWENTY-YEAR PLAN

Project Category and Type	Project Title	Project Total	Appropriated Through FY 2020	FY 2021 Adopted	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026 to FY 2041
	South Cary Water Reclamation Facility - Programmable Logic Controller Replacements	1,000,000	-	250,000	250,000	-	-	-	500,000
	South Cary Water Reclamation Facility - Reclaimed Water Pump Station Rebuild & Replacement	225,000	-	-	-	-	-	-	225,000
	South Cary Water Reclamation Facility - Return Activated Sludge / Waste Activated Sludge Pump Station Improvements	250,000	-	250,000	-	-	-	-	-
	South Cary Water Reclamation Facility - Screen Replacement	500,000	-	-	-	-	500,000	-	-
	South Cary Water Reclamation Facility - Tertiary Sand Filter Media	900,000	-	-	-	200,000	200,000	-	500,000
	South Cary Water Reclamation Facility - Variable Frequency Drive Replacements	1,000,000	400,000	-	200,000	-	-	-	400,000
	Western Wake Regional Water Reclamation Facility - Biofilter Media Replacement for Odor Control	700,000	-	-	-	-	300,000	-	400,000
	Western Wake Regional Water Reclamation Facility - Carbon Replacement for Odor Control, North Odor Control, and Solid Handling Facility	520,000	70,000	-	-	-	-	175,000	275,000
	Western Wake Regional Water Reclamation Facility - Clarifier Restoration	600,000	-	-	-	-	-	-	600,000
	Western Wake Regional Water Reclamation Facility - Drag Conveyor Replacement	800,000	-	-	-	-	-	-	800,000
	Western Wake Regional Water Reclamation Facility - Dryer Equipment Replacement	500,000	-	-	-	-	-	-	500,000
	Western Wake Regional Water Reclamation Facility - Effluent / Reclaimed Pump Rebuild / Replace	1,050,000	-	-	-	-	-	-	1,050,000
	Western Wake Regional Water Reclamation Facility - Inductively Coupled Plasma Mass Spectrometer Replacement	175,000	-	-	-	-	-	-	175,000
	Western Wake Regional Water Reclamation Facility - Jet & Post Aeration Pumps Rebuild / Replace	1,541,000	-	83,000	83,000	100,000	100,000	-	1,175,000
	Western Wake Regional Water Reclamation Facility - Jet Air Header Replacement	1,000,000	-	-	-	-	-	-	1,000,000
	Western Wake Regional Water Reclamation Facility - Mechanical Screen and Grinder Rebuild	325,000	-	-	-	-	-	-	325,000
	Western Wake Regional Water Reclamation Facility - Mixers Rebuild / Replace Mixers	1,362,000	-	61,000	61,000	100,000	100,000	-	1,040,000
	Western Wake Regional Water Reclamation Facility - NRCY and ARCY Pump Rebuild/Replace	1,200,000	-	-	-	75,000	75,000	75,000	975,000
	Western Wake Regional Water Reclamation Facility - Pelletizer Rebuild	525,000	-	-	-	-	-	-	525,000
	Western Wake Regional Water Reclamation Facility - Phase II Expansion Study	750,000	-	-	-	-	-	-	750,000
	Western Wake Regional Water Reclamation Facility - PLC Replacements	500,000	-	-	-	-	-	-	500,000
	Waste Water Treatment Total	66,829,774	4,931,774	819,000	2,544,000	1,200,000	6,125,000	5,150,000	46,060,000
Water System Management									
	North Cary Water Reclamation Facility - Pavement Resurfacing and Repairs	250,000	-	-	-	-	-	-	250,000
	South Cary Water Reclamation Facility - Ultraviolet (UV) Redundancy Engineering Study	150,000	-	150,000	-	-	-	-	-
	Water System Management Total	400,000	-	150,000	-	-	-	-	250,000
	SEWER Total	419,720,635	22,146,049	12,155,763	15,640,033	14,285,588	18,500,747	15,971,540	321,020,915

TRANSPORTATION

Alternate Modes

Cary Parkway Sidewalk at Black Creek	4,800,000	-	-	-	-	-	-	1,000,000	3,800,000
GoCary Bus Stop Improvements	6,665,567	2,310,110	415,075	430,000	448,945	466,903	485,579		2,108,955

CARY CAPITAL IMPROVEMENTS BUDGET AND TWENTY-YEAR PLAN

Project Category and Type	Project Title	Appropriated							
		Project Total	Through FY 2020	FY 2021 Adopted	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026 to FY 2041
	GoCary Capital Amenities	900,000	225,000	75,000	75,000	75,000	75,000	75,000	300,000
	GoCary Downtown Multimodal Center	25,000,000	4,000,000	-	21,000,000	-	-	-	-
	GoCary New Customer Information Technology	1,500,000	-	-	1,000,000	500,000	-	-	-
	GoCary Regional Operations & Maintenance Facility	20,800,000	3,200,000	17,600,000	-	-	-	-	-
	GoCary Transfer Center Improvements	1,039,152	55,000	-	-	651,055	333,097	-	-
	Louis Stephens Drive / Carpenter Upchurch Road Sidewalk	3,200,000	-	3,200,000	-	-	-	-	-
	NC55 Pedestrian Grade Separation	1,000,000	-	-	-	-	-	-	1,000,000
	Sidewalk and Pedestrian Improvements	61,700,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	51,200,000
	Alternate Modes Total	126,604,719	11,540,110	23,040,075	24,255,000	3,425,000	2,625,000	3,310,579	58,408,955
Control Systems									
	Advanced Transportation Management System (ATMS) Signal System Upgrade	10,000,000	-	-	-	-	-	-	10,000,000
	Intelligent Transportation System (ITS) Expansion for Cary ATMS	500,000	-	100,000	100,000	100,000	100,000	100,000	-
	Mast Arm Conversion - Harrison Ave at W Chatham St	400,000	-	-	-	-	-	-	400,000
	Pedestrian Hybrid Beacon Installation	1,537,000	-	-	125,000	-	125,000	-	1,287,000
	Signal System - Camera Coverage Expansion	1,030,000	140,000	-	-	-	140,000	-	750,000
	Signal System - Fiber Extension to Northwest Cary	675,000	-	-	-	-	-	-	675,000
	Signal System - Fiber Extension to Southern Cary	675,000	-	-	-	-	-	175,000	500,000
	Thoroughfare Street Lights	1,000,000	-	-	-	100,000	-	-	900,000
	Traffic Calming	1,715,835	760,835	140,000	25,000	25,000	30,000	30,000	705,000
	Traffic Signal Metal Mast Arm Conversion - Cary Glen Blvd and Green Level Church Road	300,000	-	-	-	-	-	-	300,000
	Traffic Signalization Projects	17,210,000	-	900,000	500,000	550,000	600,000	650,000	14,010,000
	Control Systems Total	35,042,835	900,835	1,140,000	750,000	775,000	995,000	955,000	29,527,000
Major Maintenance									
	Bridge Replacements	12,500,000	-	-	-	-	-	-	12,500,000
	Bridge/Culvert Repairs	3,850,000	-	100,000	-	150,000	-	200,000	3,400,000
	Private Streets Legacy Study	150,000	-	150,000	-	-	-	-	-
	Railroad Grade Crossing Repairs	2,900,000	-	-	-	-	-	-	2,900,000
	Street Improvement Project	211,790,000	-	7,100,000	7,200,000	7,300,000	7,400,000	7,500,000	175,290,000
	Major Maintenance Total	231,190,000	-	7,350,000	7,200,000	7,450,000	7,400,000	7,700,000	194,090,000
Road Capacity									
	Carpenter Fire Station Road Widening - NC55 to East of Cameron Pond	12,883,500	6,783,500	6,100,000	-	-	-	-	-
	Chapel Hill Road - N. Academy to Reedy Creek	13,250,000	-	-	-	-	-	-	13,250,000
	Chapel Hill Road Widening - (N. Academy to NW Maynard Road)	15,700,000	-	-	-	-	-	-	15,700,000
	NW Maynard Road)	18,000,000	-	-	-	-	-	-	18,000,000
	Chapel Hill Road Widening - (NW Maynard Road to Morrisville ETJ)	15,500,000	-	-	-	-	-	2,500,000	13,000,000
	Green Level Church Road - McCrimmon Pkwy to Kitt Creek Road	3,000,000	-	-	-	-	-	-	3,000,000
	Holly Springs Road Widening - Cary Parkway to Tryon Road	43,150,000	550,000	1,000,000	4,000,000	-	-	700,000	36,900,000
	Intersection Improvements	9,200,000	-	-	-	-	-	1,600,000	7,600,000
	O'Kelly Chapel Road Widening - Stonecroft Lane to NC 55	130,683,500	7,333,500	7,100,000	4,000,000	-	-	4,800,000	107,450,000
	Road Capacity Total	130,683,500	7,333,500	7,100,000	4,000,000	-	-	4,800,000	107,450,000
Special Projects									
	Airport Blvd Interchange Enhancements (NCDOT Project I-5700) - NCDOT Reimbursement for Sidewalk	175,000	-	-	175,000	-	-	-	-
	Aviation Parkway Widening Enhancements (NCDOT Project U-5811, west of interchange) - NCDOT Reimbursement	356,000	56,000	-	-	-	-	-	300,000
	- NCDOT Reimbursement	7,000,000	1,000,000	6,000,000	-	-	-	-	-
	Complete 540 Enhancements (NCDOT Project R-2828) - NCDOT Reimbursement for sidewalks/greenways								

CARY CAPITAL IMPROVEMENTS BUDGET AND TWENTY-YEAR PLAN

Project Category and Type	Project Title	Project Total	Appropriated Through FY 2020	FY 2021 Adopted	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026 to FY 2041
	Crossroads Junction Enhancements (NCDOT Project I-5703) - NCDOT Reimbursement	267,000	-	-	-	-	-	-	267,000
	Downtown Parking Development	15,000,000	-	15,000,000	-	-	-	-	-
	Fenton - Street Improvements Reimbursements	22,300,000	1,300,000	-	2,880,063	6,540,000	5,630,000	5,630,000	319,937
	Green Level Church Rd Bridge Replacement and Widening at Kit Creek (NCDOT Project B-5673) - NCDOT Reimbursement	700,000	-	700,000	-	-	-	-	-
	Maynard Rd Grade Separation (NCDOT Project P-5718) - NCDOT Reimbursement	1,500,000	-	-	-	-	-	-	1,500,000
	Schools - Street Improvement Reimbursements	3,750,000	1,000,000	2,750,000	-	-	-	-	-
	Spot Improvements	8,050,000	-	250,000	250,000	250,000	250,000	250,000	6,800,000
	Ten-Ten Road Enhancements (NCDOT Project U-5825) - NCDOT Reimbursement	2,000,000	-	-	-	-	-	-	2,000,000
	Trinity Rd Grade Separation Enhancements (NCDOT Project P-5734) - NCDOT Reimbursement	1,000,000	-	-	-	-	-	-	1,000,000
	US 64 Enhancements(NCDOT Project U-5301) - NCDOT Reimbursement	6,700,000	-	-	-	-	-	-	6,700,000
	Special Projects Total	68,798,000	3,356,000	24,700,000	3,305,063	6,790,000	5,880,000	5,880,000	18,886,937
Storm Drainage									
	Street Storm Drainage System Rehabilitation	8,896,835	336,835	300,000	300,000	300,000	300,000	300,000	7,060,000
	Storm Drainage Total	8,896,835	336,835	300,000	300,000	300,000	300,000	300,000	7,060,000
	TRANSPORTATION Total	601,215,889	23,467,280	63,630,075	39,810,063	18,740,000	17,200,000	22,945,579	415,422,892

WATER

Equipment									
	Heavy Duty Equipment Replacement - Water	6,930,000	500,000	80,000	200,000	200,000	200,000	250,000	5,500,000
	Equipment Total	6,930,000	500,000	80,000	200,000	200,000	200,000	250,000	5,500,000
Major Maintenance									
	Cary / Apex Water Treatment Facility - Americans with Disabilities Act (ADA) Improvements	640,000	-	-	-	-	-	-	640,000
	Roof Assessments and Rehabilitation - Water	2,469,000	70,000	-	25,000	251,000	-	53,000	2,070,000
	Major Maintenance Total	3,109,000	70,000	-	25,000	251,000	-	53,000	2,710,000
Other Water Projects									
	Aquastar - Additional Infrastructure	905,000	125,000	-	-	-	-	-	780,000
	Watershed Protection	15,300,000	-	765,000	765,000	765,000	765,000	765,000	11,475,000
	Other Water Projects Total	16,205,000	125,000	765,000	765,000	765,000	765,000	765,000	12,255,000
Special Projects									
	Enterprise Resource Platform (ERP) Replacement - Water	750,000	-	750,000	-	-	-	-	-
	Fenton - Waterline Improvements Reimbursement	505,006	-	-	505,006	-	-	-	-
	Special Projects Total	1,255,006	-	750,000	505,006	-	-	-	-
Water Lines									
	Extend and Relocate Water Mains and Install Valves	17,600,000	800,000	800,000	800,000	800,000	800,000	800,000	12,800,000
	Green Level Church Rd Waterline - Mills Rd to Green Hope School Rd	2,000,000	-	-	-	-	-	-	2,000,000
	Horton's Creek Road Parallel Waterline	1,000,000	-	-	-	1,000,000	-	-	-
	Jenks Rd 30" and 42" CPZ Interconnection	650,000	-	-	-	650,000	-	-	-
	Kildaire Farm Rd / Holly Springs Rd Loop Water Line	3,000,000	-	-	-	-	-	-	3,000,000
	Kildaire Farm Road Water Line Reinforcement - Central	10,700,000	6,900,000	3,800,000	-	-	-	-	-
	Maynard Road Water Line Reinforcement - Southwest Phase I	5,900,000	-	-	-	1,200,000	300,000	4,400,000	-
	McCrimmon Parkway Water Line Connector	1,500,000	-	-	-	-	-	-	1,500,000
	Pierce Olive Road Water Line	2,400,000	-	-	-	-	-	-	2,400,000
	Pleasant Grove Church Road Water Line Reinforcement	1,635,000	-	-	-	-	-	-	1,635,000

CARY CAPITAL IMPROVEMENTS BUDGET AND TWENTY-YEAR PLAN

Project Category and Type	Project Title	Project Total	Appropriated Through FY 2020	FY 2021 Adopted	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026 to FY 2041
	Ten-Ten / Bells Lake Road Water Line Connector	2,180,000	-	-	-	-	-	-	2,180,000
	Trenton Road Water Line	1,000,000	-	-	-	-	-	-	1,000,000
	Upgrade Water Lines	138,701,977	701,977	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	113,000,000
	Wake Road Water Line	500,000	-	-	-	-	-	-	500,000
	Water Line Oversizings and Related Infrastructure Acceptance Requirements	4,631,000	176,000	185,000	195,000	200,000	200,000	200,000	3,475,000
	Water System - Air Release Valve Replacements	1,400,000	300,000	100,000	-	100,000	-	100,000	800,000
	Water System - Critical Water Line Locating and Testing	4,300,000	625,000	175,000	175,000	175,000	175,000	175,000	2,800,000
	Water System - DOT Relocates	16,000,000	-	500,000	500,000	500,000	500,000	500,000	13,500,000
	Water System - Valve Replacements	2,625,000	125,000	125,000	125,000	125,000	125,000	125,000	1,875,000
	White Oak Church Road Water Line	2,362,500	950,000	-	-	-	-	-	1,412,500
		220,085,477	10,577,977	10,685,000	6,795,000	9,750,000	7,100,000	11,300,000	163,877,500
Water Storage Tanks									
	Carpenter Tank - Recoating	1,900,000	900,000	-	-	-	-	-	1,000,000
	Cary / Apex Water Treatment Facility - Clearwells #4 & #5	12,500,000	-	-	-	-	-	-	12,500,000
	Field Street Tank - Recoating	1,650,000	-	-	-	-	-	700,000	950,000
	Good Hope Tank - Recoating	750,000	-	-	-	-	-	-	750,000
	Harrison Tank - Renovation	1,550,000	-	-	700,000	-	-	-	850,000
	Kilmayne Tank - Recoating	750,000	-	-	-	-	-	-	750,000
	Old Apex Tank - Generator Replacement	750,000	-	-	-	-	-	-	750,000
	Old Apex Tank - Recoating	1,775,000	150,000	-	-	-	-	-	1,625,000
	Plumtree Tank Modifications & Tank Repainting	3,175,000	2,275,000	-	-	-	-	-	900,000
	Ridgeview Tank - Recoating	1,800,000	-	-	-	-	-	-	1,800,000
	Water Storage Tanks Total	26,600,000	3,325,000	-	700,000	-	-	700,000	21,875,000
Water System Management									
	Aquastar - Water Meter & Radio Replacements	26,800,000	-	2,000,000	2,000,000	1,500,000	1,500,000	1,500,000	18,300,000
	Cary / Apex Water Treatment Facility - Fiber Optic Line to Facility	300,000	-	300,000	-	-	-	-	-
	Secondary and Cumulative Impacts Master Mitigation Plan	300,000	-	-	-	-	150,000	-	150,000
	Water Main Condition Assessment Program	1,275,000	425,000	-	-	50,000	50,000	-	750,000
	Water Resources Master Plan	1,000,000	500,000	-	-	-	-	-	500,000
	Water System - Master Plan	1,100,000	350,000	-	-	-	-	-	750,000
	Water System - Protection Study	200,000	-	-	-	200,000	-	-	-
	Water System Management Total	30,975,000	1,275,000	2,300,000	2,000,000	1,750,000	1,700,000	1,500,000	20,450,000
Water Treatment									
	Cary / Apex Water Treatment Facility - Basin Rehabilitation	12,000,000	-	3,000,000	-	-	-	-	9,000,000
	Cary / Apex Water Treatment Facility - Caustic Tank Replacements	1,200,000	600,000	-	-	-	-	-	600,000
	Cary / Apex Water Treatment Facility - Centrifuge Rebuild and Repair	600,000	-	-	-	-	300,000	-	300,000
	Cary / Apex Water Treatment Facility - Chemical Feed and Biofiltration	4,250,000	1,000,000	-	2,000,000	1,250,000	-	-	-
	Cary / Apex Water Treatment Facility - Clearwell Baffle Replacements	750,000	-	-	-	-	-	-	750,000
	Cary / Apex Water Treatment Facility - Emergency Power Generator Replacements	6,000,000	-	-	-	-	-	2,000,000	4,000,000
	Cary / Apex Water Treatment Facility - Finished Water and Backwash Pump Replacements	3,200,000	-	-	-	-	250,000	250,000	2,700,000
	Cary / Apex Water Treatment Facility - Laboratory Equipment - Atomic Adsorption Unit Replacement	525,000	-	-	175,000	-	-	-	350,000
	Cary / Apex Water Treatment Facility - Laboratory Equipment - Total Organic Analyzer Replacement	155,000	-	-	-	77,500	-	-	77,500
	Cary / Apex Water Treatment Facility - Ozone Generator Replacements	5,500,000	2,000,000	2,000,000	1,500,000	-	-	-	-
	Cary / Apex Water Treatment Facility - Phase IV Expansion and Improvements From 56 to 64 MGD	92,000,000	-	-	-	-	-	-	92,000,000

CARY CAPITAL IMPROVEMENTS BUDGET AND TWENTY-YEAR PLAN

Project Category and Type	Project Title	Project Total	Appropriated Through FY 2020	FY 2021 Adopted	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026 to FY 2041
	Cary / Apex Water Treatment Facility - Raw Water Pump Replacements	3,500,000	-	-	-	-	-	-	3,500,000
	Cary / Apex Water Treatment Facility - Residuals Facility Pump Replacements	500,000	-	-	-	-	-	-	500,000
	Cary / Apex Water Treatment Facility - Residuals System Improvements	5,000,000	-	-	-	-	-	-	5,000,000
	Cary / Apex Water Treatment Facility - Reverse Osmosis Sidestream Treatment	5,000,000	-	-	-	-	-	-	5,000,000
	Cary / Apex Water Treatment Facility - Sodium Hypochlorite Tank Replacement	2,350,000	-	-	-	175,000	1,000,000	-	1,175,000
	Cary / Apex Water Treatment Facility - Surge Tanks, Finished Water	2,420,000	920,000	-	-	-	-	-	1,500,000
	Cary / Apex Water Treatment Facility - Surge Tanks, Raw Water	1,800,000	-	-	-	300,000	1,200,000	-	300,000
	Cary / Apex Water Treatment Facility - Tertiary Granulated Activated Carbon System	52,000,000	-	-	-	-	-	-	52,000,000
	Cary / Apex Water Treatment Facility - Water System Radio Software and Antennas	1,750,000	400,000	-	-	-	-	750,000	600,000
	Cary / Apex Water Treatment Facility- Residuals Facility Polymer System	800,000	-	300,000	-	-	-	-	500,000
	Water Treatment Total	201,300,000	4,920,000	5,300,000	3,675,000	1,802,500	2,750,000	3,000,000	179,852,500
	WATER Total	506,459,483	20,792,977	19,880,000	14,665,006	14,518,500	12,515,000	17,568,000	406,520,000
			-						
	Grand Total	2,349,810,619	124,453,035	143,713,838	108,407,202	236,709,988	84,058,247	76,630,619	1,575,837,690

STATE TRANSPORTATION IMPROVEMENT PROGRAM (STIP) BUDGET AND TEN YEAR PLAN BENEFITTING CARY

The North Carolina State Transportation Improvement Program (STIP) is a 10-year State and Federal-mandated program that identifies the construction funding for and scheduling of North Carolina transportation projects. The following chart highlights projects that involves Cary in some capacity. The project total indicates the estimated total cost of projects that are designated as 'funded', and may not necessarily reflect the full amount that will involve Cary specifically.

As of August 2020, STIP was still operating off their FY 2020 fiscal year. However, the program is reviewed and may be amended on a monthly basis. The table below represents FYs 2020-2029 planned funds that are subject to change when the FY 2021 STIP is adopted.

Project Name	Project Total	Prior Years Cost Through FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026 to FY 2029
<i>Road Capacity</i>								
I-40 at Airport Boulevard Interchange Improvements (I-5700)	51,417,000	26,914,000	15,923,000	858,000	858,000	858,000	858,000	5,148,000
I-40 at Aviation Parkway Interchange Improvements (I-5506)	25,333,000	25,333,000	-	-	-	-	-	-
Aviation Parkway between I-40 and NC 54 (U-5811)	23,084,000	2,000,000	-	-	-	12,230,000	-	8,854,000
Black Creek Greenway Phases I, II, and V (EB-5894)	6,241,000	10,000	6,231,000	-	-	-	-	-
Complete 540 - Triangle Expressway SE Extension (R-2721, R-2828, R-2829)	1,428,798,000	885,830,000	61,349,000	61,349,000	20,850,000	20,850,000	20,850,000	357,720,000
Crossroads Junction, the I-440/US 1/ US 64 Interchange Project (I-5703)	5,111,000	3,961,000	500,000	650,000	-	-	-	-
Harrison Avenue Grade Separation (P-5708)	22,600,000	-	-	-	-	-	-	22,600,000
Louis Stephens Drive (U-5827)	6,050,000	2,267,000	2,467,000	167,000	167,000	167,000	167,000	648,000
NE Maynard Road Grade Separation (P-5718)	60,171,000	3,681,000	-	16,346,000	16,344,000	12,495,000	11,305,000	-
Carpenter Fire Station Road from NC 55 to Cameron Pond Drive (U-6227)	5,629,000	-	5,629,000	-	-	-	-	-
Green Level Church Road - Replace Bridge over Kit Creek (B-5673)	4,874,000	194,000	130,000	4,550,000	-	-	-	-
Ten Ten Road Improvements from Apex Peakway to Kildaire Farm Road (U-5825)	38,004,000	3,000,000	-	-	-	-	6,442,000	28,562,000
Trinity Road Construct Grade Separation (P-5734)	40,700,000	3,000,000	-	10,500,000	10,500,000	6,124,000	5,288,000	5,288,000
US 64 Improvements from US 1 to West of Laura Duncan Road (U-5301)	177,416,000	1,000,000	6,849,000	27,271,000	26,896,000	-	28,850,000	86,550,000
West Maynard Road Construct Grade Separation (P-5739)	8,920,000	1,440,000	-	-	-	-	-	7,480,000
GRAND TOTAL ALL STIP PROJECT CATEGORIES	1,904,348,000	958,630,000	99,078,000	121,691,000	75,615,000	52,724,000	73,760,000	522,850,000

BE SAFE BE KIND BE CARY

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 Statute Chapter 105, as applicable.

VEHICLE LICENSE FEE

The fee for registration of motor vehicles, as required in Town Code Chapter 12, Article II, Section 12-27 and permitted by NC General Statute 20-97, shall be thirty dollars (\$30.00) per motor vehicle registered in the Town of Cary.

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)
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 non-payment of past due utility charges.....	\$33.00
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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.

Motor Vehicles and Traffic:

The owner or operator of any vehicle who has received a notice of violation 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
Residential Apartments - \$60 per unit additional to SF calculation	\$0.165	SQ. FT.	\$204
Alteration (includes interior demolition)	\$0.11	SQ. FT.	\$204
Fire Alarm System	\$0.034	SQ. FT.	\$66
Sprinkler System/Standpipe	\$0.034	SQ. FT.	\$66
Trades ² (P M E)	\$0.034	SQ. FT.	\$66
Accessory Structure (dumpster enclosure, compactor enclosure, roofed structure)			\$204
Change of Occupancy (except those listed below)			\$204
Change of Occupancy (Business to Mercantile or Mercantile to Business up to 2,500 SQ. FT.)			\$66
Change of Tenant			\$66
Construction Office or Sales Office			\$204
Construction Trailer ⁵			\$66
Demolition of a Building (flat fee - inclusive of all trades)			\$132
Equipment Change Out			\$66
Fixed Extinguishing Systems, per Trade			\$66
Exhaust Hood			\$66
Mall Kiosk			\$66
Other Structures (non-enclosed, non-roofed)			\$66
Re-Roof			\$66
Retaining Wall			\$66
Sign or Awning			\$66

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.

Fire Code Construction Permits:

DESCRIPTION			MINIMUM FEE
Battery Systems (<i>new system more than 50 gallons</i>)			\$75
Compressed Gases (<i>NC Fire Code Table 105.6.9</i>)			\$75
Cryogenic Fluids (<i>NC Fire Code Table 105.6.11-Installation or modification of outdoor cryogenic fluid system</i>)			\$75
Emergency Responder Radio Coverage System (<i>installation or modification</i>)			\$75
Fire Alarm System(s) (<i>installation or modification</i>)	\$0.034	SQ. FT.	\$66
Fire Extinguishing Systems, per Trade (<i>installation or modification</i>)			\$66
Fire Pumps and related equipment (<i>installation or modification</i>)			\$75
Fire Sprinkler System(s) (<i>installation or modification</i>)	\$0.034	SQ. FT.	\$66
Flammable & Combustible Liquids (<i>See NC Fire Code 105.6.17 (1-11)</i>)			\$75
Gates & Barricades across fire apparatus access road (<i>installation or modification</i>)			\$75
Hazardous Materials (<i>to install, repair damage to, abandon, remove, place temporarily out of service, or close or substantially modify a storage facility or other area regulated by Chapter 50 where the hazardous materials in use or storage exceed the amounts listed in NC Fire Code Table 105.6.21.</i>)			\$204
Hydrant Flow Test and Data			\$250
Industrial Ovens (<i>installation</i>)			\$75
Smoke Control or Smoke Exhaust Systems (<i>installation or alteration of</i>)			\$75
Solar Photovoltaic Power Systems (<i>install or modify</i>)			\$75
Spraying & Dipping (<i>install or modify a spray room, dip tank or booth</i>)			\$75

DESCRIPTION	MINIMUM FEE
Standpipe System(s) (<i>installation, modification or removal from service</i>)	\$75
Temporary Membrane Structures, Tent or a temporary stage canopy (<i>erect, operate or maintain</i>) <ol style="list-style-type: none"> 1. <i>Temporary membrane structure in excess of 400 sf., or</i> 2. <i>Temporary stage canopy in excess of 400 sf., or</i> 3. <i>Tent having an area in excess of 800 sf., except</i> 4. Tent open on all sides, which complies with the following: <ol style="list-style-type: none"> a. <i>Individual tents having a maximum size of 1800 sf.</i> b. <i>The aggregate area of multiple tents placed side-by-side without a fire break clearance of not less than 12 feet shall not exceed 1,800 sf total.</i> <p><i>A minimum clearance of 12 feet to structures and other tents shall be provided</i></p>	\$75

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
Alterations	\$0.165	SQ. FT.	\$66
Accessory Building (screen porch, detached garage)	\$0.165	SQ. FT.	\$204
Deck	\$0.165	SQ. FT.	\$66
Roof over an existing deck, driveway or patio	\$0.165	SQ. FT.	\$66
Structural Repair	\$0.165	SQ. FT.	\$66
Trades ² (P M E)	\$0.044	SQ. FT.	\$66
DESCRIPTION	FLAT FEE		
Closed Crawl (inclusive of all trades)	\$132		
Construction Trailer ⁵	\$66		
DESCRIPTION	MINIMUM BLDG FEE ¹		
Demolition of a Dwelling (inclusive of all trades)	\$132		
Equipment Change Out (inclusive of all trades)	\$66		

DESCRIPTION	MINIMUM BLDG FEE ¹
Manufactured Home (inclusive of all trades)	\$198
Other Accessory Building or Structure ¹	\$66
Retaining Wall	\$66
Siding Replacement (>25% exterior wall area of structure)	\$66
Solar Panel (inclusive of all trades)	\$132

Notes:

1. Minimum fee for the Building Permit only. Trade 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	HOUR	\$66
ABC Inspection			\$66
Re-Inspection ¹			\$66

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	\$66
Re-review (flat fee – inclusive of all trades)	\$30
Express Plan Review:	
For the first hour	\$600

DESCRIPTION	MIN FEE
For each quarter hour thereafter	\$150
For the first hour of a re-review	\$300
For each quarter hour thereafter	\$150

Notes:

1. Cancellations of Express Plan Review must be made at least 3 days prior to the scheduled review or the \$600 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
Duplicate Building Permit Inspections Card	\$10
Homeowners Recovery Fund ¹	\$10
Permit Revocation Fee	\$66
Project Modification Fee	\$66
Refund Processing Fee	\$50
Re-stamp plans	\$66

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	MIN FEE
Aerosol Products <i>(To manufacture, store or handle an aggregate quantity of level 2 or 3 aerosol products)</i>	\$75
Amusement Buildings <i>(To operate a special amusement building)</i>	\$75
Aviation Facilities <i>(To use a Group H or S occupancy for aircraft servicing or repair and aircraft fuel-servicing vehicles)</i>	\$75
Carbon Dioxide Systems <i>(having more than 100 pounds of Carbon Dioxide used in beverage dispensing applications)</i>	\$75
Carnivals and Fairs <i>(Conduct a carnival or fair)</i>	\$75
Cellulose Nitrate Film <i>(Store, handle or use cellulose nitrate film in a Group A occupancy)</i>	\$75
Combustible Dust Producing Operations <i>(To operate a grain elevator, flour starch mill, feed mill, or a plant pulverizing aluminum, coal, cocoa, magnesium, spices or sugar, or other operations producing combustible dusts as defined in Chapter 2)</i>	\$75
Combustible Fibers <i>(Storage and handling of combustible fibers in quantities greater than 100 cubic feet)</i>	\$75
Compressed Gases <i>(Storage, use and handling see Table 105.6.9)</i>	\$75
Covered Mall Buildings <ol style="list-style-type: none"> The placement of retail fixtures and displays, concession equipment, displays of highly combustible goods and similar items in the mall. The display of liquid- or gas-fired equipment in the mall. <i>The use of open-flame or flame-producing equipment in the mall.</i>	\$75
Cryogenic Fluids <i>(to produce, store, transport on site, use, handle or dispense cryogenic fluids in excess of the amounts listed in Table 105.6.11)</i>	\$75
Cutting/Welding <i>(to conduct cutting or welding operations)</i>	\$75
Dry Cleaning Plants <i>(engage in business of dry cleaning or to change to a more hazardous cleaning solvent)</i>	\$75
Exhibits and Trade Shows <i>(to operate exhibits and trade shows)</i>	\$75
Explosives <i>(for the manufacture, storage, handling, sale or use of any quantity of explosives, explosive materials, fireworks or pyrotechnic special effects within the scope of Chapter 56)</i>	\$75
Flammable/Combustible Liquids Storage <i>(See 105.6.17 NC Fire Code 1-11)</i>	\$75
Floor Finishing <i>(Floor finishing or surfacing operations exceeding 350 square feet using Class I or II liquids)</i>	\$75
Fruit/Crop Ripening <i>(operate a fruit- or crop-ripening facility or conduct a fruit-ripening process using ethylene gas)</i>	\$75
Fumigation and Thermal Insecticidal Fogging <i>(operate a business of fumigation or insecticidal fogging, and to maintain a room, vault or chamber in which a toxic flammable fumigant is used)</i>	\$75

DESCRIPTION	MIN FEE
Hazardous Materials <i>(to store, transport on site, dispense, use or handle hazardous materials in excess of the amounts listed in Table 105.6.21)</i>	\$250
HPM Facilities <i>(to store, handle or use hazardous production materials)</i>	\$75
High Piled Storage <i>(use a building or portion thereof as a high-piled storage area exceeding 500 square feet)</i>	\$75
Hot Work Operations <ul style="list-style-type: none"> 1. Public exhibitions and demonstrations where hot work is conducted. 2. Use of portable hot work equipment inside a structure. Except: work conducted under a construction permit. 3. Fixed-site hot work equipment, sch as welding booths. 4. Hot work conducted within a wildfire risk area. 5. Application of roof coverings with the use of an open-flame device. Where approved, by the fire code official shall issue a permit to carry out a hot work program.	\$75
Industrial Ovens <i>(for operation of industrial ovens regulated by Chapter 30)</i>	\$75
Lumber Yards/Woodworking Plants <i>(storage or processing of lumber exceeding 100,000 board feet)</i>	\$75
Liquid- or Gas- Fueled Vehicles or Equipment in Assembly Buildings <i>(to display, operate or demonstrate in assembly buildings)</i>	\$75
LP Gas	\$75
Magnesium <i>(to melt, cast, heat treat or grind more than 10 pounds of magnesium)</i>	\$75
Miscellaneous Combustible Storage <i>(to store in any building or upon any premises in excess of 2,500 cubic feet gross volume of combustible empty packing cases, boxes, barrels or similar containers, rubber tires, rubber, cork or similar combustible materials)</i>	\$75
Motor Fuel-Dispensing Facilities <i>(for the operation of automotive, marine and fleet motor fuel-dispensing facilities)</i>	\$75
Open Burning (Also See Burn Permits) <i>(for the kindling or maintaining of an open fire or a fire on a public street, alley, road, or other public or private ground and also bonfires)</i>	\$75
Open Flames and Torches <i>(to remove paint with a torch; or to use a torch or open-flame device in a wildfire risk area)</i>	\$75
Open Flames and Candles <i>(to use open flames or candles in connection with assembly areas, dining areas of restaurants or drinking establishments)</i>	\$75
Organic Coatings <i>(any organic-coating manufacturing operation producing more than 1 gallon of organic coating in one day)</i>	\$75
Places of Assembly <i>(operate a place of assembly)</i>	\$75
Private Fire Hydrants <i>(removal from service, use or operation of private fire hydrants)</i>	\$75
Pyrotechnic Special Effects Material <i>(use and handling of pyrotechnic special effects material)</i>	\$204

DESCRIPTION		MIN FEE
Pyroxylin Plastics <i>(for storage or handling of more than 25 pounds of cellulose nitrate plastics, and for the assembly or manufacture of articles involving pyroxylin plastics)</i>		\$75
Refrigeration Equipment <i>(to operate a mechanical refrigeration unit or system regulated by Chapter 6)</i>		\$75
Repair Garages <i>(operation of repair garages)</i>		\$75
Rooftop Heliports <i>(operation of a rooftop heliport)</i>		\$75
Spraying or Dipping <i>(to conduct a spraying or dipping operation utilizing flammable or combustible liquids, or the application of combustible powders regulated by Chapter 24)</i>		\$75
Storage of Scrap Tires and Tire By-Product <i>(to establish, conduct or maintain storage of scrap tires and tire byproducts that exceeds 2,500 cubic feet of total volume of scrap tires, and for indoor storage of tires and tire byproducts.</i>		\$75
Temporary Membrane Structures, Tents, and Canopies <i>(See same section above)</i>		\$75
Tire Rebuilding Plants <i>(for the operation and maintenance of a tire-rebuilding plant)</i>		\$75
Burn Permit (Air Curtain Burn Only) <i>(Commercial land development)</i>	30 days	\$100
Explosives Blasting Permit	30 days	\$100
Tank Installation	per tank	\$180
Tank Removal	per tank	\$180

Fire Inspections Violation Fines

DESCRIPTION	MIN FEE
Imminent Hazard Violation	\$250
Non-Compliance Fee for Outstanding Violation	\$50

Other Fees:

DESCRIPTION	MIN FEE
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

DESCRIPTION	MIN FEE
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 re-inspections conducted outside Cary Town Limits but within the Town's ETJ)	\$50.00
Reinspection (charged for 2 nd reinspection and all subsequent re-inspections inside Town Limits)	\$50.00

TRANSIT FEES

GoCary Fixed Route Bus Service:

Adult fare	\$1.25
Adult fare (reduced rate ¹).....	\$0.60
Senior fare (age 65+).....	Free
Youth fare (ages 13-18)	\$0.60
Youth fare with GoPass (ages 13-18).....	Free
Child fare (ages 12 and under)	Free
Day pass	\$2.50
Day pass (reduced rate ¹).....	\$1.25
7-day pass	\$12.00
7-day pass (reduced rate ¹).....	\$6.00
31-day pass.....	\$40.00
31-day pass (reduced rate ¹).....	\$20.00
\$25 value card	\$20.00

Notes:

1. To receive the reduced or free fare, passengers must provide proof of eligibility. Eligibility information can be found on www.GoCary.org under "Fares and Passes."

GoCary Door to Door Service:

Tier 1.....	\$2.50
Tier 2.....	\$4.00
Tier 3	
to Apex	\$6.00
to Morrisville	\$6.00
to Raleigh.....	\$7.00
to Raleigh (+10 miles)	\$8.00
to Raleigh (+15 miles)	\$9.00
to Durham.....	\$8.00
to Chapel Hill	\$9.00
Book of 20 (\$1.00 tickets)	\$20.00
Book of 20 (\$2.00 tickets)	\$40.00
Book of 8 (\$5.00 tickets)	\$40.00

Discounts:

Bulk Fixed Route Pass Sale Discounts (minimum 10 passes).....	5% discount
Fixed Route Pass Sales Discount for Non-Profit Organizations (with proof of eligibility).....	25% discount

DEVELOPMENT FEES:**Transportation and Facilities****Street Inspection Fees:**

In addition to other inspection fees, the owner of any land proposed for development requiring development plan approval pursuant to the land development ordinance or development requiring submission of a plot plan shall, upon submission of the final development 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
Re-inspection Fee	(ea.) \$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.

Public Greenway Inspection Fee:

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

Utility Infrastructure

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

Water, Sewer, Reclaimed Extension Permits:

Water System Extension (Public) (each) \$150

Gravity Sewer Extension, Pump Station, and Force Mains (Public) (each) \$480

Reclaimed Water System Extension (Public) (each) \$480

Utility Inspection Fees:

In addition to other inspection fees, the owner of any land proposed for development requiring development plan approval pursuant to the land development ordinance or development requiring submission of a plot plan shall, upon submission of the final development 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
Re-inspection Fee	(ea.) \$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.

Planning and Development Fees

Development Plan Filing Fees:

Application Processing Fee (non-refundable, due at initial submittal only)	\$150.00
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Development plans:

Major ($\geq 20,000$ sq.ft. of gross floor area, or ≥ 5 acres).....	(each) \$2,900.00
Minor ($< 20,000$ sq.ft. of gross floor area, or < 5 acres).....	(each) \$1,900.00
Small Projects (for small utility, site, or accessory structure projects).....	(each) \$500.00
TCAP (development plan located in the Town Center Zoning District)...	(each) \$500.00
Sketch Development Plan	(each) \$1,000.00

Re-review of development plan (due at every fourth review):

Major ($\geq 20,000$ sq.ft. of gross floor area, or ≥ 5 acres).....	\$1,450.00
Minor ($< 20,000$ sq.ft. of gross floor area, or < 5 acres)	\$950.00
Small Projects	\$250.00
TCAP	\$250.00
Sketch	\$500.00

Small Wireless Facility (per NC S.L. 2017-159):

Non-Exempt Small Wireless Facility.....	(each) \$50.00
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Quasi-Judicial Fees:

Quasi-Judicial Public Hearing – Standard	(each) \$2,500.00
Quasi-Judicial Public Hearing – Modifications Only.....	(each) \$1,750.00

Revision Filing Fees:

Revision to previously approved development plan

50% or less increase in gross floor area or number of lots.....	(each) \$1,000.00
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Revision to previously approved Town Center Zoning District development plan

50% or less increase in gross floor area or number of lots.....	(each) \$200.00
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Reuse/Redevelopment Plans	(each) \$500.00
Minor Revisions (Minor Alterations) – Incidental revisions to development plans (i.e.: revisions to lighting, façades, landscaping, dumpster/mechanical screening, fencing, and similar)(each) \$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) \$2,500.00
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 amendments.....	(each) \$2,500.00
Minor Planned Development District	(each) \$1,250.00
Final Plat Filing Fees (includes preliminary plat review):	
New Plat (includes one preliminary review and one review of Mylar/Final Plat) (each) \$475.00	
Re-review of preliminary plat or Mylars/Final Plat (each) \$200.00	
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
Director’s Modification – (LDO 3.19).....	(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
Planning Director Modification to the Development and Zoning District Standards approval and special exceptions requiring Planning Director Approval(per modification or exception) \$150.00	

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Other Permit Application Fees:

Accessory Use Permit	(per application) \$50.00
Fence Permit	\$50.00
Temporary Use Permit, events	(each) \$75.00
Temporary Use Permit, other than events.....	(each) \$50.00
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 Time-Limited):

Time-Limited 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

Environmental Permits (Grading Permits):

Environmental Land Disturbance	(per denuded acre) \$500.00
Application Fee for Drainage and Utility Easement Release Request.....	(each) \$125.00

Site Inspection Fees:

In addition to other inspection fees, the owner of any land proposed for development requiring development plan approval pursuant to the land development ordinance or development requiring submission of a plot plan shall, upon submission of the final development 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
Field Changes	\$50.00

Administrative Fees:

Additional Development Review Committee Conference (other than pre-application and after first review).....	(each) \$175.00
Name Change for Site or Subdivision (after initial plan approval).....	\$100.00
Refund Processing Fee (applies to refunds \$100 or more).....	\$25.00
Vested Rights Certificate	(each) \$300.00
Zoning Verification Letter	(per parcel) \$125.00

TRANSPORTATION DEVELOPMENT FEES

Cary charges transportation development fees for properties developing within the Town or its extraterritorial jurisdiction (ETJ). Transportation development fees are levied at the time of permit issuance. These fees vary based on residential, multi-family and commercial development type and size.

For more details related to the Town's transportation development fees, see section 7.11 of the Town of Cary's Land Development Ordinance at

[http://www.amlegal.com/nxt/gateway.dll/North%20Carolina/cary_nc/codeofordinancestownofcarynorthcarolina?f=templates\\$fn=default.htm\\$3.0\\$vid=amlegal:cary_nc](http://www.amlegal.com/nxt/gateway.dll/North%20Carolina/cary_nc/codeofordinancestownofcarynorthcarolina?f=templates$fn=default.htm$3.0$vid=amlegal:cary_nc)

Land Use Type	Unit	Central Zone	Base Zone
Single-Family Detached	Dwelling	\$1,103	\$1,573
Single-Family Attached (Town Homes)	Dwelling	\$574	\$818
Multi-Family (Apartments & Condos)	Dwelling	\$684	\$975
Residential Care Facility	Bed	\$180	\$256
Hotel/Motel	Room	\$400	\$569
Retail/Commercial			
General Retail/Shopping Center	1,000 sq. ft.	\$1,148	\$1,637
ATM (Stand-Alone)	Each	\$1,343	\$1,914
Bank	1,000 sq. ft.	\$1,178	\$1,679
Restaurant, Fast Food	1,000 sq. ft.	\$3,520	\$5,017
Restaurant, Sit-Down	1,000 sq. ft.	\$1,313	\$1,871
Office/Institutional			
Office	1,000 sq. ft.	\$1,483	\$2,113
Hospital	1,000 sq. ft.	\$759	\$1,082
Library	1,000 sq. ft.	\$674	\$961
Church or Place of Worship	1,000 sq. ft.	\$344	\$491
Day Care Center	1,000 sq. ft.	\$1,148	\$1,637
Industrial			
Industrial Park	1,000 sq. ft.	\$869	\$1,238
Warehouse	1,000 sq. ft.	\$325	\$463
Mini-Storage	1,000 sq. ft.	\$190	\$271
Recreational			
Golf Course	Hole	\$2,156	\$3,074
Park/General Recreation	Acre	\$60	\$85
Recreational/Swim Center	1,000 sq. ft.	\$2,027	\$2,889
Tennis Court	Court	\$2,866	\$4,085

VEHICLE LICENSE FEES

The fee for registration of motor vehicles, as required in Town Code Chapter 12, Article II, Section 12-27, shall be thirty dollars (\$30.00) per motor vehicle registered in the Town of Cary.

PAYMENT-IN-LIEU FEES

Payment-In-Lieu of Land Dedication Fees

In residential subdivisions, a portion of the land being subdivided will be required for dedication as recreation area, or a payment-in-lieu of dedication is required.

The payment-in-lieu is equivalent to the value of 1 acre for every 35 units (1/35th of an acre per unit) or any portion thereof ($\# \text{ units} / 35 = \text{acreage owed}$).

Number of units/35 = acreage to be dedicated

Acreage to be dedicated * the appraised per acre value of the entire parcel = Recreation Fund Payment amount

Once the site plan is approved and the plat is submitted for review, the Town will have the parcel appraised to determine the value of the development or subdivision for property tax purposes, and that is how the per acre value is determined.

Payment is due prior to approval of a plat or recording any lots to subdivide out your lots.

For multi-family development, a recreation fund payment is required. The payment is a flat fee per unit and is subject to change on July 1 of each year.

The applicant will pay the rate in effect at the time the plan is approved.

The anticipated rate as of July 1, 2020 is \$3,005/unit. That fee is calculated using 65% of the 5-year rolling average of subdivision recreation fund payment per unit.

Payment must be made prior to building permit issuance.

Public greenway construction and greenway easement dedication shall be credited towards recreation area dedication payment-in-lieu fees in accordance with LDO 8.2.3 (Credits do not include street-side trail construction or easement/dedication)

Street and Sidewalk Payments-in-Lieu

The Town of Cary's Land Development Ordinance requires that developers of subdivisions construct certain street and sidewalk improvements that conform to Town standards. A payment-in-lieu of street or sidewalk construction may be made to the Town if the requirements of LDO 8.1.5 are met. Payments-in-lieu of improvements must be paid prior to issuance of the construction package. For more details related to the Town's street and sidewalk improvement requirements, see section 8.1 of the Town of Cary's Land Development Ordinance at:

[http://www.amlegal.com/nxt/gateway.dll/North%20Carolina/cary_nc/codeofordinancetownofcarynorthcarolina?f=templates\\$fn=default.htm\\$3.0\\$vid=amlegal:cary_nc](http://www.amlegal.com/nxt/gateway.dll/North%20Carolina/cary_nc/codeofordinancetownofcarynorthcarolina?f=templates$fn=default.htm$3.0$vid=amlegal:cary_nc)

Street Lighting Payments-in-Lieu

The Town of Cary's Land Development Ordinance requires that a property owner or developer install street lighting along all proposed streets, public or private, and along all existing streets which adjoin the property, in accordance with Town in certain situations. Payments-in-lieu of improvements must be paid prior to issuance of the construction package. For more details related to the Town's street lighting requirements, see section 8.1 of the Town of Cary's Land Development Ordinance at:

UTILITY DEVELOPMENT FEES:

The ability to charge utility development fees, also known as system development fees, is granted via [NC Session Law 2017-138/House Bill 436](#). In compliance with this legislation, the Town hired a qualified consultant to conduct a [system development fee analysis](#) which was adopted by Council on June 28, 2018.

System development fees are collected when new demand is generated through building permits for new development, requests for new meter boxes, requests for meter installation, or requests for new or changed customer accounts and are due at time of building permit issuance. For new development, the fee shall be paid based on proposed use and size of structure. For existing development, the fee shall be paid based on the increased demand only (reviewing prior use(s) vs. proposed use) at the current fee rate. Examples of existing development that increase demand include but are not limited to alterations, additions, added systems like irrigation or manufacturing processes, fit- ups, remodeling, renovations or changes in use.

These charges are in addition to water and sewer tap charges (see table of Utility Connection Fees in the Operating Budget Fee Schedule).

For new residential construction, utility permitting and development fees are based on the total area under roof in square feet for each meter for residential property structures. For residential additions, fees are based on the total area under roof added to the original structure.

For non-residential properties, the fees listed below in Attachment A, Section C are based on commercial development use/type and size of structure (the total area under roof in square feet). For non-residential additions, fees are based on the total area under roof added to the original structure. For non-residential uses not specified in Section C below, the Town will require sealed demand estimates from design professionals indicating peak day water demand (potable and/or reclaimed) and average day sewer demand. The Town of Cary Inspections and Permits Department may be contacted at (919) 469-4043 for questions and/or assistance with development fee calculations.

A. RESIDENTIAL WATER DEVELOPMENT FEE:

Equivalent residential unit (ERU) rate for potable water using 306 gallons on a peak day is \$1,946 for all areas served by Town of Cary utilities.

RESIDENTIAL WATER DEVELOPMENT FEES	
Square Feet/Meter/Use	Fee (All Areas)
Single Family < 1,700 square feet	\$1,275
Single Family 1,701 - 2,400 square feet	\$1,586
Single Family 2,401 - 3,100 square feet	\$1,946
Single Family 3,101 - 3,800 square feet	\$2,342
Single Family > 3,800 square feet	\$3,000
Apartments, per unit	\$1,255
Irrigation (potable water), per lot	\$1,252

B. RESIDENTIAL SEWER DEVELOPMENT FEE:

Equivalent residential unit (ERU) rate is \$2,640 for sewer using 192 gallons on an average day for all areas served by Town of Cary utilities.

RESIDENTIAL SEWER DEVELOPMENT FEES	
Square Feet/Meter/Use	Fee (All Areas)
Single Family < 1,700 square feet	\$1,618
Single Family 1,701 - 2,400 square feet	\$2,266
Single Family 2,401 - 3,100 square feet	\$2,640
Single Family 3,101 - 3,800 square feet	\$2,944
Single Family > 3,800 square feet	\$3,745
Apartments, per unit	\$1,768

C. NON-RESIDENTIAL WATER AND SEWER DEVELOPMENT FEES:

Non-residential water and sewer development fees are based upon the rate of \$5.41/peak day gallons for potable water and \$7.74/average day gallons for sewer for all areas served by Town of Cary utilities. Contact the Inspections and Permits Department for uses not specified below.

TYPE OR USE OF ESTABLISHMENT	UNIT	WATER DEVELOPMENT FEE	SEWER DEVELOPMENT FEE
Retail - Large (>80,000 sq. ft.)	1,000 sq. ft.	\$181	\$250
Retail - Medium (20,000-80,000 sq. ft.)	1,000 sq. ft.	\$223	\$308
Retail - Small (<20,000 sq. ft.)	1,000 sq. ft.	\$335	\$462
Laundromat, self service	1,000 sq. ft.	\$7,893	\$10,887
General/Medical office - Large (>20,000 sq. ft.)	1,000 sq. ft.	\$135	\$186
General/Medical office - Medium (5,000-20,000)	1,000 sq. ft.	\$179	\$247
General/Medical office - Small (<5,000 sq. ft.)	1,000 sq. ft.	\$268	\$369
Country club	1,000 sq. ft.	\$514	\$710
Industrial, factory	1,000 sq. ft.	\$220	\$191
Drug store	1,000 sq. ft.	\$82	\$114
Warehouse	1,000 sq. ft.	\$84	\$116
Mini-Warehouse	1,000 sq. ft.	\$8	\$11
Church, Worship Center	1,000 sq. ft.	\$135	\$186
Full-service restaurant	1,000 sq. ft.	\$3,031	\$4,180
Single service item restaurant	1,000 sq. ft.	\$790	\$1,089
Carry out restaurant	1,000 sq. ft.	\$135	\$186
Hotel, motel	1,000 sq. ft.	\$796	\$1,098
Brewery / Winery / Cidery / Distillery / Meadery	1,000 sq. ft.	\$1,998	\$2,756
Laundry, not self service	1,000 sq. ft.	\$1,923	\$2,652
Veterinary hospital, boarding, kennel	1,000 sq. ft.	\$430	\$593
Hospital	1,000 sq. ft.	\$1,433	\$1,976

TYPE OR USE OF ESTABLISHMENT	UNIT	WATER DEVELOPMENT FEE	SEWER DEVELOPMENT FEE
Nursing home	1,000 sq. ft.	\$1,186	\$1,635
Day care or school	1,000 sq. ft.	\$619	\$853
Recreation, with pool	1,000 sq. ft.	\$4,093	\$5,646
Recreation, no pool	1,000 sq. ft.	\$510	\$703
Gas station, no car wash	1,000 sq. ft.	\$328	\$453
Gas station with car wash	1,000 sq. ft.	\$9,265	\$12,779
Full- or self-service car wash	1,000 sq. ft.	\$4,252	\$5,864
Stadia, auditoriums, theatres	1,000 sq. ft.	\$310	\$428
Potable Water Irrigation	1,000 irrigated sq. ft.	\$956	-
Cooling Tower	Per gallon/day*	\$5.41*	\$7.74*

*Cooling Tower Water and Sewer Development Fees shall be based on calculations of peak water demand and sewer blow-down submitted by the applicant.

D. SPECIAL UTILITY AREAS:

In areas designated by the Town Council as a "Special Utility Area," a combined water and sewer development fee shall be collected. The combined development fee shall be the combined fee for both water and sewer development fees based on the schedule of charges for development fees.

E. STANDARD UNIT PRICES FOR OVERSIZE REIMBURSEMENT REQUESTS:

OVERSIZE REIMBURSEMENT CHARTS DIP											
LINE SIZE REQUIRED BY THE TOWN OF CARY		Size Required for Project									
	Size (in)	4	6	8	10	12	16	18	20	24	30
	4	-	-	-	-	-	-	-	-	-	-
	6	-	-	-	-	-	-	-	-	-	-
	8	-	-	-	-	-	-	-	-	-	-
	10	20	15	3	-	-	-	-	-	-	-
	12	22	17	5	2	-	-	-	-	-	-
	16	42	37	25	22	20	-	-	-	-	-
	18	47	42	30	27	25	5	-	-	-	-
	20	52	47	35	32	30	10	5	-	-	-
	24	67	62	50	47	45	25	20	15	-	-
	30	87	82	70	67	65	45	40	35	20	-

C900/905 - applies only to Reclaimed Water											
LINE SIZE REQUIRED BY THE TOWN OF CARY		Size Required for Project									
	Size (in)	4	6	8	10	12	16	18	20	24	30
	4	-	-	-	-	-	-	-	-	-	-
	6	-	-	-	-	-	-	-	-	-	-
	8	-	-	-	-	-	-	-	-	-	-
	10	20	15	3	-	-	-	-	-	-	-
	12	22	17	5	2	-	-	-	-	-	-
	16	42	37	25	22	20	-	-	-	-	-
	18	47	42	30	27	25	5	-	-	-	-
	20	52	47	35	32	30	10	5	-	-	-
	24	67	62	50	47	45	25	20	15	-	-
	30	87	82	70	67	65	45	40	35	20	-

F. STANDARD UNIT PRICES FOR OVERSIZE REIMBURSEMENT REQUESTS: (Continued)

PVC SDR 35 – Applies only to Sewer									
LINE SIZE REQUIRED BY THE TOWN OF CARY		Size Required for Project							
	Size (in)	8	10	12	15	18	21	24	
	8	-	-	-	-	-	-	-	
	10	6	-	-	-	-	-	-	
	12	7	-	-	-	-	-	-	
	16	11	5	4	-	-	-	-	
	18	12	6	5	-	-	-	-	
	21	19	13	12	8	7	-	-	
	24	26	20	19	15	14	7	-	

VALVES											
LINE SIZE REQUIRED BY THE TOWN OF CARY		Size Required for Project									
	Size (in)	4	6	8	10	12	16	18	20	24	30
	4	-	-	-	-	-	-	-	-	-	-
	6	-	-	-	-	-	-	-	-	-	-
	8	-	-	-	-	-	-	-	-	-	-
	10	675	500	275	-	-	-	-	-	-	-
	12	1,175	1,000	775	500	-	-	-	-	-	-
	16	4,950	4,775	4,550	4,275	3,775	-	-	-	-	-
	18	6,675	6,500	6,275	6,000	5,500	1,725	-	-	-	-
	20	11,175	11,000	10,775	10,500	10,000	6,225	4,500	-	-	-
	24	17,175	17,000	16,775	16,500	16,000	12,225	10,500	6,000	-	-
	30	38,975	38,800	38,575	38,300	37,800	34,025	32,300	27,800	21,800	-

BORE AND JACK											
CARRIER PIPE SIZE REQUIRED BY THE TOWN OF CARY		Carrier Pipe Size Required for Project									
	Size (in)	4	6	8	10	12	16	18	20	24	30
	4	-	-	-	-	-	-	-	-	-	-
	6	-	-	-	-	-	-	-	-	-	-
	8	-	-	-	-	-	-	-	-	-	-
	10	200	150	3	-	-	-	-	-	-	-
	12	220	170	5	20	-	-	-	-	-	-
	16	420	370	250	220	200	-	-	-	-	-
	18	470	420	300	270	250	50	-	-	-	-
	20	520	470	350	320	300	100	50	-	-	-
	24	670	620	500	470	450	250	200	150	-	-
	30	870	820	700	670	650	450	400	350	200	-

STORMWATER CONTROL MEASURE MAINTENANCE SECURITY FEE:

This is a fee or security for stormwater control measures that are constructed in the town. More information can be found in section 4.4.6 Watershed Protection Overlay in the Land Development Ordinance.

[http://www.amlegal.com/nxt/gateway.dll/North%20Carolina/cary_nc/codeofordinancetownofcary_northcarolina?f=templates\\$fn=default.htm\\$3.0\\$vid=amlegal:cary_nc](http://www.amlegal.com/nxt/gateway.dll/North%20Carolina/cary_nc/codeofordinancetownofcary_northcarolina?f=templates$fn=default.htm$3.0$vid=amlegal:cary_nc)

Property owners are responsible for building and maintaining stormwater control structures. Should property owners default on their maintenance responsibilities, this security enables Cary to ensure they are maintained. The security is collected when the device is converted to its final form after site construction is complete and a certificate of occupancy is issued. The security is calculated two ways as described below but most are done with 15% of the engineer's estimate of the cost to build the device.

Posting of Financial Security Required

All engineered stormwater control structures shall be conditioned on the posting of adequate financial assurance for the purpose of maintenance, repairs, or reconstruction necessary for adequate performance of the stormwater control structures. Financial assurance shall be in the form of the following:

(a) Acceptable Forms of Security

Acceptable financial security shall be deposited with the Town to ensure that the engineered stormwater control structure is adequately maintained. The permit applicant shall deposit with the Town of Cary either cash or an evergreen letter of credit as financial security approved by the Town that is readily convertible into cash at face value. The cash or evergreen letter of credit shall be in an amount equal to fifteen (15) percent of the total cost of the stormwater control structure or the estimated cost of maintaining the stormwater control structure over a ten (10) year period, whichever is greater. The estimated cost of maintaining the stormwater control structure shall be consistent with the approved operation and maintenance plan or manual provided to the Town by the developer. The amount shall be computed by estimating the maintenance cost for twenty-five (25) years and multiplying this amount by two-fifths (2/5) or 0.4.

(b) Operation and Maintenance Agreement

For all development built under the high-density development option, the owner shall enter into a binding Operation and Maintenance Agreement between the Town and all persons having a freehold estate in the development. Said Agreement shall require the owning entity to inspect, maintain, repair and, if necessary, reconstruct the stormwater control structure in accordance with the operation and management plan or manual provided by the owner. The owner of the stormwater control structure shall file the Operation and Maintenance Agreement with the Wake County Register of Deeds.

(c) Default Under the Cash or Evergreen Letter of Credit

Upon default of the owning entity to maintain, repair and, if necessary, reconstruct the stormwater control structure in accordance with the Operation and Maintenance Agreement, the Town shall obtain and use all or any portion of the financial security to make necessary improvements based on an engineering estimate. Such expenditure of funds shall only be made after exhausting all other reasonable remedies seeking the owning entity to comply with the terms and conditions of the Operation and Maintenance Agreement. The Town shall not return any of the unused deposited cash funds, which shall be retained for maintenance.

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/Computer Lab 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).

Computer Lab Classes and Workshops:

Class fees will be based on recommendations from Cary Senior Technology Education Inc. 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 @ Cary Senior Center (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 15 visit pass)	\$30.00
Non-Resident (per 15 visit pass)	\$60.00
Resident Seniors (55+).....	(per visit) \$1.00
Resident Seniors (55+).....	(per 10 visit pass) \$5.00
Resident Seniors (55+).....	(per 15 visit pass) \$9.00
Non-Resident Seniors (55+).....	(per visit) \$2.00
Non-Resident Seniors (55+).....	(per 10 visit pass) \$10.00
Non-Resident Seniors (55+).....	(per 15 visit pass) \$15.00
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	\$500.00
Wellness Pass 100 Sessions	\$1,000.00

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) \$20.00
Membership Renewal Non-Resident	(per member) \$30.00

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 ½ hour).....	\$13.00
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Challenge Course Fees:**Corporate**

Half day low course	(per participant) \$53.00
Full Day High/Low	(per participant) \$85.00

Noncorporate:

Half day low course	(per participant) \$35.00
Full Day High/Low.....	(per participant) \$59.00

K-12 Grade School System Classes:

Half day low course	(per participant) \$28.00
Full Day High/Low	(per participant) \$47.00

Special Guided Programs at Hemlock Bluffs:

Non-Profit groups(per hour) \$39.00
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) \$90.00
Small Meeting Room (B).....(per hour 2-hour min) \$60.00
Kitchen (available w/ meeting room)(per hour 2-hour min) \$35.00
Gymnasium (for athletic activities)(per hour 2-hour min) \$70.00
Gymnasium (when used as banquet, event, party, performance space) (..... per hour 5-hour min)
\$275.00 per hour (Includes: Floor cover, tables/chairs, round tables)

*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
Holiday Fee for Beyond Normal Hours.....(per hour) \$50.00

Damage Deposit:

Room A/B/Gym for Sports..... (flat fee) \$150.00
Damage Deposit for Gym (when used as banquet, event, party, performance space/Rooms with permitted beer and wine serving) (flat fee) \$350.00
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

Equipment: (Includes set-up and removal)

Staging (per use) \$200.00
Gym Scoreboard(per hour with 2 hours 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
 Holiday fee for beyond normal hours..... (per hour) \$50.00
 Damage Deposit (25% of total reservation fees)..... (minimum) \$150.00
 Gym Scoreboard..... (per hour with 2 hours 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/Oak Room w/kitchenette (per hour with 2-hour min) \$60.00
 Dogwood Room (per hour with 2-hour min) \$40.00
 Gymnasium (per gym-for athletic activities only) (per hour with 2-hour min) \$70.00

*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
 Holiday fee for beyond normal hours..... (per hour) \$50.00
 Damage Deposit (25% of total reservation fees)..... (minimum) \$150.00
 Damage Deposit with permitted beer and wine serving (flat fee) \$350.00
 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) \$105.00
 Ball Room 1 (1/3 Ball Room)..... (per hour with 2-hour min) \$57.00
 Ball Room 2 (2/3 Ball Room)..... (per hour with 2-hour min) \$73.00
 Classroom 302..... (per hour with 2-hour min) \$47.00
 Kitchen..... (per hour with 2-hour min) \$31.00
 (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

Booking Ball Room within 30 days of requested date20% surcharge

Ball Room Holiday Fee for beyond normal hours..... (per hour) \$50.00

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

Damage Deposit Classroom..... (flat fee) \$100.00

Damage Deposit Ballroom (flat fee) \$250.00

Damage Deposit (with permitted beer and wine serving) (flat fee) \$350.00

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 Theater – Reservation Rates:

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

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

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

Rehearsals/Set Up in theater (per 5-hour minimum) \$125.00
+ \$35/each additional hour

Booking theater within 30 days of requested date20% surcharge

Theater Holiday Fee (per hour) \$50.00

An additional \$25/hour fee will be added for theater use on official Town of Cary holidays.

Upper Lobby Meeting Room (per hour) Residents: \$25.00, Non-Residents: \$30.00

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 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 Floor Cover Use..... \$200.00

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

Stage Extension (installation labor) (for cultural groups) – per use \$120.00

Logo Non-Use Fee (per event) \$100.00

Merchandising Fee 20% of gross sales receipts

Audio Recording (additional staff time not included)

- Console Feed (no dedicated mix).....\$15.00

- Multitrack Recording\$300.00 per setup

Video Recording (additional staff time not included)

- Single Camera Fixed Shot\$200.00
- Additional Cameras (per camera)\$200.00

Marquee rental (facility rentals only/subject to availability)\$100.00 per day/\$250.00 per week

Box Office Charges:

Ticket Surcharge(per ticket) \$1.85
(other box office fees may apply) - this cost is outside of Admissions Tax)

Free Ticket Service Charge\$85.00

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

Classroom Second Floor.....(per hour with 2-hour min) \$15.00

Classroom 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
Piano Tuning	\$150.00
Damage Deposit - educational outreach kit.....	(per loan) \$25.00

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 (applies to all renters).....	(per hour) \$25.00

Cary Cultural Organizations Reservation Rates:

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) \$450.00
+ \$70 for each additional hour	

A 20% 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 20% 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.

Additional per hour charge beyond normal operating hours\$25.00

Theatre Holiday Fee (per hour) \$50.00
Fee applies to theatre rentals on days the Cary Arts Center is closed for official Town of Cary holidays.

Booking theatre within 30 days of requested date 20% surcharge

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

Concessions Services (per event day) \$50.00

Room Reservation Damage Deposit..... (each event) \$100.00

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)

Lighting Designer (per unit) \$100.00

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) \$200.00

Theatre Stage Adjustment (change apron setting) \$200.00

Theatre Dark Day (per day) \$200.00

Audio Recording (additional staff time not included)

- Console Feed (no dedicated mix)..... \$15.00
- Multitrack Recording (per setup) \$300.00

Video Recording (additional staff time not included)

- Single Camera Fixed Shot \$200.00
- Additional Cameras..... (per camera) \$200.00

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) \$1.85
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.....	\$55.00
Adult 12 Month	\$82.00
Teen 6 Month	\$33.00
Teen 12 Month.....	\$49.00
Youth 6 Month.....	\$22.00
Youth 12 Month	\$33.00
Non-Resident Adult 6 Month	\$66.00
Non-Resident Adult 12 Month.....	\$99.00
Non-Resident Teen 6 Month	\$39.00
Non-Resident Teen 12 Month	\$59.00
Non-Resident Youth 6 Month	\$26.00
Non-Resident Youth 12 Month.....	\$39.00

Art Studio:

Adult 6 Month.....	\$44.00
Adult 12 Month	\$66.00

Non-Resident Adult 6 Month	\$52.00
Non-Resident Adult 12 Month.....	\$79.00
Resident.....	(per visit) \$5.00
Non-Resident.....	(per visit) \$6.00
Resident.....	(per 10 visit pass) \$27.00
Non-Resident.....	(per 10 visit pass) \$33.00

Picnic Shelter-Capacity 50 or Less

\$17 per hour (3-hour minimum)

Peak Season (March-October) hours: 9am-8pm

Non-Peak Season (November-February) hours: 9am-5pm

Picnic Shelter-Capacity 50+

Peak Season (March – October)

Half-Day \$85.00 (9am-2pm or 3-8pm)

Full-Day \$170.00 (9am-8pm)

Non-Peak Season (November – February)

Full-Day \$85.00 (9am-5pm)

Non-resident rates are.....150% of the resident rate shown

Additional per hour charge beyond the normal hours \$25.00

Bond Park Boathouse Deck (w/screen porch):

Resident(per hour with 6-hour min) \$85.00

Non-resident fees are 150% of the resident rate.

Sertoma Amphitheater:

Resident Fee

Non-Resident Fee

Peak Season (March – October)

9am-2pm (per use) \$200.00.....(per use) \$250.00

3pm-8pm (per use) \$200.00.....(per use) \$250.00

All Day (per use) \$400.00.....(per use) \$500.00

Non-Peak Season (November – February)

All Day (per use) \$200.00.....(per use) \$250.00

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

Pedal Boats(per ½ hour) \$8.00

Sailboats..... (per hour) \$12.00

Kayaks, Canoes, Stand-Up Paddleboards, Rowboats	(per hour) \$8.00
Trolling Motors with boat	(first hour) \$18.00
Trolling Motors with boat	(ea. addt'l hour) \$8.00
Boat Launch Ramp (non-motorized vessels maximum 16 ft.).....	(per use) \$4.00
Annual boat launch pass (Cary Residents only unlimited use).....	(per/boat/year) \$30.00
Annual boat launch pass (Non-Residents only unlimited use)	(per/boat/year) \$45.00

Bond Park – Cross Country Course:

High School/Middle School Cross Country Meet (weekday).....	(per meet) \$50.00
High School/Middle School Cross Country Season Practice.....	(per season) \$150.00
High School/Middle School Cross Country Deposit.....	(once per season) \$100.00
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) (excluding Bond 5).....	\$40.00
Hourly Rate for baseball/softball field use – (Non-Resident) (excluding Bond 5).....	\$60.00
Hourly Rate for baseball/softball field use (Non-Profit Athletic Org(s), Wake Co. Schools) (excluding Bond 5)	\$40.00
Hourly Rate for baseball field use – (Bond 5) (Resident)	\$50.00
Hourly Rate for baseball field use – Bond 5 (Non-Resident)	\$70.00
Hourly Rate for baseball field use – Bond 5 (Non-Profit Athletic Org(s), Wake Co, Schools).....	\$50.00
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
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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) \$10.00

Half-day (3-5 hours) on 4 courts \$100.00
 Full day (6+ hours) on 4 courts \$200.00

(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) \$55.00

Youth Tournaments and Showcases:

Minimum of 9 teams needed to host a tournament

9-13 Teams - Team Fee of \$185 per team – Rate Range \$1,665.00 - \$2,405.00
 14-18 Teams - Team Fee of \$165 per team – Rate Range \$2,310.00 - \$2,970.00
 19-22 Teams - Team Fee of \$145 per team – Rate Range \$2,775.00 - \$3,190.00
 23+ Teams - Flat Rate of \$3,100.00

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) \$100.00
 Wednesday \$200.00
 Thursday \$300.00
 Friday (maximum) \$400.00

Adult Tournaments:

5-19 Teams - rental rate is	\$1,600.00
20-23 Teams - rental rate is	\$1,800.00
24+ Teams -rental rate is	\$2,000.00

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.)

Extra Fees:

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) \$40.00
Rain Support Field Material.....	(per bag) \$15.00

Thomas Brooks Park:

Softball Complex Tournament and Rental Reservation Fees:

1 Field (hourly rate) (per hour)	\$55.00
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Youth Tournaments and Showcases

Minimum of 9 teams needed to host a tournament

9-13 Teams - Team Fee of \$185 per team – Rate Range	\$1,665.00 - \$2,405.00
14-18 Teams - Team Fee of \$165 per team – Rate Range	\$2,310.00 - \$2,970.00
19-22 Teams - Team Fee of \$145 per team – Rate Range	\$2,775.00 - \$3,190.00
23+ Teams - Flat Rate of	\$3,100.00

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) \$100.00
Wednesday	\$200.00
Thursday	\$300.00
Friday	(maximum) \$400.00

Adult Tournaments

5-19 Teams - rental rate is	\$1,600.00
20-23 Teams - rental rate is	\$1,800.00
24+ Teams -rental rate is.....	\$2,000.00

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)	\$40.00
Rain Support Field Material.....	(per bag) \$15.00

USA Baseball National Training Complex at Thomas Brooks Park:

Stadium rentals:

Game Fees	7 inning games	9 inning games
Standard Game	\$650.00	\$725.00
Game with BP (batting practice setup)	\$800.00	\$925.00
Standard Double Header (includes field prep between games)	\$1,200.00	\$1,400.00
Double Header with BP (includes BP setup and field prep before/between games)	\$1,350.00	\$1,550.00

Each stadium event or game includes: game field prep, use of lights, coolers, ice & cups in dugouts, field recovery support in rain situations(when authorized by Town), use of press box (including amenities), training room and ticket booths (when authorized by Town), and pre-game batting cage use. Does not include tarp crew.

Tarp crew per game	\$800.00
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Fields 2-4 rentals:

Game Fees	7 inning games	9 inning games
Standard Game	\$370.00	\$455.00
Game with BP (batting practice setup)	\$595.00	\$680.00
Standard Double Header (includes field prep between games)	\$650.00	\$735.00
Double Header with BP (includes BP setup and field prep before/between games)	\$875.00	\$960.00

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

Practice Fees:	1 hr	1.5 hrs	2 hrs	2.5 hrs	3 hrs
Standard Practice	\$125.00	\$155.00	\$195.00	\$245.00	\$275.00
Practice with BP (batting practice setup)	\$220.00	\$250.00	\$285.00	\$340.00	\$370.00

Practices include: coolers, ice and cups in dugouts, field prep, and adjacent batting cage use.

Weekend Tournament/Showcase rentals:

Based on fields 2-4: up to four 7-inning games or three 9-inning games per field per day. Additional days can be added.	Per day	Full weekend (Sat & Sun)
Fields 2-4 Only	\$2,800.00	\$5,600.00
Fields 2-4 plus Stadium for one 9-inning game or two 7-inning games (per weekend)	\$3,350.00	\$6,700.00
Fields 2-4 plus Stadium for one 9-inning game <u>each day</u> or two 7-inning games <u>each day</u>	\$4,000.00	\$8,000.00

Weekend tournament/showcase includes: coolers, ice and cups in dugouts, field prep, press box use, and adjacent Batting Cage use.

Extra fees:

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
Field PA Announcer (Market Rate per game or up to) \$100.00

Press Box Usage for Tournament Headquarters (per day) \$40.00
(\$10 supply fee for copier use))

Batting Cage Rental Only (outside of field rental).....(per hour) \$40.00

Bullpen Rental (outside of field rental)..... (per hour) \$45.00

Rain Support Field Material..... (per bag) \$15.00

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. Events using multiple fields, tournament may be charged a gate buyout (instead of increasing gate) (up to) \$1,500.00

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 – Saturday/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/Pickleball (Resident)	\$1.00
Court Fees (Per hour/Per player) 36ft Courts/Pickleball (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 30%. 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 \$30.00.

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

Video Streaming and Match Recording

Video Streaming subscription (where applicable).....(per day) \$5.00-10.00

*Fees may be discounted up to 50% for multi day purchases. Other fees may be set in negotiations with Organizations that license the rights to their events.

Video Practice/ Match Recording.....(per match) \$30.00

Seasonal Court Fee Pass

Discounted court fees with an expiration for 78' & 60' tennis courts and 36' & Pickleball courts up to 50%. Pass type and duration may be set at the discretion of the Department Director.

Tennis Park Annual Pass:

Cary Tennis Park Annual Passholder benefits include: All Cary Tennis Park tennis and pickleball 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. Three (3) video match recordings (User must register for free Playsight account). Pass holder benefits may be changed throughout the year at the discretion of the Department Director.

Adult Annual Pass (Resident)	\$350.00
Adult Annual Pass (Non-Resident)	\$450.00
Youth Annual Pass (Resident) (18 and under).....	\$150.00
Youth Annual Pass (Non-Resident) (18 and under).....	\$175.00
Senior Annual Pass (Resident) (Ages 55 and older).....	\$250.00
Senior Annual Pass (Non-Resident) (Ages 55 and older)	\$300.00
Family of Two Senior Annual Pass (Resident) (Ages 55 and older)	\$350.00
Family of Two Senior Annual Pass (Non-Resident) (Ages 55 and older)	\$450.00
Family of Two Annual Pass (Resident).....	\$450.00
Family of Two Annual Pass (Non-Resident).....	\$550.00
Full Family Annual Pass (Resident).....	\$550.00
Full Family Annual Pass (Non-Resident).....	\$750.00

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) \$5,000.00
(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)

Cross Country Course Reservation by Middle/High Schools where the schools participating in the
meet do not pay the yearly usage fee (per meet)\$500.00

General Field Reservations * (Fields 4, 6, or 7)(per hour) \$100.00

General Field Reservations * (Field 5)(per hour) \$125.00

General Fields Reservations for Youth-Based Non-Profit organizations
*(Fields, 4,6,7,8) (per hour).....\$75.00

Enhanced Field Reservations * (Fields 2, 3, 5)(per hour) \$125.00

Enhanced Field Reservations for Youth-Based Non-Profit Organizations
* (Fields 2, 3, 5)(per hour) \$100.00

Field Lighting Fee (where available)(per hour) \$40.00

*Field reservations include field lining for standard soccer field size. Any other field lining will incur
an additional cost to be determined by the facility operations manager.

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)

Field Lighting Fee (per hour) \$40.00

Town of Cary Skybox Use (per hour, 1 hour minimum) \$50.00

Athletic Training Room.....(per day) \$50.00

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:

1-hour Session Pass.....	\$3.00
2-hour Session Pass	\$5.00
30 Day Pass	\$28.00
Annual Pass	\$275.00
Equipment Rental – Helmet	(each) \$2.00
Knee/Elbow/Wrist Pads	(each set) \$2.00
Scooter or Skateboard Rental (all day)	\$10.00

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.

Retail SalesRetail 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) \$25.00 - \$100.00

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: Minimum charge for stone (includes labor, materials, & equipment costs) \$118.00

Permanent Street Repairs: Full depth patches (includes labor, materials, and equipment costs):

Asphalt (0-10 tons)\$1,582.00

Asphalt (over 10 tons) (per ton) \$118.00

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 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 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 of 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	\$3,080	\$5,100	\$5,500	\$1,635	\$358	\$679	\$1,031	\$1,821	\$3,060
Reclaimed Water or Future Reclaimed Water	\$3,080	NA	NA	\$1,635 Future Reclaimed water only	\$358 Reclaimed \$358 Future Reclaimed	N/A	N/A	N/A	N/A

INDIVIDUAL ITEMS	COST
Sewer Tap (4" or 6")	\$2,462
Well House	\$1,635
Sidewalk Cut	\$1,640
Curb Cut, Street Cut or Bore each	\$1,582

INDIVIDUAL ITEMS	COST
Repeat Call Fee	\$65
Meter Box (Reclaimed)	\$430
Meter Box 1" (Potable)	\$450
Meter Box Lid	\$32

Bulk Water:

Sales and Equipment Rental:

Cary Commercial Potable Irrigation Rate(per thousand gallons) current rate

Bulk Water Meter Setup Fee (per setup) \$55.00

Bulk Water Meter Relocation Fee (per relocation) \$55.00

Bulk Water 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	\$1,445.00
Backflow Preventer	\$567.00
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

Water Conservation Ordinance Civil Penalties:**Alternative Day Watering Violation:**

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

	Residential	Non-Residential
3rd violation	\$100.00	\$250.00
4th violation	\$250.00	\$500.00
5th violation	\$500.00	\$1,000.00
Subsequent violations	\$1,000.00	\$2,000.00

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 Violation:

1st violation	\$500.00
2nd violation	\$1,000.00
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 Violation:

	Residential	Non-Residential
2nd violation	\$100.00	\$250.00
3rd violation	\$250.00	\$500.00
4th violation	\$500.00	\$1,000.00
Subsequent violations	\$1,000.00	\$2,000.00

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 Violation:

	Residential	Non-Residential
3rd violation	\$100.00	\$250.00
4th violation	\$250.00	\$500.00
5th violation	\$500.00	\$1,000.00
Subsequent violations	\$1,000.00	\$2,000.00

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.

Tampering with The Water or Sewer System – Protection of Systems on Certain Days Civil Penalty Charges:

Item	Penalty
1 st violation	\$250.00
All subsequent violations	\$1,000.00

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

Cross Connection Control Ordinance Civil Penalties:

Description	Penalty	Frequency
Unprotected cross connection – wholesale customers (as defined in Section 36-11) or Unprotected cross connection – public water system not under the control of town	\$1,000	With first citation and thereafter for each thirty-day period or part thereof in which the violation persists
Unprotected cross connection – non-wholesale customers	\$500	With first citation and thereafter for each thirty-day period or part thereof in which the violation persists
Falsifying records	\$500	Per occurrence
Failing to maintain and test residential irrigation backflow prevention assemblies	\$500	With first citation and thereafter for each thirty-day period or part thereof in which the violation persists
Any other violation of this section	\$500	Per occurrence

Vehicle, Equipment and Labor Charges, Per Hour:

Hazardous material emergency charges, natural disasters, and special events costs are internally charged within the organization according to the specific service needed. This section of information is for internal use only as no public use component exists. 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:

<https://www.fema.gov/schedule-equipment-rates>

Aerator	\$3.25
Air Compressor	\$4.90
Arrow Panel	\$7.50
Auger.....	\$4.26
Backhoe/Loader	\$27.25
Blower	\$2.50
Bobcat.....	\$34.00
Box Scraper	\$8.30

Camera, Sewer	\$25.00
Chainsaw	\$3.25
Chipper	\$18.25
Edger.....	\$2.16
Excavator	\$26.25
Fusion Splicer.....	\$150.00
Generator.....	\$11.40
Jet Vacuum	\$29.75
Leaf Collector	\$12.25
Lift	\$7.80
Loader, Tracked	\$46.55
Mixer, Concrete	\$3.60
Mower, Push.....	\$4.75
Mower, Riding.....	\$8.25
Power Washer	\$5.90
Pump.....	\$4.80
Pump, Centrifugal	\$10.55
Roller.....	\$17.50
Saw, Concrete/Pipe	\$5.60
Sedan.....	\$12.00
Seeder	\$5.25
Spreader, Fertilizer.....	\$10.75
Spreader, Sand/Salt.....	\$24.25
Tamp	\$5.90
Tiller	\$3.25
Tractor.....	\$7.30
Trailer, Dump.....	\$15.35
Trailer, Enclosed.....	\$8.75
Trailer, No-Tilt	\$5.75
Trailer, Tilt.....	\$11.80
Trailer, Tri-Axle.....	\$34.90

Trencher.....	\$4.75
Trimmer	\$2.16
Truck, ¼ Ton.....	\$12.50
Truck ½ Ton.....	\$14.00
Truck, ¾ Ton.....	\$16.00
Truck, ¾ Ton Crew Cab.....	\$18.75
Truck ¾ Ton, SUV.....	\$18.75
Truck 1 Ton.....	\$19.50
Truck, 1.5 Ton	\$21.50
Truck, 2 Ton Bucket.....	\$27.80
Truck, 2 Ton Crane.....	\$33.70
Truck, Concrete	\$75.00
Truck, Flusher.....	\$26.00
Truck, Sanitation	\$53.00
Truck, Single Axle Dump.....	\$38.70
Truck, Tandem Axle Dump.....	\$48.25
Truck, Tractor	\$47.00
Truck, Vacuum.....	\$100.00
Turf Sweeper	\$8.25
Utility Vehicle	\$7.50
Valve Box Cleaner	\$7.60
Van, ½ Ton	\$16.50
Van, ¾ Ton	\$18.00
Van, 1 Ton.....	\$22.00
Van, Mini.....	\$15.00
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.....	\$41.00
Replace Meter Radio	\$132.00

Chipper Service (materials at curb – chipped and hauled).....\$350.00

Debris Clean Up & Damage to Town of Cary Assets:

Charges consist of cleanup cost plus administrative charge

Cleanup Cost Actual Cost

Special Collection:

Bulky items are charged per piece (ex: sleeper sofa would be charged as 2 pieces – couch and mattress). The Town of Cary does not collect **construction debris**, pianos, safes, wooden playsets or any type of treated wood.

Bulky Item Collection (for 1st piece) \$15.00

Additional Bulky Item (each) \$8.00

Solid Waste or Recycling Overflow Collection (95 gallons or less on collection day) \$10.00

Off-Schedule Solid Waste or Recycling Collection (95 gallons or less) \$20.00

Clean-Out/Move Out Fee (bagged material only - fee increases after 50 bags).....minimum \$50.00

Off-Schedule Yard Waste Collection (prepared material only, not available on Fridays or holiday weeks)\$50.00

Special Request Leaf Collection (per request) \$100.00

Late Set Out Collection (solid waste, recycling or yard waste).....(3rd offense in 12 months) \$15.00

Roll-in Cart, Bin or Container Fee (solid waste, recycling or yard waste) . (2nd 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

Multiple Cart Exchange (solid waste or recycling).....(no charge for 1st exchange) \$20.00

Additional Recycling Bin (Purchase) (each) \$8.00

Multi-Family Units with Dumpster Service..... (per unit) \$10.00

Appliance Recycling Fees:

Customer drop off at Citizens' Convenience Center (per appliance) \$10.00

Curbside collection (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

Curbside collection (for 1st electronic item) \$20.00

Additional item(per electronic item) \$10.00

* An “electronic item” is defined as: desktop computer (includes monitor and CPU), 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 \$17.00

Carbonaceous Biochemical Oxygen Demand Test \$17.00

Total Suspended Solids Test.....	\$6.00
Chemical Oxygen Demand Test	\$8.00
Settleable Solids	\$3.00
pH Test.....	\$3.00
Metals Testing (in-house) - each	\$3.00
Total Phosphorus Test	\$9.00
Ammonia Test	\$7.00
Total Kjeldahl Nitrogen	\$16.00
Nitrate/Nitrite	\$9.00
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 and Dental Amalgam Rule Management:

Civil Penalties issued as result of implementing the FOG Control Program and Dental Amalgam Rule 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 1/2" x 11" through 11" x 17" will be outsourced to a photocopy 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 CDs, DVD, and Flash Drives burned from existing digital file..... (per CD/DVD) \$1.00

Duplication of CD/DVD/Flash Drive..... (per CD/DVD) \$1.00

Specific Items Distributed by Planning, Transportation & Facilities, 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

PURCHASE OF CEMETERY EASEMENTS:

Cary Residents (per easement) \$600.00

Non-Residents..... (per easement) \$800.00

SPECIAL PROGRAMS:

The Town of Cary may opt to waive and/or discount certain fees for specific periods of time and/or for specific programs as deemed appropriate by the Town Manager's Office.

Authorized Positions

FULL TIME	PART TIME	
15		DEVELOPMENT SERVICES
46	1.025	FINANCE
239		FIRE
13		FLEET
15	.625	HUMAN RESOURCES
34	.6875	MARKETING & INFORMATION TECHNOLOGY
44		INSPECTIONS & PERMITS
7		LEGISLATIVE
78		PARKS, RECREATION & CULTURAL RESOURCES
17		PLANNING
231	0.50	POLICE
314	0.75	PUBLIC WORKS
69		TOWN MANAGER'S OFFICE
38		TRANSPORTATION & FACILITIES
122	1.375	UTILITIES

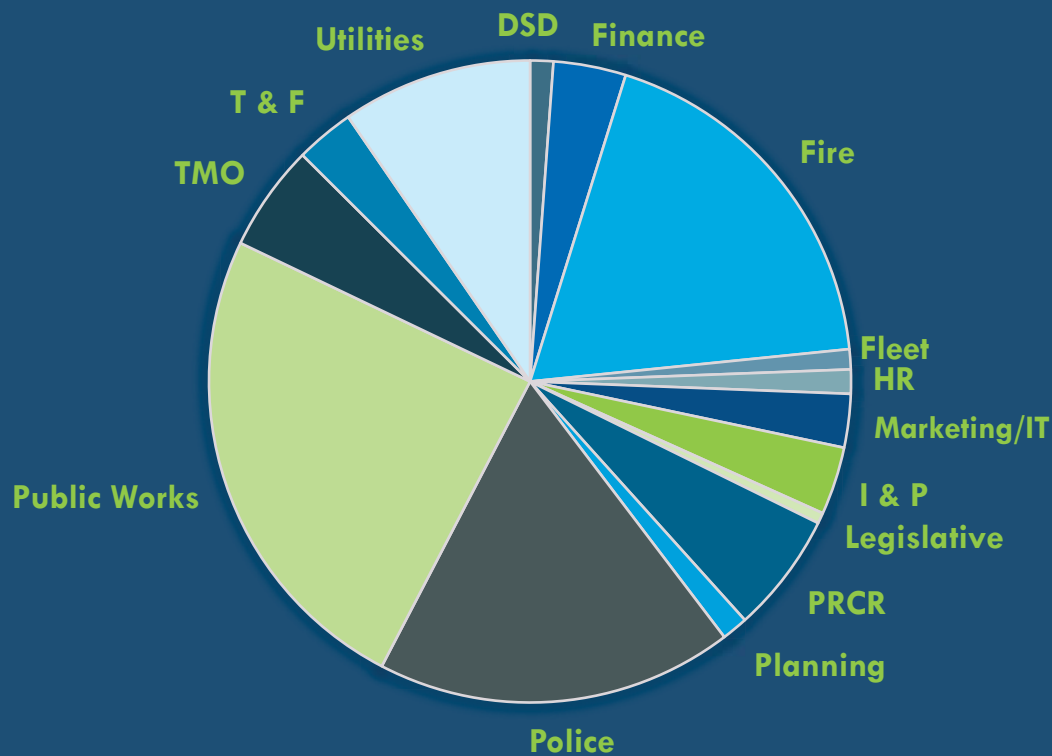


1286.9625

Fiscal Year 2021



	FTE	PTE
General	1133	2.5625
Utility	136	2.40
Fleet	13	



by department

Town Manager's Office

69

Town Manager's Office				69		FTE	E/NE	GRADE	
TOWN MANAGER'S OFFICE		FTE	E/NE	GRADE					
	Town Manager	1	E	UG	PUBLIC SAFETY	Director of Public Safety	1	E	NG
	Deputy Town Manager	2	E	NG		Deputy Public Information Officer	1	E	31
	Assistant Town Manager	1	E	NG	311 CENTER	311 Director	1	E	NG
	Chief Strategy Officer	1	E	NG		311 Supervisor	2	NE	24
	Director of Special Projects	2	E	NG		Citizen Advocate	10	NE	19
	Associate Director	1	E	37	SPECIAL PROJECTS	Director of Special Projects	1	E	NG
	Platform Solutions Strategist	1	E	34		Comm Engagement & Special Projects Mgr	2	E	28
	Innovation & Analytics Manager	1	E	34	HISTORIC PRESERVATION				
	IT Platform Developer	2	E	32		Historic Preservation Planner	1	E	25
	Performance & Innovation Architect	1	E	28					
	Assistant to the Town Manager	1	E	28					
	Services Design Coordinator	1	E	28					
	Business Systems Analyst	1	E	27					
	Civil Designer	1	NE	25					
Administrative Assistant	1	NE	17	STORMWATER	Stormwater Operations Manager	1	E	34	
					Stormwater Development Manager	1	E	32	
					Senior Project Manager	2	E	32	
Director at Large	1	E	NG		Stormwater Program Analyst	1	E	27	
Director of Learning & Organizational Development	1	E	NG		Environmental Specialist	1	E	27	
Internal Communications Specialist	1	NE	23		Water Resources Outreach Supervisor	1	E	27	
					Stormwater Facilities Specialist	1	E	26	
					Senior Civil Designer	1	NE	26	
					Senior Stormwater Engineering Technician	1	NE	25	
					Stormwater Engineering Technician	2	NE	24	
CAPITAL ORGANIZATIONAL DEVELOPMENT				SUSTAINABILITY					
					Sustainability Manager	1	E	29	
	Director of Capital Projects	1	E	NG					
CAPITAL PROJECTS				TRANSIT	Transit Administrator	1	E	34	
					Assistant Transit Administrator	1	E	30	
ECONOMIC DEVELOPMENT	Director of Economic Development	1	E	NG	Transit Project Manager	1	E	28	
	Business Liaison	1	E	29	Transit Planner	1	E	27	
HOUSING & NEIGHBORHOOD SERVICES	Chief Development Compliance Officer	1	E	30	Transportation Program Analyst	1	E	27	
	Housing and CDBG Manager	1	E	29	Transportation Program Coordinator	1	E	25	
	Development Compliance Officer	3	NE	23	Transit Marketing Specialist	1	NE	19	
	Minimum Housing Officer	1	NE	23					

Development Services Department 15

	FTE	E/NE	GRADE
Director of Planning, Inspections and DSD	1	E	NG
Assistant Development Director	1	E	34
Development Liaison Supervisor	1	E	29
Development Business Analyst	1	E	27
Permit Supervisor	1	NE	25
Development Liaison Associate	1	NE	23
Development Technician	5	NE	19
Development Customer Service Rep	4	NE	16

Finance Department (general fund) 32

	FTE	E/NE	GRADE	
ACCOUNTING	Chief Financial Officer	1	E	NG
	Assistant Finance Director	1	E	34
	Deputy Treasurer	1	E	32
	Financial Operations Analyst	1	E	30
	Financial Reporting Manager	1	E	30
	Finance Project Manager	1	E	28
	Senior Accountant	1	E	28
	Financial Reporting Analyst	1	E	28
	Risk Management Coordinator	1	E	28
	Accountant	3	NE	22
	Expense & Training Coordinator	1	NE	22
	Collections Account Rep	1	NE	18
	Accounting Technician	2	NE	19
	Accounts Payable Technician	2	NE	18

Finance Dept (utility fund)

15.025

	FTE	E/NE	GRADE
Revenue Manager	1	E	30
Utility Accounts Customer Service Supervisor	1	E	25
Utility Account Analyst	1	NE	25
Utility Billing Supervisor	1	NE	23
Utility Collections Supervisor	1	NE	21
Customer Service and Marketing Specialist	1	NE	19
Utility Billing Technician	3	NE	19
Senior Utility Collections Representative	1	NE	18
Senior Utility Accounts Customer Service Rep	1	NE	18
Utility Accounts Clerk	1	NE	16
Utility Collections Representative II	2.025	NE	16
Utility Accounts Customer Service Rep	1	NE	16

by department

Fire Department

239

	FTE	E/NE	GRADE
Fire Chief	1	E	NG
Deputy Fire Chief	1	E	34
Assistant Fire Chief	3	E	32
Battalion Chief	6	E	30
Chief Code Enforcement Official	1	E	28
Fire Captain	50	NE	27
Senior Code Enforcement Official III	1	NE	25
Fire Engineer	54	NE	25
Code Enforcement Official III	4	NE	24
Master Firefighter	48	NE	23
Firefighter II	-	NE	21
Firefighter I	-	NE	20
Total Firefighter I and II	68	NE	*
*Career Ladder positions			
*Overhires (6)			
Business Specialist	2	NE	19

Marketing & Information Tech. (cont.)

	FTE	E/NE	GRADE
Senior Network Engineer	1	E	31
Senior Systems Administrator – Cloud	1	E	31
IT Project Manager	2	E	30
Technology Services Business Analyst	1	E	30
System Administrator – Cloud	2	E	30
System Administrator – End Point	4	E	30
Internet Applications Analyst	1	E	29
Service Desk Analyst	2	E	28
Application Support Specialist	1	E	25
Technology Support Technician	1	NE	25
Graphic Designer	1	NE	23
Marketing & Comm Specialist	1	NE	23
Marketing & Comm Coordinator	0.6875	NE	23
Web Content Manager	1	NE	23
Senior Operations Specialist	1	NE	23
Marketing Assistant	1	NE	19

Fleet Management (fleet fund) 13

	FTE	E/NE	GRADE
Fleet Division Manager	1	E	31
Lead Fleet Maintenance Technician	2	NE	22
Fleet Service Advisor	1	NE	22
Fleet Maintenance Technician III	2	NE	21
Fleet Maintenance Technician II	4	NE	20
Fleet Data Control Technician	1	NE	19
Fleet Maintenance Technician I	2	NE	18

Inspections & Permits Department 44

	FTE	E/NE	GRADE
Assistant Inspections & Permits Director	1	E	34
Infrastructure Field Services Manager	1	E	33
Development Manager	1	E	32
Inspections & Permits Operations Manager	1	E	32
Development Services Solutions Manager	1	E	30
Chief Code Enforcement Official	3	E	28
Infrastructure Field Services Supervisor	1	E	28
Right of Way Coordinator	1	NE	28
Senior Code Enforcement Official III (MT)	1	NE	26
Senior Code Enforcement Official III	8	NE	25
Plans Examiner	3	NE	25
Code Enforcement Official III (MT)	4	NE	25
Infrastructure Field Services Technician	8	NE	25
Code Enforcement Official III	4	NE	24
Code Enforcement Official II (MT)	1	NE	24
Code Enforcement Official I (MT)	4	NE	22
Administrative Assistant	1	NE	16

Human Resources Department 15.625

	FTE	E/NE	GRADE
Chief Human Resources Officer	1	E	NG
Assistant Human Resources Director	1	E	34
Senior Human Resources Manager	1	E	31
– Total Employee Health			
Human Resources Operations Manager	1	E	31
Employee Safety Coordinator	1	E	29
Senior HR Strategic Partner	1	E	29
Human Resources Consultant	4	E	27
Employee Health & Benefits Advisor	2	E	26
Human Resources Assistant	2	NE	19
Safety Technician	0.625	NE	18
Administrative Assistant	1	NE	16

Legislative Department 7

	FTE	E/NE	GRADE
TOWN CLERK			
Town Clerk	1	E	NG
Deputy Town Clerk	1	NE	22
Assistant Town Clerk	1	NE	19
LEGAL			
Town Attorney	1	E	NG
Senior Assistant Town Attorney	1	E	36
Assistant Town Attorney	1	E	33
Legal Assistant	1	NE	20

Marketing & Information Tech. 34.6875

	FTE	E/NE	GRADE
Chief Information Officer	1	E	NG
Chief Technology Officer	1	E	38
IT Operations Manager	1	E	34
Platform Architect	1	E	33
Senior Marketing Manager	1	E	34
Smart Cities and IT Project Manager	1	E	34
Technology Services Delivery Manager	1	E	34
IT Platform Developer	1	E	32
Integration Developer	2	E	32
Network IOT Architect	1	E	32
IT Service Delivery Supervisor	1	E	34
IT Security Manager	1	E	34

by department

Parks, Recreation & Cultural Resources Department

78

	FTE	E/NE	GRADE
ADMINISTRATION	Director of Parks, Recreation & Cultural Resources	1	E NG
	Assistant Director - PRCR	1	E 34
	PRCR Operations Analyst	1	E 28
	Business Design & Support Strategist	1	E 28
	Special Services Supervisor	1	E 25
	Ops & Program Supv Specialized Rec & Inclusion	1	E 25
	Environmental Outreach Program Coordinator	1	NE 24
	Ops & Change Management Specialist	1	NE 23
	Program Specialist Specialized Rec & Inclusion	1	NE 21
	Program Supervisor	1	NE 21
COMMUNITY RECREATION ADMIN	Superintendent of Recreation	1	E 33
	Senior Recreation Manager	1	E 29
SPORTS PROGRAMS	Sports Program Coordinator	1	E 28
	Ops & Program Supervisor – Sports	3	NE 25
	Program Specialist – Sports	1	NE 21
	Administrative Assistant	1	NE 19
SENIOR PROGRAMS	Ops & Program Supervisor – Seniors	1	E 25
	Program Specialist – Seniors	1	NE 22
	PRCR Customer Service Representative	1	NE 18
COM CTR – BOND PARK	Recreation Manager	1	NE 26
	Program Supervisor	1	NE 23
	Operations Supervisor	1	NE 21
COM CTR – HERB YOUNG	Program Assistant – Teens	1	NE 22
	Program Specialist – Community Recreation	1	NE 21
	Operations Support Assistant	1	NE 21
	Program Attendant	1	NE 17
COM CTR – MIDDLE CREEK	Program Specialist – Community Recreation	1	NE 22
	PRCR Customer Service Representative	1	NE 19
OUTDOOR RECREATION	Recreation Manager	1	NE 26
	Program Supervisor	1	NE 21
ENVIRON PROGRAMS	Ops & Prog Supervisor – Environmental	1	E 26
	Program Specialist – Environmental	1	NE 23
SPORTS VENUE ADMIN	Sports Venues Manager	1	E 33
	Ops & Prog Supervisor – Sports Venues	1	E 28
	Ops & Prog Supervisor – Sports Venues	1	E 27
SK8 PARK	Ops & Prog Supervisor – Action Sports	1	E 25
	Ops & Prog Assistant – Action Sports	1	NE 19
WAKEMED SOCCER PARK	Sports Venue Coordinator	1	E 29
USA BASEBALL NATIONAL TRAINING FAC	Sports Venue Coordinator	1	E 29
CARY ARTS CENTER	Ops & Prog Supervisor – Theater	1	E 28
	Ops & Prog Supervisor – Arts Education	1	E 25
	Performing Arts Education Specialist	1	NE 23
	Program Supervisor – Art Studios	1	NE 23
	PRCR Customer Service Representative	1	NE 19
	Program Attendant	2	NE 17
	PRCR Customer Service Representative	1	NE 16

	FTE	E/NE	GRADE
THE CARY	Ops & Prog Supervisor – The Cary	1	E 26
	Program Attendant	1	NE 12
HISTORIC FACILITIES & PROGRAMS	Ops & Prog Supervisor – Historical Resources	1	E 27
	Program Specialist – Historical and Cultural	1	NE 22
	PRCR Customer Service Representative	1	NE 17
CULTURAL ARTS ADMINISTRATION	Cultural Arts Manager	1	E 33
	Downtown Cary Park General Manager	1	E 31
	Arts Programs and Operations Coordinator	1	E 29
	Public Art Program/Exhibition Supervisor	1	E 27
	Program Supervisor – Technical Operations	1	E 27
	Festivals and Events Supervisor	1	E 26
	Program Specialist – Outdoor Arts Events	1	NE 24
	Program Specialist – Audience Development	1	NE 21
	Technical Operations Assistant	2	NE 21
	Ops & Prog Supervisor – Tennis Center	1	E 26
CARY TENNIS PARK	Tennis Services Coordinator	1	E 25
	Ops & Prog Assistant – Tennis	1	NE 19
	Head Tennis Pro-Academy	2	NE 15
	Tennis Program Specialist	1	NE 13
	Junior Tennis Development Specialist	1	NE 13
	Tennis Professional III	7	NE NG

Planning Department

17

	FTE	E/NE	GRADE
Assistant Planning Director	1	E	34
Planning Manager	1	E	32
Zoning Administrator	1	E	32
Principal Planner	1	E	29
Urban Designer	1	E	28
Senior Planner	-	E	27
Planner II	-	E	25
Planner I	-	NE	23
Total Planner I, Planner II and Sr Planner	7		*
*Career Ladder positions			
GIS Planner	1	NE	24
Planning Technician	3	NE	21
Senior Administrative Assistant	1	NE	18

Police Department

231.50

	FTE	E/NE	GRADE
POLICE	Police Chief	1	E NG
	Deputy Police Chief	2	E 35
	Assistant Police Chief	1	E 33
	Police Captain	6	E 31
	Police Support Services Manager	1	E 31
	Police Lieutenant	11	E 29
	Police Sergeant	24	NE 28
	Police Records Supervisor	1	NE 26
	Police Corporal	20	NE 26
	Police Support Services Supervisor	1	NE 25
	Crime Analyst	2	NE 23
	Police Training Specialist	1	NE 23
	Senior Police Officer	-	NE 25
	Master Police Officer	-	NE 24
	Police Officer II	-	NE 23
	Police Officer I	-	NE 22
	Total POI, POII, MPO, SPO	126	*
	*Career Ladder positions		
	*Overhires (7)		
	Police Support Services Technician	1	NE 21
	Animal Control Supervisor	1	NE 21
	Police Intelligence Specialist	1	NE 20
	Police Administrative Specialist	1	NE 20
	Animal Control Officer	3	NE 19
	Police Records Technician	2.50	NE 18

by department

Police Department (continued)

	FTE	E/NE	GRADE
EMERGENCY COMMUNICATIONS			
Emergency Comm Ctr Logistics Supv	1	E	28
Emergency Comm Ctr Operations Supv	1	E	28
Emergency Comm CAD Specialist	1	NE	25
Emergency Communications Shift Supv	4	NE	25
Senior Emergency Communications Officer	-	NE	22
Emergency Communications Officer III	-	NE	19
Emergency Communications Officer II	-	NE	20
Emergency Communications Officer I	-	NE	21
Total ECOI, ECOII, ECO III and Sr ECO	18		*
*Career Ladder positions			
*Overhires (5)			

Public Works Department (continued)

	FTE	E/NE	GRADE
Senior Water Service Technician	1	NE	17
Equipment Operator	1	NE	17
Collection System Investigations Technician	4	NE	17
Construction Technician II	10	NE	16
Water Service Technician	6	NE	16
Wastewater System Technician II	11	NE	16
Water System Technician	9	NE	16
Concrete Mason II	2	NE	16
Wastewater System Technician I	9	NE	15
Concrete Mason I	1	NE	14
Construction Technician I	12	NE	14

Public Works Department 314.75

	FTE	E/NE	GRADE
PWUT ADMINISTRATION			
Public Works Director	1	E	NG
Utilities Director	1	E	NG
PWUT Business Manager	1	E	30
Business Specialist	2	NE	19
PWUT Operations Data Technician	1	NE	18
Data Assistant	.75	NE	17
PWUT Customer Service Representative	2	NE	15
FACILITIES MANAGEMENT DIVISION			
Facilities Division Manager	1	E	33
Facilities Coordinator	4	E	28
Special Events Expeditor	1	NE	25
Facilities Work Expeditor	7	NE	25
Arborist	1	NE	23
Facilities Maintenance Project Specialist	2	NE	23
Senior Facilities Maintenance Mechanic	1	NE	22
Athletic Field Maintenance Crew Leader	3	NE	21
Facilities Maintenance Mechanic II	2	NE	20
Premier Athletic Field Maintenance Tech	6	NE	18
Facilities Maintenance Mechanic I	12	NE	18
Lead Landscape Worker	7	NE	17
Lead Right-of-way Worker	4	NE	17
Lead Special Events Worker	1	NE	17
Athletic Field Maintenance Technician II	2	NE	16
Special Events Worker	2	NE	15
Athletic Field Maintenance Technician I	9	NE	14
Facilities Maintenance Worker II	13	NE	14
Facilities Attendant	10	NE	12
Facilities Maintenance Worker I	20	NE	12
OPERATIONS			
Operations Division Manager	1	E	35
Ops Coordinator-Signs & Signal System	1	E	31
Ops Coordinator-Street Main Rep/Util	2	E	29
Operations Projects Specialist	1	E	25
Operations Field Supervisor	2	NE	24
Water Distribution System Operator	1	E	29
Wastewater Collection System Operator	1	E	29
Collections Systems Investigations Field Supervisor	1	NE	24
Wastewater Collection Field Supervisor	2	NE	24
Water Distribution Field Supervisor	2	NE	24
Water Service Field Supervisor	1	NE	24
Traffic Operations Field Supervisor	1	NE	24
Traffic Operations Electronics Technician	1	NE	23
Crew Coordinator	5	NE	22
Concrete Crew Coordinator	1	NE	22
Senior Traffic Signal System Technician	4	NE	21
Line Location Coordinator	1	NE	21
Senior Collections Systems Investigations Technician	1	NE	20
Senior Wastewater System Technician	2	NE	20
Traffic Signal System Technician II	4	NE	19
Senior Construction Technician	8	NE	19
Water System Quality Compliance Technician	7	NE	18
Senior Concrete Mason	1	NE	18
Line Locator	4	NE	18
Traffic Sign & Signal System Technician	2	NE	17

SOLID WASTE MANAGEMENT			
Solid Waste Division Manager	1	E	32
Solid Waste Operations Coordinator	1	E	26
Solid Waste Supervisor	1	NE	22
Solid Waste Equipment Operator	15	NE	17
Solid Waste Crew Leader	3	NE	16
Convenience Center Attendant	1	NE	13
Cart Delivery/Repair Worker	1	NE	13
Special Waste Collector	2	NE	13
Solid Waste Collector	7	NE	12
RECYCLING			
Recycling Supervisor	1	NE	22
Recycling Equipment Operator	8	NE	17
Recycling Crew Leader	2	NE	16
Special Waste Collector	1	NE	13
Recycling Collector	5	NE	12
YARD WASTE			
Yard Waste Supervisor	1	NE	22
Yard Waste Crew Leader	6	NE	16
Yard Waste Collector	19	NE	12

Transportation & Facilities Dept 38

	FTE	E/NE	GRADE
Director of Transportation & Facilities	1	E	NG
Assistant Director of Infrastructure	1	E	36
Facilities Design & Construction Manager	1	E	35
Facilities Planning Manager	1	E	34
Traffic Engineering Supervisor	1	E	34
Transportation Engineering Supervisor	1	E	34
Senior Project Manager	4	E	32
Project Manager – Architect	1	E	30
Civil Design and Survey Manager	1	E	30
Project Manager – Landscape Architect	2	E	30
Project Manager	7	E	30
Real Estate Manager	1	E	30
Transportation Planning Engineer	1	E	30
Civil Design Services Supervisor	1	NE	27
Facilities Planner	2	E	27
Traffic Signal System Specialist	1	NE	27
Senior Real Estate Coordinator	1	E	26
Civil Designer	2	NE	25
Real Estate Coordinator	1	E	24
Facilities GIS Specialist	1	NE	24
Senior Survey Crew Chief	2	NE	23
Survey Technician	2	NE	19
Administrative Assistant	2	NE	16

by department

Utilities Department (utility fund)

123.375

		FTE	E/NE	GRADE		FTE	E/NE	GRADE	
PRE-TREATMENT	Utility Pretreatment Program Supervisor	1	E	28	WESTERN WAKE REGIONAL WATER RECLAMATION FACILITY	WWWRF Plant Manager	1	E	35
	Utility Pretreatment Technician II	1	NE	24		WRF Facility Operations Supervisor	1	E	30
	Utility Pretreatment Technician I	2	NE	22		WRF Maintenance Supervisor	1	E	28
						WRF Laboratory Supervisor	1	E	27
UTILITY ADMIN	PWUT Operations Support Manager	1	E	29		WRF Master Mechanic/Operator	-	NE	24
	Environmental Communications Specialist	0.625	NE	23		Senior Laboratory Analyst	-	NE	23
	Administrative Specialist	1	NE	20		WRF Senior Mechanic/Operator	-	NE	22
UTILITIES ENGINEERING	Utility Engineering Manager	1	E	35		Electronics Technician II	-	NE	22
	Water Resources Manager	1	E	34		Laboratory Analyst II	-	NE	22
	Utility Engineering Supervisor	1	E	33		Electronics Technician I	-	NE	21
	Senior Project Manager	4	E	32		WRF Mechanic/Operator II	-	NE	21
	Project Manager	5	E	30		Laboratory Analyst I	-	NE	21
	GIS Coordinator	1	E	27	WRF Mechanic/Operator I	-	NE	20	
	Civil Designer	1	NE	25	Total of all WWRWRF Career Ladder Positions	14		*	
					*Career Ladder positions				
UTILITIES SYSTEMS MANAGEMENT	Wastewater Collection System Manager	1	E	35	REMOTE WATER INFRASTRUCTURE	Administrative Assistant	.75	NE	16
	Utility Systems Maintenance Operations Spec	1	NE	26		Chief of Utility Systems Maintenance	1	E	28
	Utility Systems Maintenance Field Supv	2	NE	26		CAWTF Master Mechanic/Operator	-	NE	24
	Utility Systems Maintenance Electronics Supv	1	NE	26		CAWTF Senior Mechanic/Operator	-	NE	22
	Lead Utility Systems Maintenance Master Mech	-	NE	24		Electronics Technician II	-	NE	22
	Senior Utility Systems Maintenance Mech	-	NE	22		Electronics Technician I	-	NE	21
	Electronics Technician II	-	NE	22		CAWTF Mechanic/Operator II	-	NE	21
	Electronics Technician I	-	NE	21		CAWTF Mechanic/Operator I	-	NE	20
	Utility Systems Maintenance Mechanic II	-	NE	21		Total of all RWI Career Ladder Positions	2		*
	Utility Systems Maintenance Mechanic I	-	NE	20		*Career Ladder positions			
	Total of all USM Career Ladder Positions	11		*					
	*Career Ladder positions								
	Utility Systems Maintenance Worker	1	NE	15					
	RECLAIMED WATER	Reclaimed Water Supervisor	1	E	26	CARY / APEX WATER TREATMENT FACILITY	CAWTF Manager	1	E
Reclaimed Water Technician		1	NE	22	Water Utility Maintenance Supervisor		1	E	30
					CAWTF Operations Supervisor		1	E	30
					Water System Laboratory Supervisor		1	E	29
NORTH CARY WATER RECLAMATION FACILITY	NCWRF Manager	1	E	35	CAWTF Operations Specialist	1	NE	26	
	WRF Facility Operations Supervisor	1	E	30	Water Utility Maintenance Specialist	1	NE	26	
	WRF Maintenance Supervisor	1	E	28	Senior Laboratory Analyst	-	NE	24	
	WRF Laboratory Supervisor	1	E	27	CAWTF Master Mechanic/Operator	-	NE	24	
	WRF Master Mechanic/Operator	-	NE	24	CAWTF Senior Mechanic/Operator	-	NE	22	
	Senior Laboratory Analyst	-	NE	23	Laboratory Analyst II	-	NE	22	
	WRF Senior Mechanic/Operator	-	NE	22	Electronics Technician II	-	NE	22	
	Electronics Technician II	-	NE	22	Laboratory Analyst I	-	NE	21	
	Laboratory Analyst II	-	NE	22	Electronics Technician I	-	NE	21	
	Electronics Technician I	-	NE	21	CAWTF Mechanic/Operator II	-	NE	21	
	WRF Mechanic/Operator II	-	NE	21	CAWTF Mechanic/Operator I	-	NE	20	
	Laboratory Analyst I	-	NE	21	Total of all CAWTF Career Ladder Positions	17		*	
	WRF Mechanic/Operator I	-	NE	20	*Career Ladder positions				
	Total of all NCWRF Career Ladder Positions	12		*	Administrative Assistant	1	NE	16	
	*Career Ladder positions				Utility Plant Maintenance Worker	1	NE	15	
	Senior Business Specialist	1	NE	20					
	SOUTH CARY WATER RECLAMATION FACILITY	SCWRF Manager	1	E	35				
		WRF Facility Operations Supervisor	1	E	30				
WRF Maintenance Supervisor		1	E	28					
WRF Laboratory Supervisor		1	E	27					
WRF Master Mechanic/Operator		-	NE	24					
Senior Laboratory Analyst		-	NE	23					
WRF Senior Mechanic/Operator		-	NE	22					
Electronics Technician II		-	NE	22					
Laboratory Analyst II		-	NE	22					
Electronics Technician I		-	NE	21					
WRF Mechanic/Operator II		-	NE	21					
Laboratory Analyst I		-	NE	21					
WRF Mechanic/Operator I		-	NE	20					
Total of all SCWRF Career Ladder Positions		15		*					
*Career Ladder positions									
Business Specialist		1	NE	19					
E/NE KEY									
E=Exempt Status									
NE=Non-Exempt Status									

E/NE KEY
E=Exempt Status
NE=Non-Exempt Status

Dept #	Div #	Fund	Dept./Division	Accounting Code
55	15	GENERAL	DEVELOPMENT SERVICES	010-5515-601.02-01
44	10	GENERAL	FINANCE	010-4410-511.02-01
44	50	GENERAL	FINANCIAL STRATEGY (BUDGET)	010-4450-511.02-01
44	41	UTILITY	AQUASTAR INFRASTRUCTURE	030-4441-571.02-01
44	40	UTILITY	UTILITY ACCOUNTS	030-4440-571.02-01
53	00	GENERAL	FIRE DEPT	010-5300-521.02-01
56	60	FLEET	FLEET MANAGEMENT	039-5660-531.02-01
46	00	GENERAL	HUMAN RESOURCES	010-4600-511.02-01
45	00	GENERAL	MARKETING & INFORMATION TECHNOLOGY	010-4500-511.02-01
55	10	GENERAL	INSPECTIONS – PERMITS	010-5510-601.02-01
41	40	GENERAL	LEGAL	010-4140-511.02-01
41	30	GENERAL	TOWN CLERK	010-4130-511.02-01
62	10	GENERAL	PRCR ADMINISTRATION	010-6210-551.02-01
62	50	GENERAL	PRCR COMMUNITY REC ADMIN	013-6250-551.02-01
62	50	GENERAL	PRCR COMMUNITY REC ADMIN	013-6250-551.02-01
62	51	GENERAL	PRCR SPORTS PROGRAMS	013-6251-551.02-01
62	52	GENERAL	PRCR SENIOR PROGRAMS	013-6252-551.02-01
62	54	GENERAL	PRCR OUTDOOR RECREATION	013-6254-551.02-01
62	55	GENERAL	PRCR ENVIRONMENTAL PROG	013-6255-551.02-01
62	56	GENERAL	PRCR COMM REC - BOND PARK	013-6256-551.02-01
62	57	GENERAL	PRCR COMM REC-HERB YOUNG	013-6257-551.02-01
62	58	GENERAL	PRCR COMM REC-MIDDLE CRK	013-6258-551.02-01
63	05	GENERAL	PRCR SPORTS VENUE ADMIN	014-6305-551.02-01
63	10	GENERAL	PRCR TENNIS PARK	014-6310-551.02-01
63	20	GENERAL	PRCR SPORTS VENUE ACTION (SK8 PARK)	014-6320-551.02-01
63	30	GENERAL	PRCR SPORTS VENUE SOCCER (WAKEMED SOCCER PARK)	014-6330-551.02-01
63	40	GENERAL	PRCR SPORT VENUE BASEBALL (USA BASEBALL NATIONAL TRAINING FACILITY)	014-6340-551.02-01
63	50	GENERAL	PRCR CARY ARTS CTR	019-6350-551.02-01
63	54	GENERAL	PRCR CA HISTORIC FACILITIES & PROGAMS	019-6354-551.02-01
63	55	GENERAL	PRCR CULTURAL ARTS ADMIN	019-6355-551.02-01
55	05	GENERAL	PLANNING	010-5505-601.02-01
51	10	GENERAL	POLICE - EMERGCOM	010-5110-521.02-01
51	20	GENERAL	EMERGENCY COMMUNICATION	010-5120-521.02-01
70	10	GENERAL	PW-UT ADMIN	010-7010-531.02-01
70	15	GENERAL	PW FACILITY MANAGEMENT	010-7015-531.02-01
70	20	GENERAL	PW OPERATIONS	010-7020-531.02-01
70	25	GENERAL	PW SOLID WASTE MGMT	010-7025-541.02-01
70	26	GENERAL	PW RECYCLING	010-7026-541.02-01
70	27	GENERAL	PW YARD WASTE	010-7027-541.02-01
42	00	GENERAL	TOWN MANAGER'S OFFICE	010-4200-511.02-01
42	01	GENERAL	ORGANIZATIONAL DEVELOPMENT	010-4201-511.02-01
42	02	GENERAL	CAPITAL PROJECTS	010-4202-511.02-01
42	50	GENERAL	ECONOMIC DEVELOPMENT	010-4250-511.02-01
55	07	GENERAL	HOUSING & NEIGHBORHOOD SERVICES	056-5507-601.02-01
42	03	GENERAL	PUBLIC SAFETY	010-4203-511.02-01
47	00	GENERAL	311 CENTER	010-4700-511.02-01
42	04	GENERAL	SPECIAL PROJECTS	010-4204-511.02-01
55	50	GENERAL	HISTORIC PRESERVATION	010-5550-601.02-01
37	00	GENERAL	STORMWATER	035-3700-611.02-01
36	10	GENERAL	SUSTAINABILITY	010-3610-611.02-01
57	00	GENERAL	TRANSIT	025-5700-611.02-01
36	00	GENERAL	TRANSPORTATION & FACILITIES	010-3600-611.02-01
70	12	UTILITY	PRETREATMENT	030-7012-571.02-01
70	10	UTILITY	UTILITY ADMINISTRATION	030-7010-571.02-01
70	14	UTILITY	UTILITIES ENGINEERING	030-7014-571.02-01
70	30	UTILITY	UTILITY SYSTEMS MANAGEMENT	030-7030-571.02-01
70	31	UTILITY	RECLAIMED WATER	030-7031-571.02-01
70	51	UTILITY	NORTH CARY WATER RECLAMATION FACILITY	030-7051-571.02-01
70	52	UTILITY	SOUTH CARY WATER RECLAMATION FACILITY	030-7052-571.02-01
70	55	UTILITY	WESTERN WAKE WATER RECLAMATION FACILITY	030-7055-571.02-01
70	54	UTILITY	REMOTE WATER INFRASTRUCTURE	030-7054-571.02-01
70	53	UTILITY	CARY/APEX WATER TREATMENT FACILITY	030-7053-571.02-01

**FY 2021 PAY RANGES
EFFECTIVE 7/1/2020**

Non-Exempt

GRADE	DEVELOPMENTAL	MARKET	PERFORMANCE	HIGH PERFORMANCE
9	\$25,792.00 - \$30,014.40	\$30,035.20 - \$31,678.40	\$31,699.20 - \$37,731.20	\$37,752.00 - \$39,977.60
10	\$27,081.60 - \$31,512.00	\$31,532.80 - \$33,259.20	\$33,280.00 - \$39,624.00	\$39,644.80 - \$41,974.40
11	\$28,433.60 - \$33,092.80	\$33,113.60 - \$34,923.20	\$34,944.00 - \$41,600.00	\$41,620.80 - \$44,075.20
12	\$29,848.00 - \$34,736.00	\$34,756.80 - \$36,670.40	\$36,691.20 - \$43,680.00	\$43,700.80 - \$46,280.00
13	\$31,345.60 - \$36,483.20	\$36,504.00 - \$38,500.80	\$38,521.60 - \$45,864.00	\$45,884.80 - \$48,588.80
14	\$32,926.40 - \$38,292.80	\$38,313.60 - \$40,414.40	\$40,435.20 - \$48,172.80	\$48,193.60 - \$51,022.40
15	\$34,569.60 - \$40,227.20	\$40,248.00 - \$42,432.00	\$42,452.80 - \$50,564.80	\$50,585.60 - \$53,580.80
16	\$36,296.00 - \$42,224.00	\$42,244.80 - \$44,553.60	\$44,574.40 - \$53,102.40	\$53,123.20 - \$56,243.20
17	\$38,105.60 - \$44,345.60	\$44,366.40 - \$46,800.00	\$46,820.80 - \$55,764.80	\$55,785.60 - \$59,072.00
18	\$40,019.20 - \$46,550.40	\$46,571.20 - \$49,129.60	\$49,150.40 - \$58,552.00	\$58,572.80 - \$62,025.60
19	\$42,016.00 - \$48,880.00	\$48,900.80 - \$51,584.00	\$51,604.80 - \$61,464.00	\$61,484.80 - \$65,124.80
20	\$44,116.80 - \$51,334.40	\$51,355.20 - \$54,163.20	\$54,184.00 - \$64,542.40	\$64,563.20 - \$68,369.60
21	\$46,321.60 - \$53,892.80	\$53,913.60 - \$56,867.20	\$56,888.00 - \$67,766.40	\$67,787.20 - \$71,801.60
22	\$48,630.40 - \$56,596.80	\$56,617.60 - \$59,716.80	\$59,737.60 - \$71,156.80	\$71,177.60 - \$75,379.20
23	\$51,064.00 - \$59,425.60	\$59,446.40 - \$62,712.00	\$62,732.80 - \$74,713.60	\$74,734.40 - \$79,144.00
24	\$53,622.40 - \$62,400.00	\$62,420.80 - \$65,832.00	\$65,852.80 - \$78,457.60	\$78,478.40 - \$83,116.80
25	\$56,305.60 - \$65,520.00	\$65,540.80 - \$69,139.20	\$69,160.00 - \$82,368.00	\$82,388.80 - \$87,256.00
26	\$59,113.60 - \$68,785.60	\$68,806.40 - \$72,592.00	\$72,612.80 - \$86,486.40	\$86,507.20 - \$91,624.00
27	\$62,067.20 - \$72,217.60	\$72,238.40 - \$76,211.20	\$76,232.00 - \$90,812.80	\$90,833.60 - \$96,220.80
28	\$65,166.40 - \$75,836.80	\$75,857.60 - \$80,017.60	\$80,038.40 - \$95,368.00	\$95,388.80 - \$101,025.60

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	\$44,116.80 - \$50,024.00	\$50,044.80 - \$52,728.00	\$52,748.80 - \$62,649.60	\$62,670.40 - \$72,779.20
21	\$46,321.60 - \$52,520.00	\$52,540.80 - \$55,369.60	\$55,390.40 - \$65,790.40	\$65,811.20 - \$76,419.20
22	\$48,630.40 - \$55,161.60	\$55,182.40 - \$58,136.00	\$58,156.80 - \$69,076.80	\$69,097.60 - \$80,246.40
23	\$51,064.00 - \$57,907.20	\$57,928.00 - \$61,048.00	\$61,068.80 - \$72,529.60	\$72,550.40 - \$84,260.80
24	\$53,622.40 - \$60,819.20	\$60,840.00 - \$64,105.60	\$64,126.40 - \$76,169.60	\$76,190.40 - \$88,483.20
25	\$56,305.60 - \$63,856.00	\$63,876.80 - \$67,308.80	\$67,329.60 - \$79,976.00	\$79,996.80 - \$92,892.80
26	\$59,113.60 - \$67,038.40	\$67,059.20 - \$70,657.60	\$70,678.40 - \$83,969.60	\$83,990.40 - \$97,552.00
27	\$62,067.20 - \$70,387.20	\$70,408.00 - \$74,193.60	\$74,214.40 - \$88,171.20	\$88,192.00 - \$102,419.20
28	\$65,166.40 - \$73,923.20	\$73,944.00 - \$77,916.80	\$77,937.60 - \$92,580.80	\$92,601.60 - \$107,536.00
29	\$68,432.00 - \$77,604.80	\$77,625.60 - \$81,806.40	\$81,827.20 - \$97,198.40	\$97,219.20 - \$112,923.20
30	\$71,864.00 - \$81,494.40	\$81,515.20 - \$85,904.00	\$85,924.80 - \$102,065.60	\$102,086.40 - \$118,560.00
31	\$75,441.60 - \$85,571.20	\$85,592.00 - \$90,188.80	\$90,209.60 - \$107,161.60	\$107,182.40 - \$124,488.00
32	\$79,227.20 - \$89,835.20	\$89,856.00 - \$94,702.40	\$94,723.20 - \$112,528.00	\$112,548.80 - \$130,707.20
33	\$83,179.20 - \$94,328.00	\$94,348.80 - \$99,444.80	\$99,465.60 - \$118,144.00	\$118,164.80 - \$137,259.20
34	\$87,339.20 - \$99,049.60	\$99,070.40 - \$104,416.00	\$104,436.80 - \$124,051.20	\$124,072.00 - \$144,123.20
35	\$91,707.20 - \$104,000.00	\$104,020.80 - \$109,636.80	\$109,657.60 - \$130,249.60	\$130,270.40 - \$151,320.00
36	\$96,283.20 - \$109,200.00	\$109,220.80 - \$115,107.20	\$115,128.00 - \$136,780.80	\$136,801.60 - \$158,891.20
37	\$101,108.80 - \$114,670.40	\$114,691.20 - \$120,868.80	\$120,889.60 - \$143,603.20	\$143,624.00 - \$166,836.80
38	\$106,163.20 - \$120,390.40	\$120,411.20 - \$126,900.80	\$126,921.60 - \$150,800.00	\$150,820.80 - \$175,177.60
39	\$111,467.20 - \$126,422.40	\$126,443.20 - \$133,244.80	\$133,265.60 - \$158,329.60	\$158,350.40 - \$183,934.40
40	\$117,041.60 - \$132,745.60	\$132,766.40 - \$139,921.60	\$139,942.40 - \$166,254.40	\$166,275.20 - \$193,128.00
41	\$122,907.20 - \$139,380.80	\$139,401.60 - \$146,910.40	\$146,931.20 - \$174,553.60	\$174,574.40 - \$202,779.20
42	\$129,043.20 - \$146,348.80	\$146,369.60 - \$154,252.80	\$154,273.60 - \$183,289.60	\$183,310.40 - \$212,929.60

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.

EMPLOYEE POSITION AUTHORIZATION BY DEPARTMENT

Fiscal Year 2007 - Fiscal Year 2021 (as of July 1 each fiscal year)

Fiscal Year	Town Clerk	Legal	Town Manager	Finance	Information Technology	Human Resources	Planning	Police	Fire
			(3,4)		(3,4)		(3)	(2)	(2, 3,4)
2007	3.000	3.000	13.625	51.125	20.000	10.375	32.000	192.000	209.000
2008	3.000	3.000	13.625	52.125	23.000	11.625	33.000	199.500	209.000
2009	3.750	3.000	14.625	54.125	24.000	12.250	33.000	205.000	209.000
2010	3.750	3.000	14.625	54.125	24.000	12.250	33.000	211.000	209.000
2011	3.750	3.000	15.625	49.125	23.000	12.250	27.000	215.500	209.000
2012	3.750	3.000	15.625	42.500	24.000	12.250	27.000	227.500	224.000
2013	3.750	3.000	15.625	43.500	24.000	12.250	30.000	228.500	225.000
2014	3.750	3.000	21.625	43.500	25.000	13.625	24.000	229.500	219.000
2015	4.000	4.000	23.688	43.500	25.000	13.625	26.000	235.500	219.000
2016	4.000	4.000	23.688	43.550	29.000	14.625	26.000	237.500	222.000
2017	4.000	4.000	26.688	43.550	31.000	14.625	27.000	242.500	222.000
2018	4.000	4.000	26.688	44.525	31.000	14.625	27.000	243.500	222.000
2019	4.000	4.000	23.688	48.525	31.000	14.625	26.000	243.500	240.000
2020	3.000	4.000	60.000	49.525	34.6875	15.625	19.000	243.500	245.000
2021	3.000	4.000	69.000	47.025	34.6875	15.625	17.000	243.500	245.000

NOTES:

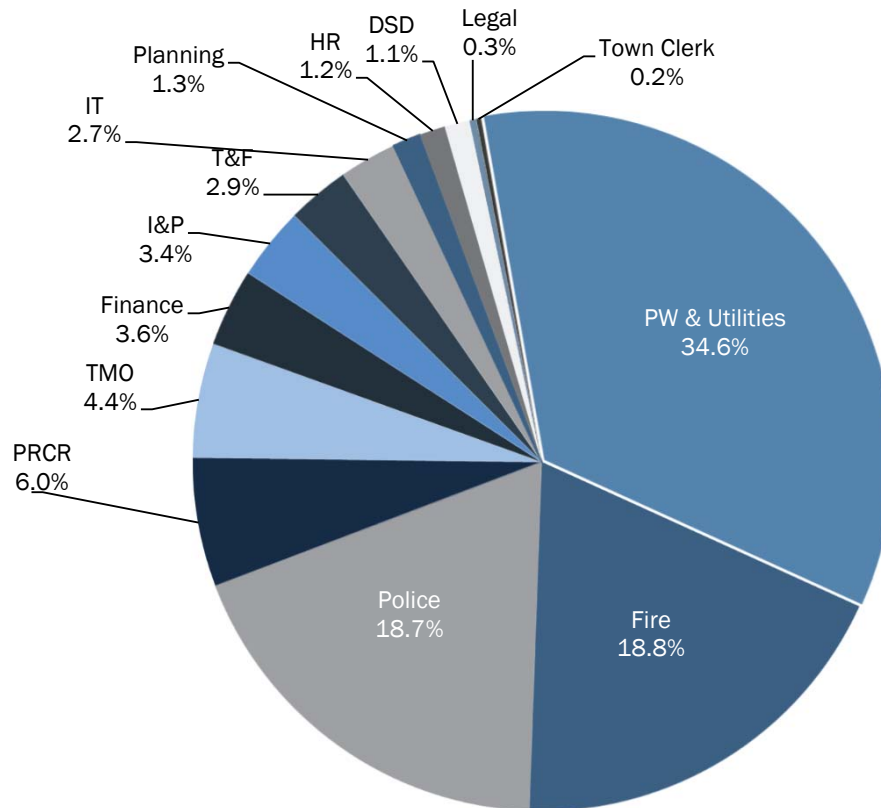
- (1) Figures reflected on this schedule reflect the number of full time equivalents (FTEs) including authorized overhire positions. The total number of FTEs matches the Town of Cary Full and Part-Time Budgeted Position Amortization
- (2) Police Department is allowed to overhire by eight officers and 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. Starting in FY 2019, the Fire Department is allowed to overhire by six firefighters.
- (3) There was a town reorganization during FY 2014 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) Starting in FY 2020, there was a town reorganization where various staff from Information Technology, PRCR, Housing and Neighborhood Services, Stormwater, Fire, Sustainability, Transit, and other Town functions started reporting to the Town Manager's Office. Additionally, the Water Resources Infrastructure and Utilities divisions were dissolved and staff were moved to other departments and divisions within the Town.

EMPLOYEE POSITION AUTHORIZATION BY DEPARTMENT

Fiscal Year 2007 - Fiscal Year 2021 (as of July 1 each fiscal year)

Fiscal Year	Engineering	Transportation and Facilities	Inspections and Permits	Development Services	Parks, Recreation, and Cultural Resources	Public Works and Utilities	Water Resources Infrastructure	Water Resources Utilities	Fiscal Year Total
	(3)	(3,4)	(3)	(3)	(3,4)	(3)	(3,4)	(3)	(1)
2007	59.000	-	42.000	-	54.250	418.750	-	-	1108.1250
2008	64.000	-	50.625	-	63.750	410.250	-	-	1136.5000
2009	64.000	-	50.625	-	67.500	413.000	-	-	1153.8750
2010	64.000	-	49.625	-	67.500	413.750	-	-	1159.6250
2011	62.000	-	45.625	-	69.250	399.000	-	-	1134.1250
2012	62.000	-	45.625	-	71.000	402.250	-	-	1160.5000
2013	62.000	-	43.625	-	73.000	406.250	-	-	1170.5000
2014	-	42.000	39.000	11.625	67.250	415.250	24.000	14.500	1196.6250
2015	-	43.000	42.000	11.625	75.250	425.250	24.000	14.500	1229.9375
2016	-	47.000	43.000	14.000	78.500	429.000	25.000	15.625	1256.4875
2017	-	48.000	43.000	15.000	81.000	437.250	25.000	17.625	1282.2375
2018	-	48.000	43.000	15.000	81.000	437.250	25.000	17.625	1284.2125
2019	-	49.000	38.000	20.000	83.000	438.000	24.000	17.625	1304.9625
2020	-	39.000	43.000	17.000	80.000	451.625	-	-	1304.9625
2021	-	38.000	44.000	15.000	78.000	451.125	-	-	1304.9625

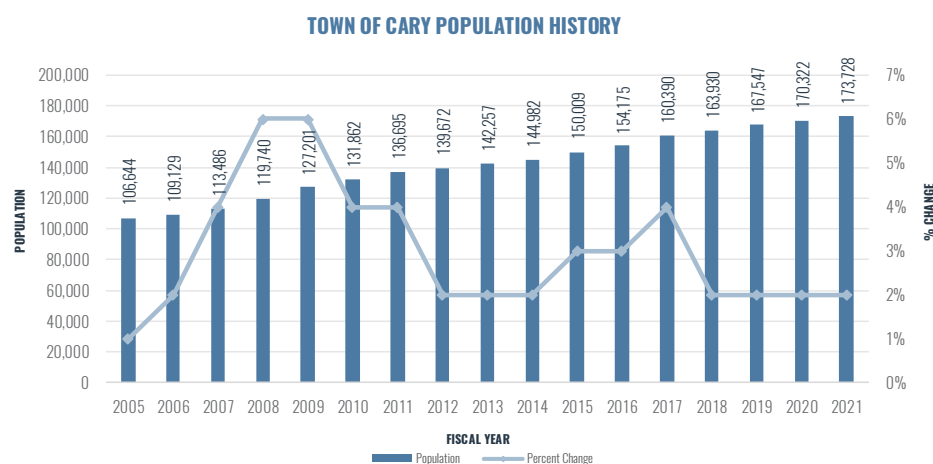
DEPARTMENT PERCENT OF TOTAL FTEs



KEY FACTS AND STATISTICS

POPULATION

The following charts and graphs display various key facts and statistics about the Town of Cary. In addition to providing insight into Cary, this information plays an important role in the development of the annual budget. Some sections included herein contain estimated information for Fiscal Year 2021.



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% for July 1, 2021.

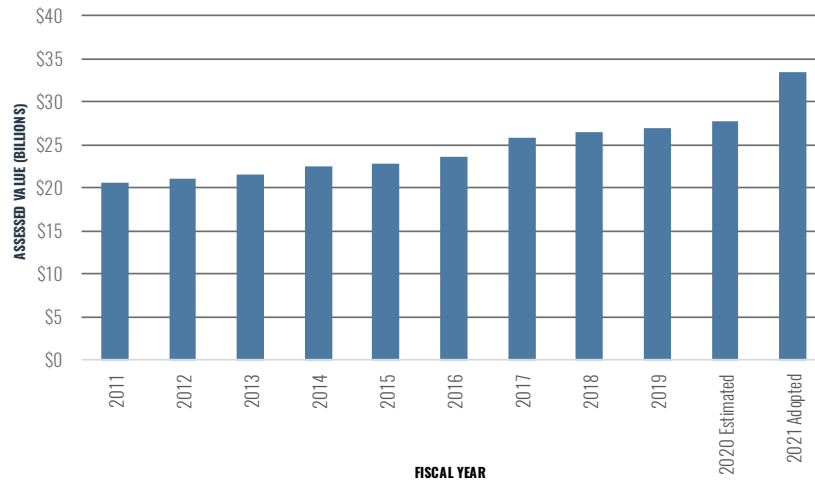
ASSESSED VALUE AND PROPERTY TAXES

Assessed value is a critical factor to Cary as property tax revenue represents 60% of total general fund revenues. As presented in the Assessed Value History chart below, Cary's assessed value (also known as tax base) has continued to grow. Cary's FY 2021 assessed property value is projected to be \$33.5 billion which is 20% greater than estimated FY 2020. For the five-year period from FYs 2017 – 2021, the tax base increased by \$8 billion or 30%. The January 1, 2020 Wake County property revaluation is the main reason for this tax base growth; however, continued development and redevelopment have also occurred.

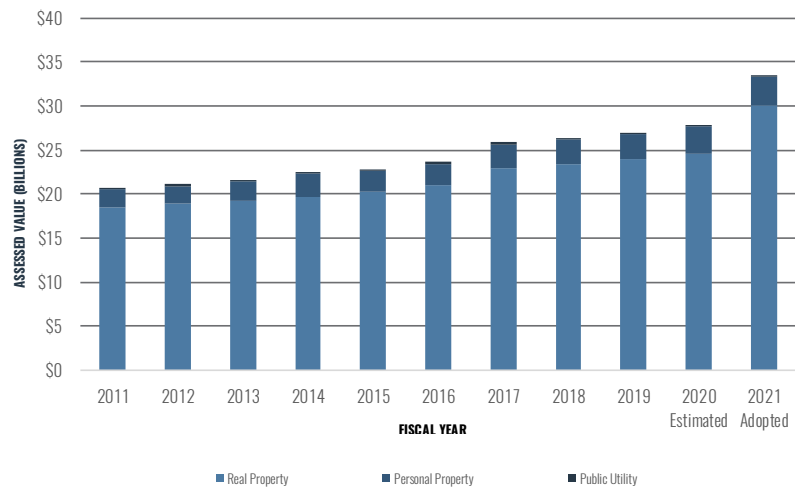
Cary's FY 2021 tax rate is \$0.35 per every \$100 of assessed valuation. When reviewing Cary's tax rate history, we see that the rate was reduced from 54 cents to 43 cents in FY 2001 as the result of property revaluation in Wake County, and the Cary's decision to implement the revenue neutral tax rate. The tax rate was further reduced by one penny to 42 cents in FY 2002 as a result of full debt repayment on a Town facility. The FY 2009 reduction yielding a tax rate of 33 cents resulted from the property revaluation process. The 2 cent increases in FY 2014 and FY 2016 addressed debt repayment for a 2012 voter approved bond referendum for parks, street and fire infrastructure.

Effective in FY 2017 property revaluations occur every four years in both Wake and Chatham counties. As the majority of Cary currently lies in Wake County, their revaluation schedule most influences Cary's assessed value. The latest Wake County revaluation occurred as of January 1, 2020 and informed development of the FY 2021 budget. Cary's calculated revenue neutral tax rate is \$0.30, or \$.05 below the FY 2020 tax rate of \$0.35. Keeping our tax rate at \$0.35 enables us to continue implementation of the strategic goals and initiatives outlined in the Imagine Cary Community Plan and places us in a position to keep our *Shaping Cary's Tomorrow* transportation and PRCR bond projects on track.

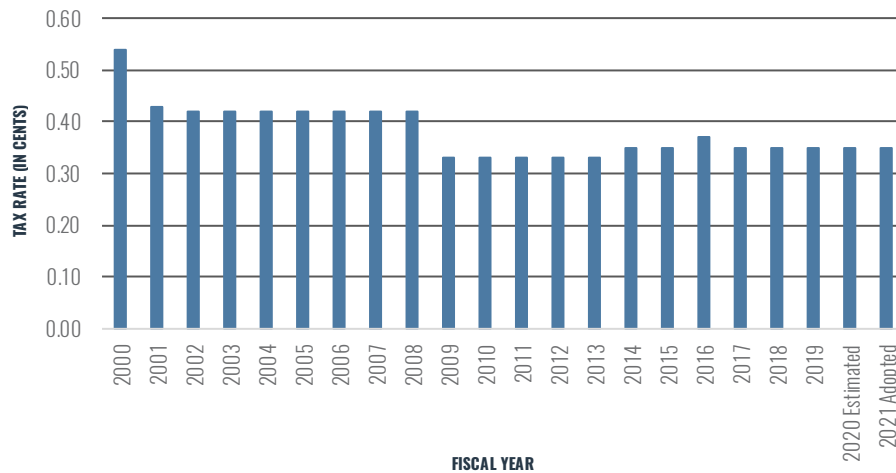
ASSESSED VALUE HISTORY



ASSESSED VALUE COMPONENTS



PROPERTY TAX RATE HISTORY



FIRE

Number of stations: 9

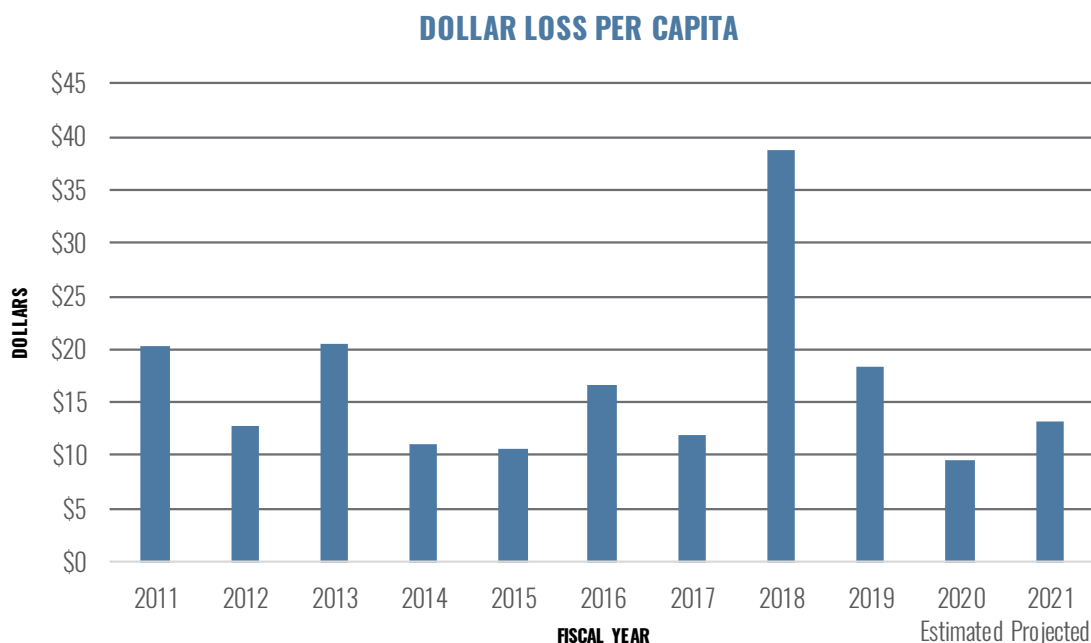
Number of authorized employees (includes overhires): 245

	Actual FY2016	Actual FY2017	Actual FY2018	Actual FY2019	Estimated FY2020	Projected FY2021
Number of Fire Positions (includes 6 overhires)	222	222	240	240	245	245
Total Fire Loss in Dollars (in millions)	\$2.5	\$1.9	\$6.3	\$3.0	\$1.6	\$2.3
Number of Emergency Calls	8,671	9,120	8,919	10,122	11,045	11,275

Cary'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 regarding fire and life safety techniques. The Town of Cary Fire Department is accredited by the Commission on Fire Accreditation International.

Two specific FY 2018 commercial fires, with combined losses totaling \$4.5 million, contributed to the significant increase in total fire loss in dollars that year.

With the Apex and Morrisville agreements to provide emergency services in 2019, the Fire Department is analyzing and incorporating dollar loss per capita data from the municipalities. For FY 2021 the dollar loss per capita statistics only include Cary.

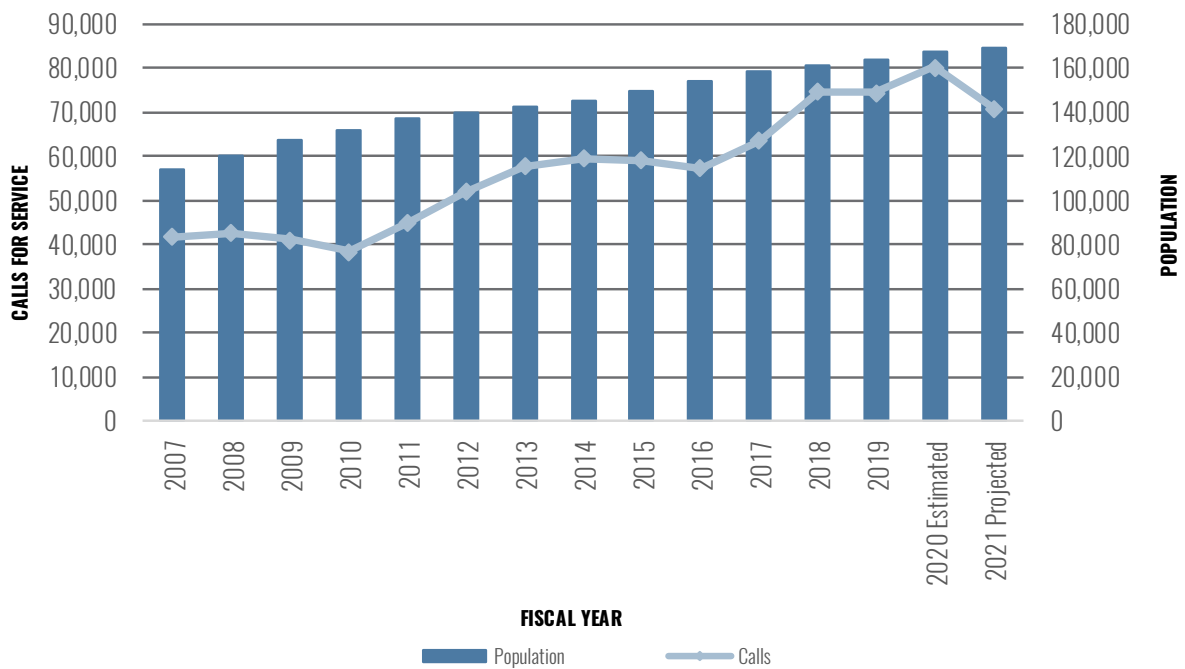


POLICE

Number of authorized employees: 243.5 (includes overhires)

	Actual FY2016	Actual FY2017	Actual FY2018	Actual FY2019	Estimated FY2020	Projected FY2021
Number of Police Positions (includes 8 Police and 4 Emergency Communications overhire positions)	237.5	242.5	243.5	243.5	243.5	243.5
Number of Sworn Officers	195	198	199	199	199	199
Part I Crimes	2,090	1,873	1,994	1,750	1,879	1,917
Part II Crimes	2,662	2,757	2,900	2,401	3,858	2,917
Arrests (Adult, over 16)	1,328	1,225	1,533	1,512	1,497	1,419
Arrests (Juvenile, under 16)	61	85	68	74	172	92

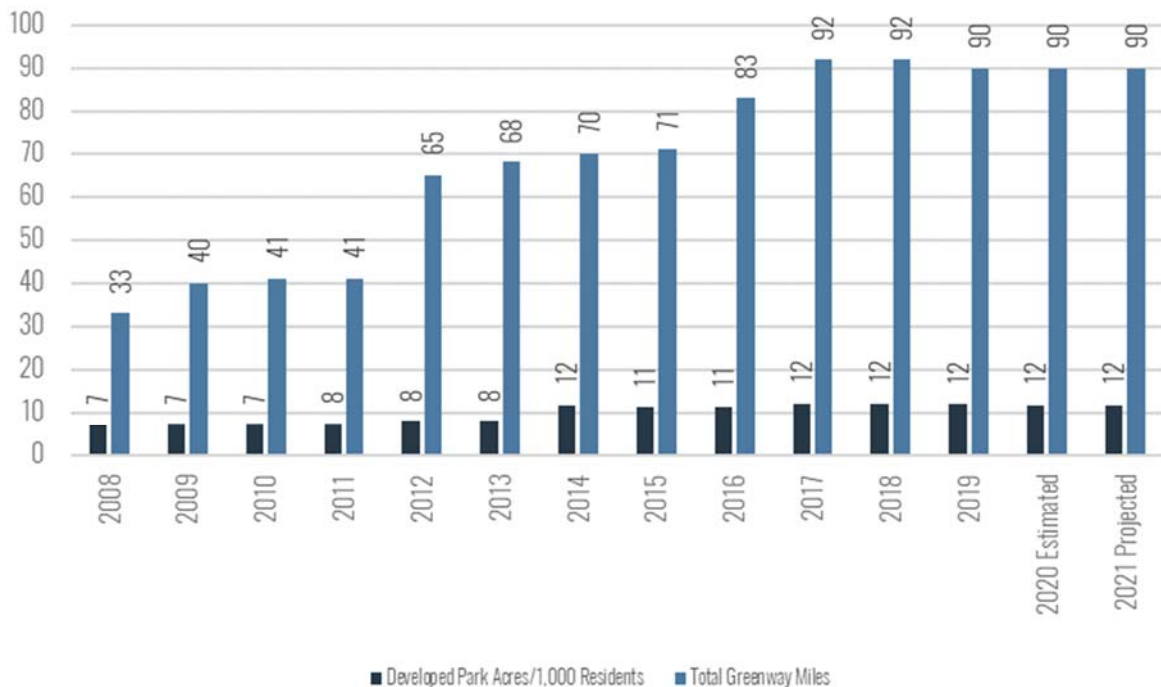
CALLS FOR POLICE SERVICE (DISPATCHED ONLY)



PARKS, RECREATION AND CULTURAL RESOURCES

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Estimated 2020	Projected 2021
Number of Parks (Town-owned)	32	33	34	34	34	35
Land in Acres (Developed & Undeveloped Land)	2,682	2,684	2,690	2,690	2,690	2,690
Number of Soccer Fields	25	25	25	25	25	25
Number of Town Ballfields (Softball & Baseball)	31	31	31	31	25	25
Number of Greenways	44	45	45	45	51	51
Greenway Mileage	83	92	92	90	90	90
Number of Parks with Trail Systems	12	12	12	12	12	12
Park Trail Mileage	11	12	12	12	12	12

DEVELOPED PARK ACRES/1,000 RESIDENTS AND TOTAL GREENWAY MILES



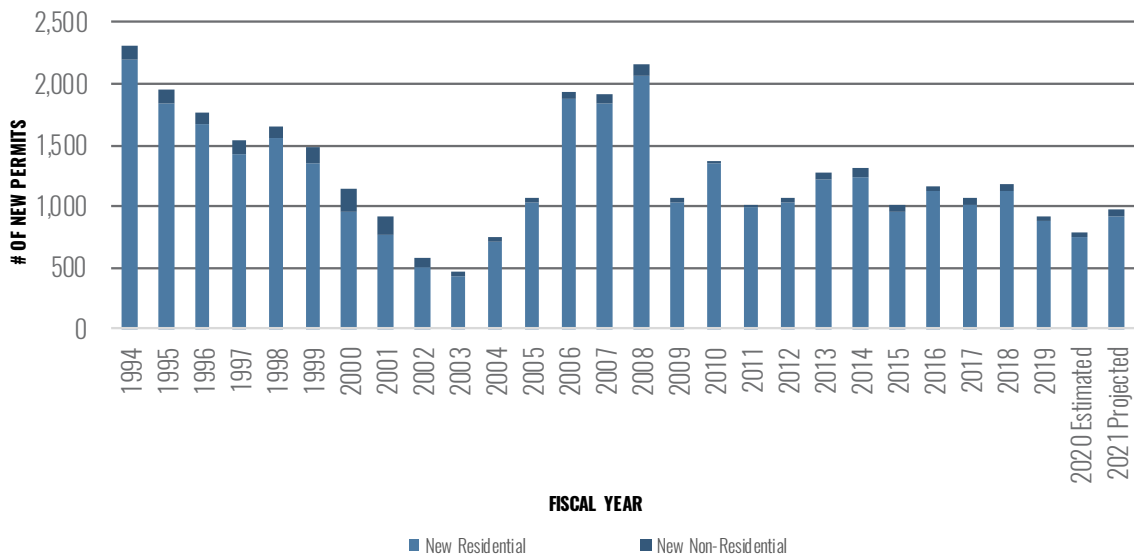
* FY 2014 change in acreage is a result of WakeMed Soccer Park and Cary Tennis Park now being counted as developed park acres.

INSPECTIONS AND PERMITS

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Estimated 2020	Projected 2021
Number of Inspections Performed (New & Existing Buildings)	75,830	79,892	77,239	70,992	60,099	67,975
Number of New Residential Building Permits Issued	1,125	1,014	1,128	889	748	925
Number of New Commercial Building Permits Issued	39	51	47	27	39	45
Total Dollar Value of New Residential Building Permits (millions)	\$262.70	\$219.70	\$244.24	\$192.71	\$182.34	\$211.27
Total Dollar Value of New Commercial Building Permits (millions)	\$209.50	\$85.80	\$158.52	\$56.95	\$159.22	\$134.44

FY 2019 through FY 2021 number of inspections no longer include Fire Inspections which are now included in Fire Department operations

TOTAL NEW RESIDENTIAL & NON-RESIDENTIAL BUILDING PERMITS ISSUED

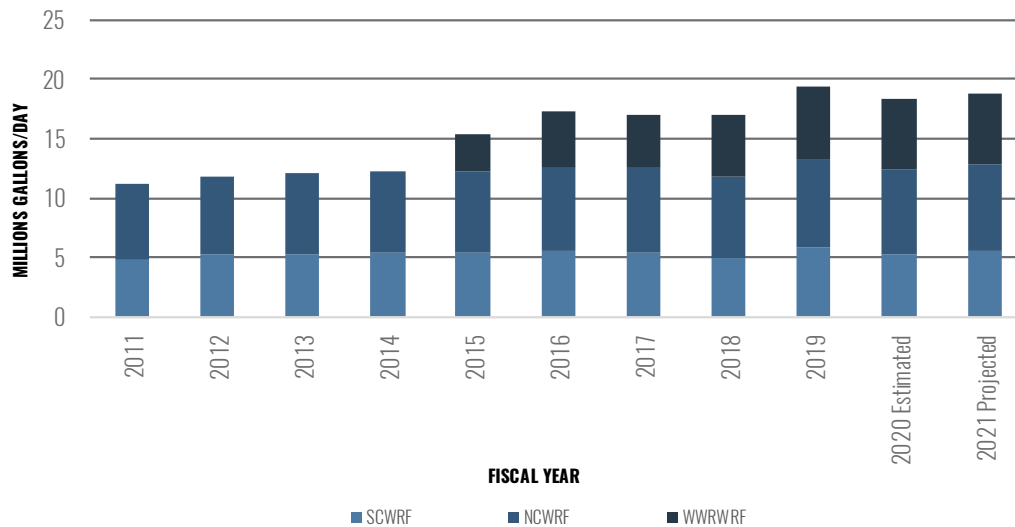


The number of new building permits issued is another representation Cary's growth trend since 1990. From 1990 to 1994 there was a 172% increase in the number of new permits issued annually. This figure declined 394% from 1994 to 2003. By 2008, this figure was almost back to the same annual number of permits issued in the peak year of 1994. The number of permits dropped 50% from FY 2008 to FY 2009 due to the effects of the Great Recession. The number of actual permits issued and inspections occurring in FY 2020 compared to the projection at the beginning of the fiscal decreased 19% and 17% respectively. This is largely due to the impact of the COVID-19 pandemic. Planning, Inspections and Permits, and Development Services responded to the challenge with adaptive and innovative solutions that allowed development activity to move forward. Previously adopted initiatives such as electronic plan review and the approval of the use of live video feeds to complete some state building code inspections remotely have paid dividends in the current environment. Projected 2021 numbers reflect the continuing impact of the pandemic on permit and inspections activity.

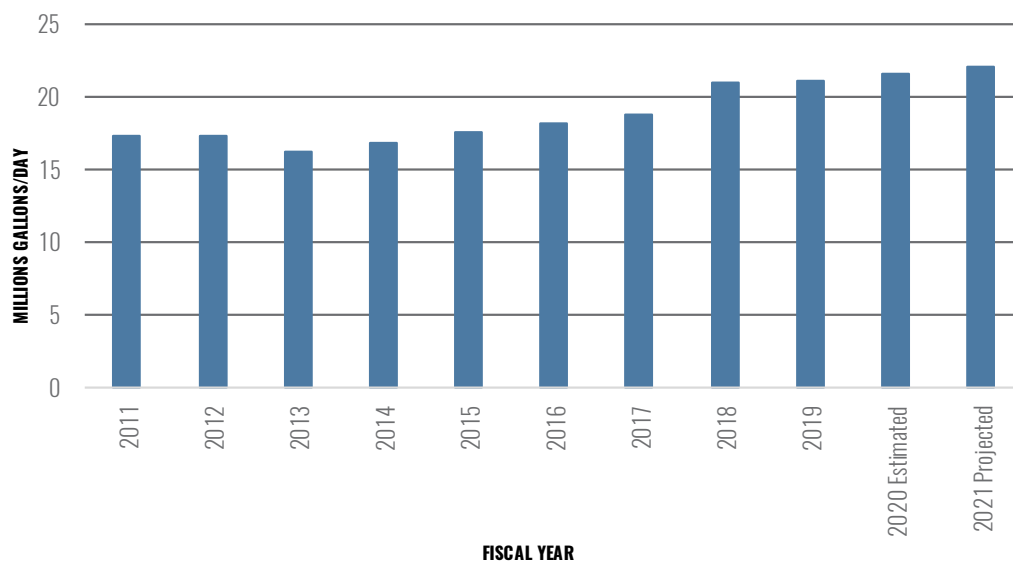
UTILITIES

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Estimated 2020	Projected 2021
Number of Cary Retail Utility Customers	58,000	59,750	60,095	63,226	63,887	64,736
Total Cary Meter Population	66,101	68,000	69,222	71,623	72,509	73,750

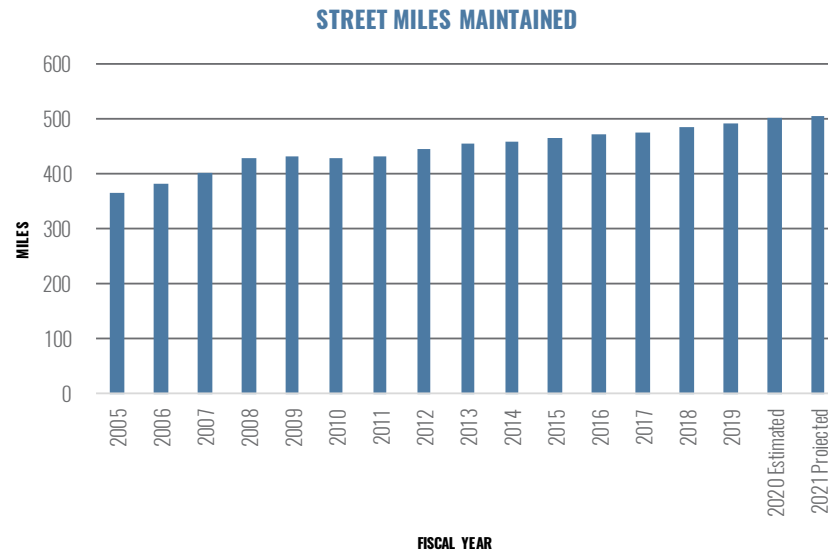
AVERAGE DAILY WASTEWATER FLOW



AVERAGE DAILY WATER FLOW



GROWTH AREA IN STREETS



As the land area of Cary increases, so do the street miles maintained by the Town. In 2005, the Town maintained 365 miles of streets. As of July 1, 2021, that figure is estimated to be 505 miles.

MISCELLANEOUS DEMOGRAPHICS AND STATISTICS

Median Age	39.9 years
Finished High School	95.9%
Finished College	66.6%
Median Family Income	\$101,079
Average Household Size	2.65
Owner Occupied Homes	69%
Unemployment Rate*	7.20%
Race	63.4% White, 17.8% Asian, 8.2% African American, 10.6% Other

Source: 2018 American Community Survey

* June 2020's preliminary rate per U.S. Bureau of Labor Statistics. March 2020's rate of 3.7% climbed to 11.5% in May 2020 during the height of the COVID-19 pandemic.

TOP TEN TAXPAYERS IN CARY

Taxpayer	Total Assessed Valuation	% of Town wide Valuation
SAS Institute, Inc.	\$613,836,897	2.27%
Highwoods Reality LP	\$262,380,979	1.0%
WMCI Raleigh LLC	\$132,508,020	0.5%
KRG Parkside LLC	\$96,468,387	0.4%
Kellogg/Austin Quality Food	\$84,543,578	0.3%
Alston Manor Investors JV LLC	\$84,200,683	0.3%
Crossroads Plaza 1743 LP	\$83,541,777	0.3%
Bradford I SPE LLC	\$77,394,238	0.3%
Alidade Regency LLC	\$60,792,613	0.2%
Duke Energy Progress Inc	\$59,041,293	0.2%

Source: 2019 Wake County Revenue Department Statistics and Reports

FINANCIAL PRINCIPLES

Cary maintains and adheres to its own Financial Policy which complements both the North Carolina Local Government Budget and Fiscal Control Act and generally accepted best management practices. Both the financial policies set by the State of North Carolina and Cary's internal policy are presented in the Budget Policies section of this Appendix. In addition to these specific criteria, budget development and management are guided by eight financial principles.

Operating

Cary's operating budget supports daily operations and service provision. Initiatives funded through the annual operating budget align with the Cary Community Plan and maintain current service levels. The following four financial principles influence operating budget development:

Financial Principle: Estimate revenues as precisely as possible based on economic factors, trend data and recent experience

Revenue estimation is a critical component of budget development as this process determines the amount of funding available for use in a given fiscal year. Staff continuously monitors local, regional and national economic indicators; federal and state legislation; and local and regional revenue receipts. All of this data informs revenue estimates conducted routinely throughout the fiscal year (quarterly for some sources and monthly for others.) Cary's revenue estimation and management practices encourage stability yet allow the elasticity needed to respond to emerging opportunities and conditions.

Financial Principle: Consider tax and fee increases as budget balancing tools only after cost savings opportunities and level of service reviews conclude they are necessary

Property tax and user fee increases are prudently considered by the Town in conformance with established policies. Cost savings opportunities and adjustments to existing service levels are thoroughly analyzed, evaluated and discussed before either of these budget balancing options are presented to Council for consideration.

Financial Principle: Limit fund balance appropriations to one-time expenses only

Fund balance represents monies which remain unspent after all budgeted expenditures have been made. These dollars accumulate over time and serve as reserve funding that can be used to address unanticipated expenditures or act upon one-time opportunities that may arise during the course of a fiscal year. Cary does not utilize fund balance for recurring expenses. Rather, this source is primarily used as one-time funding for capital infrastructure needs.

Financial Principle: Utilize unspent funds at the close of the year to maintain fund balance

Fund balance accumulates in Cary's operating funds in two ways:

- through underspending
- and by experiencing revenue collections that are greater than estimated earnings

Cary directs these remaining funds at the close of the fiscal year to fund balance where they accumulate as reserves, or savings.

Capital

Cary's 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 Cary Community Plan, but also their ability to yield a capital improvements budget/plan that adheres to the following four funding principles:

Financial Principle: Utilize as little debt as possible to minimize additional debt service obligations

Financial goals established by Council in March 2008 guide staff in the management of areas such as operating fund balances and debt service. These goals establish 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, 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 Cary's utility revenues 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.

Financial 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

Financial Principle: Minimize reliance on current year 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. Cary minimizes the use of current year capital reserve revenues to limit the risk of revenue shortfall from variable sources.

Financial Principle: Limit transfers from the general and utility operating funds for capital purposes

Transfers from the Cary'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 of this "one time" funding source are conservatively applied to support capital needs.

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, and each fund contained within it, must balance exactly. 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 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 Cary'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 Cary'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 Cary 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 Cary'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, Cary 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

Cary 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

Cary 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 Cary 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 Cary. 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

Cary 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 Cary funding was granted. For organizations receiving \$1,000 or more in any fiscal year, Cary 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

Cary 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

Cary 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.

Cary 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 Cary 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 Cary's total General Fund fund balance is comprised of five components:

- *Non-spendable Fund Balance* represents resources that are physically or legally in a non-spendable 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 Statute 159-8(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

- Cary will maintain a minimum Accessible Fund Balance of at least 25%, (three months) of budgeted General Fund Expenditures.
- Total Fund Balance shall be at least 40% (which is approximately five months) 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 Cary'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

Cary 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 Cary will not exceed the North Carolina statutory limit.

Debt Capacity

Cary 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

Cary 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

Cary will continue to strive for the highest possible bond rating to minimize the Town's interest expenses.

FUND STRUCTURE / BASIS OF ACCOUNTING

A. Fund Accounting

Cary's accounts 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.

Cary 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 debt service, development, general government, infrastructure, parks and recreation, public safety and public works. Debt service includes the payment of principal, interest, and related costs on general long-term debt and general lease-purchase obligations.

Special Revenue Funds

Community Development Block Grant Fund - 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 Cary for use in addressing 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, Cary is required to prepare and adopt a five-year consolidated plan that identifies priorities and includes a strategic plan for addressing related needs. Particular focus is given to Cary's low and moderate income families and neighborhoods. The current plan covers the period July 1, 2020 through June 30, 2025. The budgets will remain effective and will not expire for the entire five year period.

Emergency Telephone System Fund - This special revenue fund is used to account for the two separate fees Cary charges to telephone subscribers that have access to its 911 Emergency Communications Center. These charges are intended to maintain the emergency communications system equipment, support eligible operating costs, and allow the Cary to upgrade its 911 communications systems as needed. The expenditure of these funds is restricted by North Carolina General Statute 62-A.

Transit Fund - Cary began a demand responsive transit service (now known as GoCary) for Cary's citizens and those with disabilities at the beginning of fiscal year 2002. The 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.

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 Cary's economic development goals.

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.

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.

Proprietary Funds

Utility Fund (Enterprise) - 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. Cary has one enterprise fund, the utility system enterprise fund. Four sub-funds are assigned to the utility system enterprise fund: 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.

Internal Service Funds

Fleet Management Fund - This internal service fund is used to account for the financing of fleet 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 to self-insure these benefits.

B. Budgetary Basis of Accounting and Basis of Accounting

Cary utilizes modified accrual accounting as its budgetary basis of accounting and basis of accounting. A fund's budgetary basis of accounting and basis of accounting determine when a transaction or event is recognized. Modified accrual accounting recognizes revenues 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. Cary 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; 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 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 of Cary's funds. 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 functional level, with the adoption of the budget by the Council, and at the line item level within departments 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.

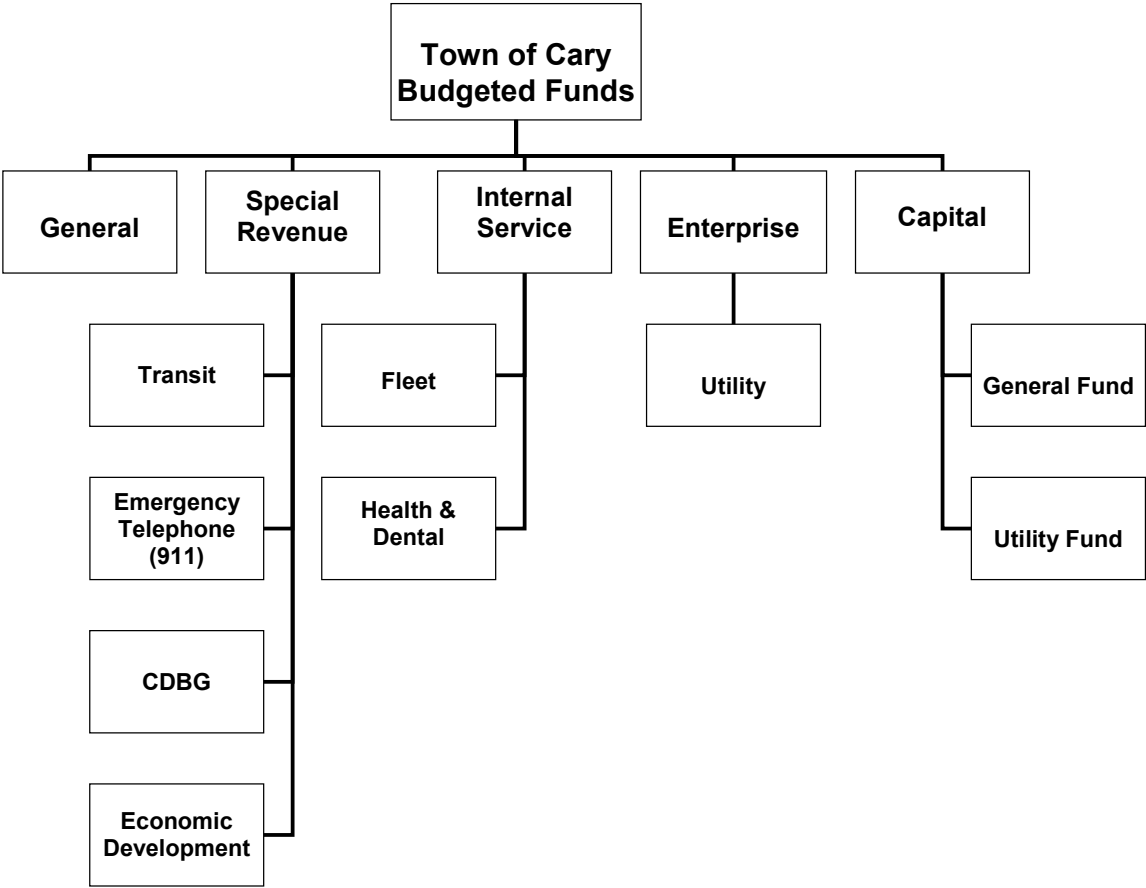
The Budget Officer (or his designee) must approve increases and decreases within functions. The Budget Officer may also approve inter-functional transfers, within the same fund, not to exceed 10% of the appropriated monies for the department whose allocation is reduced. The Council must by law be informed of such transfers at its next quarterly financial update meeting.

As required by North Carolina law, Cary maintains encumbrance accounts, which are considered "budgetary accounts." Encumbrances outstanding at year-end represent estimated expenditures for unperformed contracts in process at year-end when they 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

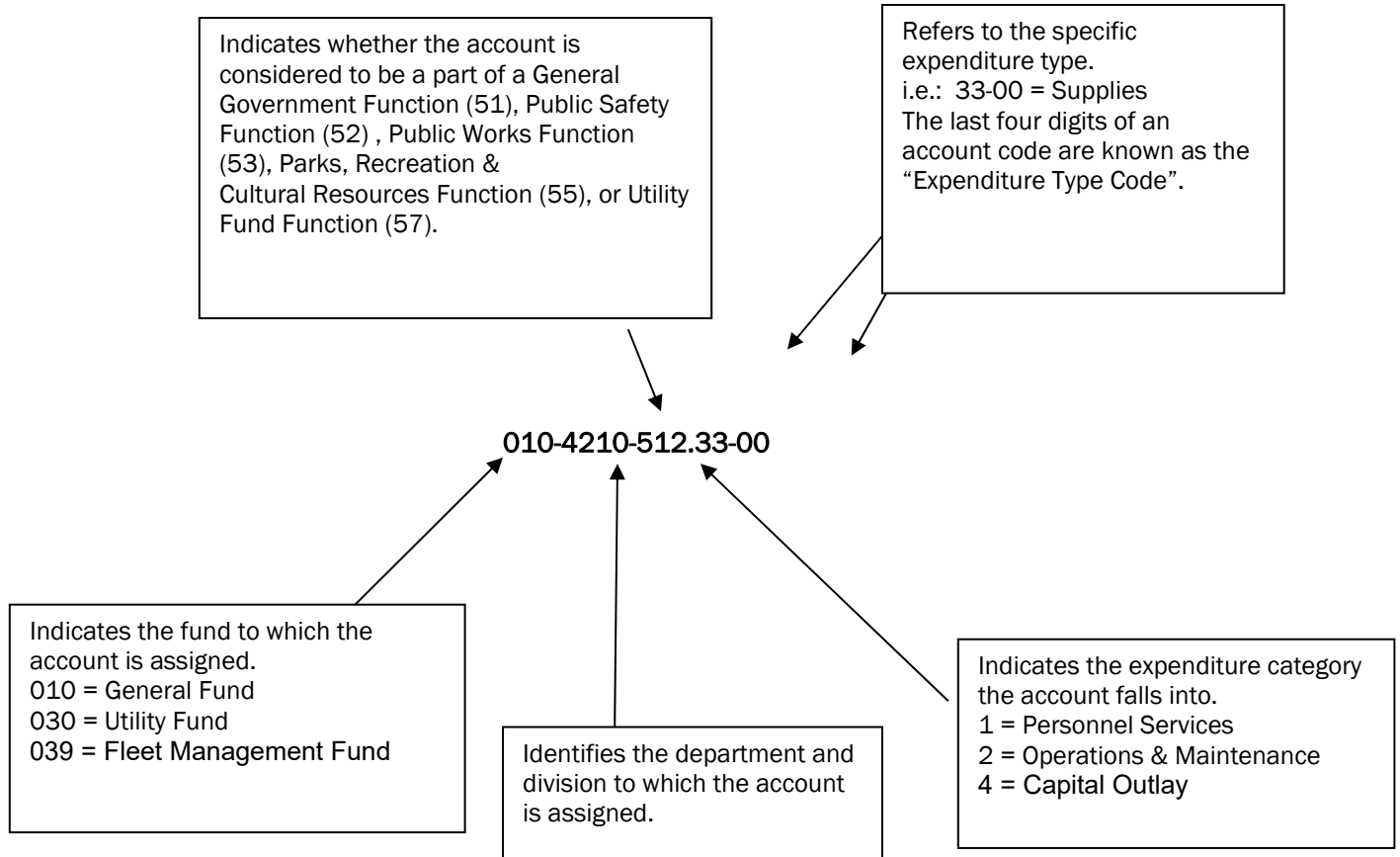


DEPARTMENT TO FUND RELATIONSHIP

Departments	General Fund	Utility Fund	Fleet Fund	Health & Dental Fund	Transit Fund	Emergency Telephone Fund	Economic Development Fund	Community Development Block Grant Fund
Legislative	X							
Town Manager	X				X		X	X
Police	X					X		
Fire	X							
Finance	X	X						
Human Resources	X			X				
Marketing and Information Technology	X					X		
Parks, Recreation, and Cultural Resources	X							
Public Works	X		X			X		
Transportation and Facilities	X							
Planning	X							
Inspections and Permits	X							
Development Services	X							
Utilities		X						

ACCOUNT STRUCTURE

All of Cary's accounts share a similar structure. The following chart itemizes the segments of an account code.



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 primarily related to hours worked beyond an assigned shift for coverage purposes.
- 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

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- 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.

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- 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
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- 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)
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- 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 acquisition 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.

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.

AUDIT: an official inspection of an individual's or organization's accounts, typically by an independent body, with the goal of providing reasonable assurance that the financial statements have been prepared in accordance with Generally Accepted Accounting Principles (GAAP) set forth by the Governmental Accounting Standards Board (GASB) and are free of material misstatement.

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.

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 contract 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 shown 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.

INTERFUND TRANSFER: Transfers between funds (an accounting entity with self-balancing accounts) to support activities in the receiving fund.

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.

MAJOR FUND: GASB defines major funds as those meeting the following criteria: The total assets, liabilities, revenues, or expenditures/expenses of the individual governmental or enterprise fund are at least 10 percent of the corresponding total (assets, liabilities, etc.) for all funds in that category (governmental funds) or of that type (enterprise funds).

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.

MYCARY: Internally developed software application using the Salesforce customer relationship management platform where residents can register and pay for Parks, Recreation and Cultural Resources (PRCR) programs and events. The ultimate goal is to make MyCary the hub location for all of Cary's payment and registration activities. Phase I focused on PRCR functions and went live in January 2020. Staff will continue to develop this concept to include other functions in coming years.

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.

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%.

ONECARY: Refers to the cultural evolution underway in our organization. The OneCary culture is based on four important tenets:

- People First – we exist to build community and take care of people.
- Evolution – we seize opportunities to experiment, learn, and adapt to create a better future.
- Working Smarter – we prioritize work on the most important things.
- Anyone Can Lead – we differentiate leadership from authority and believe that everyone can find a way to make our community better.

OPERATING BUDGET: Cary’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 Cary.

PAYMENT-IN-LIEU: Payments made typically by developers in lieu of improvements. 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 21 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.

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: Cary charges transportation development fees for properties developing within the Town or its extraterritorial jurisdiction (ETJ). Transportation development fees are levied at the time of permit issuance. These fees vary based on residential, multi-family and commercial development type and size. This fee was added during FY 1990 with permission of the State Legislature. For more details related to the Town's transportation development fees, see section 7.11 of the Town of Cary's Land Development Ordinance at:

[http://www.amlegal.com/nxt/gateway.dll/North%20Carolina/cary_nc/codeofordinancetownofcarynorthcarolina?f=templates\\$fn=default.htm\\$3.0\\$vid=amlegal:cary_nc](http://www.amlegal.com/nxt/gateway.dll/North%20Carolina/cary_nc/codeofordinancetownofcarynorthcarolina?f=templates$fn=default.htm$3.0$vid=amlegal:cary_nc)

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
LGBFCA	Local Government Budget and Fiscal Control Act
LGC	Local Government Commission
LOS	Level of Service
MAPPS	Managing And Planning Performance System
MGD	Million Gallons per Day
MIT	Marketing and Information Technology
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-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

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TOWN OF CARY

www.townofcary.org