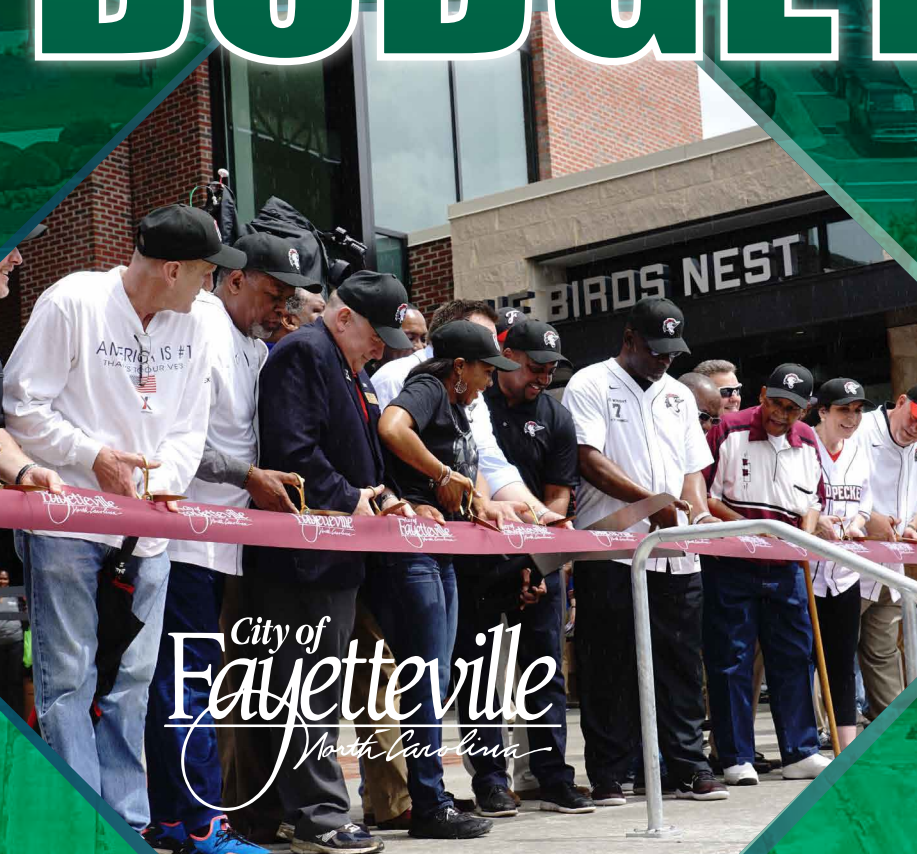


FY 2020



ANNUAL BUDGET



City of
Fayetteville
North Carolina

ADOPTED



MAYOR AND CITY COUNCIL

Mitch Colvin, Mayor

Theodore W. Mohn, Mayor Pro Tem, District 8

Kathy Jensen, District 1

Daniel Culliton, District 2

Tisha Waddell, District 3

D.J. Haire, District 4

Johnny Dawkins, District 5

William Joseph Leon Crisp, District 6

Larry Wright, District 7

James William Arp, Jr., District 9

CITY MANAGER'S OFFICE

Douglas J. Hewett, City Manager

Kristoff T. Bauer, Deputy City Manager

Barbara Hill, Interim Assistant City Manager

Telly C. Whitfield, Assistant City Manager

BUDGET AND EVALUATION STAFF

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Birgit Sexton, Budget and Evaluation Analyst

Gailletta Suttles-Battle, Budget and Evaluation Analyst

Chris Wilkerson, Budget and Evaluation Analyst

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Corporate Communications Department

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Introduction

Budget Message

May 3, 2019

Dear Mayor Colvin and Members of the City Council:

In accordance with the statutes of the State of North Carolina and the City of Fayetteville's charter, I herein submit the proposed budget for fiscal year 2019 – 2020 (FY 2020). This balanced budget is designed to focus on results, and addresses many different elements identified through the City's strategic plan. The overarching goal of this budget is to address the needs of our citizens today while preparing the community for a more prosperous future.



As I write this conveyance memorandum, I marvel at the new Segra Stadium that has been completed recently across from City Hall. Since opening, our community has enjoyed 11 Fayetteville Woodpeckers home baseball games. Through preparation, collaboration and hard work, the City Council has been able to transform our city with only 15 official votes and spark a renewed sense of civic pride in our community.

While we aren't able to build something of the magnitude of a minor league baseball stadium each year, this recommended budget does maintain the upward trajectory set by City Council to enhance and improve our residents' quality of life. Whether it is public projects such as the continuation of the Parks and Recreation Bond Projects, the continued construction of I-295, or private investments such as the soon to be completed Campbell's Soup Distribution Center, the Gathering at Prince Charles and the Hyatt Regency Hotel, Fayetteville is enjoying steady growth. The challenge and mandate for us is to keep the momentum generated from those and other projects. We also continue to nurture our relationship with Fort Bragg. We are evaluating the possibility of expanding our intergovernmental Service Agreements with the base, which is a win-win for Fort Bragg and the City of Fayetteville in providing them with top-notch services.

To that end, this budget continues the City Council's bold vision for our community. Specifically, the proposed FY 2020 annual operating budget of \$228,814,977, excluding internal service funds, is \$13,445,607 more than the original budget for FY 2019, an increase of 6.2%. Excluding an increase of \$9,637,242 in transfers for capital projects, the year-over-year increase is \$3,808,365 or 1.8%. For the general fund in particular, the proposed budget is \$173,799,332, an increase of \$4,793,014 or 2.8% of the original adopted budget for the current fiscal year. The tax rate to support the general fund is recommended to remain at 49.95 cents per \$100 of assessed valuation.

Budget Message

Cost of Quality Government Service

Balancing the FY 2020 budget was not an easy task. Growth in our top three municipal revenues has been modest, as shown below, to fund ever increasing municipal needs.

Ad Valorem Property Taxes

For FY 2020, total property tax values supporting General Fund operating budgets are expected to grow by 1.6% over the values projected for the adopted FY 2019 budget. This year-over-year growth is an improvement from the 0.7% growth rate that was anticipated at this time last year in budgeting for FY 2019, and more in line with the historical growth rate of 1.73% experienced between the 2009 and 2017 property tax revaluation processes. These projections result from very modest natural growth of 0.79% anticipated for real property values and 2.5% for licensed motor vehicles as compared to the year-end projections for the current fiscal year.

Sales Tax Distributions

For FY 2019, the City anticipated \$42,618,815 in revenues from distributions of sales taxes collected by the State of North Carolina. It is currently projected that revenues will exceed the budget amount by \$186,608, or 0.4%. Across North Carolina, sales tax revenues are experiencing growth near 4.6%, however, the local per capita shares of statewide collections are projected to grow by 3.2% as the distributions are impacted by a decline in the local per capita share due to population growth outside of Cumberland County. Sales tax revenues derived from sales occurring in Cumberland County are experiencing growth of 4.8% through the first six months of FY 2019. For FY 2020, the City is projecting sales tax revenues of \$44,372,275, or 3.7% over FY 2019 projected sales tax revenues, assuming a modest slowing in year-over-year growth rates.

Utility Tax Distributions

For FY 2019, the City anticipated \$13,257,500 in revenues from distributions of utility taxes collected by the State of North Carolina. It is currently projected that revenues will exceed the budget amount by \$285,400, or 2.2%, primarily reflecting greater than expected revenues from sales of electricity. For FY 2020, the City is projecting utility tax revenues of \$13,565,900, or 0.2% above FY 2019 projected revenues, reflecting a modest increase in taxes on electric sales, offset by continuing declines in taxes on telecommunications and video programming sales. The City's revenue growth in electric sales taxes lags statewide growth in these taxes following a 2014 legislative change in the revenue distribution method. Fayetteville's share of baseline revenues in 2014 was greater than our share of statewide property tax levies now used for allocation of any statewide revenues in excess of the 2014 baseline total.

Employee Compensation and Benefits

The service delivery and success of the City results from the daily efforts of over 1,600 dedicated employees, ranging from public safety and public service personnel to administrative and professional staff. As a service organization, the majority of our expenditure budget, or 51.5%, is comprised of employee salary and benefit costs. The proposed budget includes funding to maintain

step plans for police officers, firefighters and telecommunicators, and for merit increases of 2% of pay range midpoints for general employees. Across all annually budgeted funds, \$2.8 million has been included in the proposed budget to fund the noted increases.

The City's cost for employee benefits is also rising for FY 2020. For employee healthcare, costs per position are expected to rise by 2.6% to approximately \$7,917 per year. Additionally, the City's required employer contributions for retirement plans for general employees and sworn police personnel are increasing from 7.81% and 8.5%, to 9.01% and 9.7% respectively. The proposed budget includes \$1.7 million across all annually budgeted funds for the impact of these increases.

Fleet Maintenance

Beginning in July 2019, the City will transition fleet maintenance services from the Public Works Commission to our own internal service fund with maintenance services provided by a contracted private vendor in a leased facility. This budget funds fleet maintenance services in the operating department budgets at 2% above projected expenditures for FY 2019, or \$7.14 million. It is anticipated that the new service model may result in lower organizational costs for fleet management, however, staff has not budgeted savings in advance of actual expenditure experience.

Solid Waste Services

City Council directed staff to consider outsourcing of solid waste collection services during fiscal year 2019. In response, staff issued a Request for Proposals and evaluated responses received from two qualified vendors. The total projected operating budget for the Environmental Services Fund for FY2020 would have been in excess of \$19 million had the City accepted the lowest cost bid proposal, as compared to the \$13.6 million in expenditure funding proposed for FY2020. As such, Council rejected the bids in April, 2019.

In spite of these challenges, we have been able to balance this recommended budget without an ad valorem property tax increase. To achieve this recommended balanced budget, we used the following guiding budget principles:

- Maintain current service levels.
- Residents who receive services should be asked to pay more for the service than those who do not.
- Maintain enterprise fund self-sufficiency.
- Maintain General Fund fund balance in excess of the City Council's targeted level.

Expenditure Highlights

City residents receive a full array of quality municipal services, ranging from public safety and solid waste to transit and recreation services. This budget provides for continuation of all municipal services at the substantially same service levels as in FY 2019. In addition, the budget also supports City Council's strategic plan goal areas in the following ways:

Budget Message

Goal 1: Safe & Secure Community



- Funds an additional Assistant Fire Chief to oversee the Emergency Management Division
- \$1,454,457 for enterprise wide radio replacements
- \$174,152 for replacement generators for Fire Station 1 and the emergency communications center
- \$84,398 for equipment enhancements for the Fire Department, including thermal imaging equipment, computer and communications equipment, a gear washer and an added vehicle
- \$49,514 for equipment enhancements for the Police Department, including an additional drone, forensics equipment, and dry suits and equipment for the Swift Water Rescue Team
- \$25,000 for neighborhood traffic calming measures and \$50,000 for neighborhood multi-use lane markings

Goal 2: Diverse & Viable Economy



- \$500,000 for revitalization initiatives as yet to be determined by Council
- \$85,000 for contracted grant writing services
- \$375,000 to continue land purchases and to conduct architectural and engineering studies to support redevelopment marketing for the Murchison Road catalyst site
- \$75,000 to fund architectural and engineering studies and renderings to support redevelopment marketing efforts for the Hope VI business park
- \$100,000 of additional funding for advertising incentives for added flight destinations or services at the Fayetteville Regional Airport
- Continues \$100,000 annual support for Fayetteville Cumberland Economic Development Corporation
- Continues \$220,000 annual contract for the management of the downtown Arts and Entertainment District services and programs
- \$264,000 additional funding to replace employee parking displaced by the downtown baseball stadium
- Continues implementation and support of the Local Small and Disadvantaged Business Enterprise (LSDBE) program
- \$26,621 for continued partnership with Cumberland County Schools for the Innovative Career Opportunities Now (ICON) youth internship program

Goal 3: High Quality Built Environment



- \$4.31 million in annual pavement preservation funding, plus the addition of a Pavement Preservation Manager position to maximize cost effectiveness
- \$4.36 million for storm water drainage projects
- \$1 million to repair storm-damaged Sykes Pond Road
- \$652,000 for sidewalk improvements
- \$334,119 to repair Ray Avenue
- \$130,956 for intersection improvements
- \$150,000 to begin bridge and dam safety and preservation programs
- \$75,000 for downtown streetscape improvements
- \$50,000 for thoroughfare streetlights
- \$350,000 for transportation improvement agreements in partnership with the North Carolina Department of Transportation, including:
 - \$250,000 for pedestrian improvements at intersections along Morganton Road between McPherson Church Road and Skibo Road
 - \$100,000 for sidewalk at Cliffdale Road
- \$250,000 for an infrastructure asset management plan
- Funds three positions added for infrastructure and storm water reviews for new development, two positions for storm water project management and one position for watershed modeling

Goal 4: Desirable Place to Live, Work and Recreate



- Funds an Assistant Economic and Community Development Director position on a 50/50 basis with use of federal grant funds
- Funds operating costs for soon-to-be completed new amenities, including the Lake Rim Pool, Skate Park and Senior Center West
- Continues progress on Parks and Recreation bond projects, including:
 - Sports Field Complex
 - Jordan Soccer Complex
 - Senior Center East
- Provides \$7.8 million of local funding for the next phase of Fayetteville Regional Airport terminal renovations
- Funds an additional dispatcher for FastTrac! Paratransit services and a technician for specialized Transit equipment
- \$257,631 for continued construction of the Cape Fear River Trail
- \$215,000 for park and playground improvements
- \$20,000 for additional community signage
- \$100,000 to continue the partnership with Cumberland County to fund strategies to assist homeless citizens

Budget Message

Goal 5: Sustainable Organizational Capacity



- Funds Police Officer, Fire Fighter, and Emergency Telecommunicator step pay plans
- Funds 2% merit pay increases for employees not on step plans
- Funds market-based pay range adjustments to be implemented in October, 2019
- Funds required increases for employer contributions for pension and medical benefits
- Transitions fleet maintenance services to a City internal service fund, with services provided by a contracted vendor in a leased facility
- Funds \$69,467 in start-up costs to establish a Construction Division to manage City facility construction projects, with personnel costs for four positions to be funded within capital project fund appropriations
- \$4,241,000 for the Enterprise Resource Planning (ERP) system replacement initiative, plus funds the addition of a Systems Administrator and a Systems Analyst for six months
- \$1,122,659 for a variety of technology capital projects, including \$409,659 for computer replacements, \$305,000 for City domain migration, \$150,000 for expansion of the City's wireless network, \$100,000 for an enterprise data warehouse and \$69,000 to continue development of the FayWorx system
- \$230,000 for repairs at the Alexander Street maintenance facility
- \$100,000 for the development of standard operating procedure manuals for solid waste and storm water operations, and \$50,000 for organizational and management analysis of the Public Services Department
- \$75,000 to study the opportunity for an intergovernmental service agreement with Fort Bragg for solid waste collection
- \$7.0 million for vehicle and equipment replacements

Goal 6: Citizen Engagement & Partnerships



- \$53,047 to fund a Management Fellow through the Lead for North Carolina program in partnership with the University of North Carolina School of Government
- \$48,000 to continue to partner with Friends of the Park for the operations of the Fascinate-U Children's Museum
- \$56,250 in continued funding support for the Airborne and Special Operations Museum
- \$75,000 to partner with the Arts Council of Fayetteville/Cumberland County for community art programs
- \$50,000 for community rebranding efforts in partnership with other local agencies
- \$23,000 for the biennial citizen survey to continue our path to being a high performing organization through seeking stakeholder input and developing data informed policy
- \$15,000 of support for the Dogwood Festival

Revenue Highlights:

- General property tax rate recommended at 49.95 cents per \$100 of assessed valuation, including 1.42 cents dedicated for parks and recreation projects and bond debt service and 5.43 cents dedicated to the general capital funding plan
- Property tax rate for the Central Business Tax District recommended to remain at 10.0 cents per \$100 of assessed valuation
- Property tax rate for the Lake Valley Drive Municipal Service District recommended to remain at 39.4 cents per \$100 of assessed valuation
- Storm water fee recommended to remain at \$6.00 per month
- Residential solid waste fee recommended to increase by \$15 per year to \$205 per year to maintain enterprise fund self-sufficiency; rate is equivalent to \$17.08 per month or \$3.94 per week for solid waste, yard waste, recycling, bulky item disposal.
- Bus fares are recommended to remain at current levels
- Other fee adjustments include minor adjustments to building permit and trade inspection fees; increases in fees for infrastructure inspections, degradation fees and right-of-way encroachment; and minor Parks and Recreation fee adjustments to clarify current fees
- FY 2019 sales taxes expected to be 0.4% above budget, followed by 3.4% expected growth in FY 2020
- FY 2019 utility tax distributions projected to be 2.2% above budget, with FY 2020 distributions projected to marginally increase by 0.2%
- Payment in lieu of taxes from the Public Works Commission is projected to be \$11.10 million in FY 2020, 1.5% above the FY 2019 payment of \$10.94 million
- Economic development contribution from the Public Works Commission is projected to be \$1.2 million for the fourth of a five year commitment of \$6.0 million
- FY 2020 proposed budget includes \$2.8 million in loan proceeds in the General Fund to purchase vehicles and equipment
- Balance the budget with a \$4.1 million total General Fund fund balance appropriation, \$1.9 million from fund balance assigned for the general capital funding plan and \$2.2 million from unassigned fund balance. This represents a 19.3% reduction in the use of unassigned fund balance as compared to the \$5,033,560 original fund balance appropriation for FY 2019.

The Path Forward

The proposed budget focuses on maintaining a solid base of core services, advancing the City Council strategic goals, and timely completion of key capital projects that will continue to transform our community. Other than the changes highlighted herein, the budget provides the resources needed to stay on our current ambitious course.

While this budget strikes a careful balance in maintaining our services as a major metropolitan area, it also ensures that we are ready to respond if the unexpected occurs. Specifically, the budget provides for:

Budget Message

- Continuation of the City Council's 12% General Fund fund balance goal that provides the city the flexibility to take advantage of new opportunities, and the funds needed to tackle unexpected issues, such as hurricanes or unexpected economic downturns and even possible economic opportunities.
- Projected unassigned fund balance for the General Fund at the conclusion of FY 2020 is \$23.5 million and equates to 13.87% of the FY 2020 budget expenditures, excluding the County recreation program (policy is 10% and goal is 12%)

In closing I would like to thank the entire city staff for their continued service to our community and assistance in the development of this recommended budget. In particular, I would like to thank Budget and Evaluation Director Tracey Broyles and budget office staff members Kelly Olivera, Birgit Sexton, Gail Suttles-Battle and Christopher Wilkerson, and Deputy City Manager Kristoff Bauer, Assistant City Manager Telly Whitfield, and interim Assistant City Manager Barbara Hill for their work in developing this budget for City Council's consideration. Finally, I'd like to thank the City Council for this opportunity and for providing a clear vision for our community that has aided staff greatly in developing this recommended budget that continues to help Fayetteville move forward on many different levels.

Additionally, worth noting, the Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Fayetteville for its annual budget for the fiscal year beginning July 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device. This award is valid for a period of one year. We believe our current budget continues to conform to program requirements and we are submitting it to the GFOA to determine its eligibility for another award next year. This is certainly an example of the excellence that abounds in our organization, and I'm very pleased that our staff is receiving such accolades from an esteemed organization like the GFOA. It speaks volumes to the competence we have in and amongst our staff.

Respectfully submitted,



Douglas J. Hewett
City Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Fayetteville

North Carolina

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morrill

Executive Director

Adjustments to Recommended Budget

The Fiscal Year 2019-2020 Recommended Budget was released to City Council on May 3, 2019, the public presentation was conducted on May 13, 2019, and the budget document was made available for public inspection at the office of the City Clerk and on the City's website. The budget was deliberated by Council at three budget work sessions conducted on May 9, 16, and 22, and at the June 3, 2019 work session. Budget questions received from Council were addressed in written responses provided to Council and posted to the City's website.

A public hearing on the budget was held on May 28, 2019, as required by the Local Government Budget and Fiscal Control Act.

The budget ordinance that follows reflects the fiscal year 2019-2020 annual budget for the City of Fayetteville as adopted by City Council on June 10, 2019. The adopted annual budget, including the financial plan for the Risk Management Internal Service Fund and Fleet Maintenance Internal Service Fund, totals \$261,439,592.

In addition to the budget appropriation changes outlined below, the fee schedule adopted by Council reflected a reduction in the existing special event parking fee from \$10 to \$5, and maintenance of the existing single family residential solid waste fee at \$190 per year as opposed to the \$205 per year fee proposed by staff with the recommended budget.

General Fund Adjustments

The adopted budget for General Fund revenues and other financing sources increased by \$174,173 and reflected the following changes:

- the addition of \$174,173 in appropriations from fund balance, primarily reflecting a planned transfer to the Parking Fund to support the purchase of pay stations for the Franklin Street parking deck and operations for one year while the Parking Fund transitions to self-sufficiency, and support for the Fayetteville Cumberland Reentry Council, offset by a decrease in the planned debt service for the parking deck.

The adopted General Fund budget reflects the following changes in expenditures and other financing uses from the recommended budget:

- Community Investment Portfolio
 - the addition of \$10,000 to provide funding for the Fayetteville Cumberland County Reentry Council program;
 - the reduction of \$465 due to anticipated savings in fleet maintenance costs related to the transition to a contracted service provider;
- Operations Portfolio
 - the reduction of \$43,210 due to anticipated savings in fleet maintenance costs related to the transition to a contracted service provider;
 - the reduction of \$200,000 of fuel budget based on savings identified through an internal audit of the Wex Card program;

Adjustments to Recommended Budget

- Other Appropriations
 - the addition of \$372,996 in General Fund support for the Environmental Services Fund and \$290,727 for the Parking Fund; and,
 - the reduction of \$134,064 of debt service costs for parking deck limited obligation bonds;
- Support Services and Administration Portfolio
 - the reduction of \$121,759 from personnel expenditures resulting from freezing (unfunding) a Police Attorney position;
 - the reduction of \$52 due to anticipated savings in fleet maintenance costs related to the transition to a contracted service provider.

Other Funds Adjustments

The adopted budget for other funds reflects the following changes from the recommended budget:

- Environmental Services Fund – the expenditure budget was decreased by \$20,088 due to anticipated fleet maintenance savings of \$20,088 and by \$376,986 due to the elimination of the anticipated net assets increase; the projected revenues for the residential solid waste fee were decreased by \$912,470 due to City Council’s decision to decline the staff proposed Solid Waste fee increase of \$15 per year; the appropriation of Environmental Services Fund net assets was added for non-recurring contract services of \$142,400; and the revenues from General Fund transfers increased by \$372,996 to maintain a balanced budget.
- Parking Fund – the expenditure budget was increased by \$93,117 for increased parking management and enforcement services related to the implementation of paid on-street parking beginning January 1, 2020, and by \$37,040 for operating costs and pay station equipment, offset by the elimination of a \$52,909 anticipated net assets increase; the projected revenues for special event and baseball parking were reduced by \$433,787, offset by estimated increases for paid on-street parking from January to June 2020 of \$186,200, for citations and penalties revenues of \$34,108 based on extended enforcement hours, and for an interfund transfer from the General Fund of \$290,727 to maintain a balanced budget.
- Emergency Telephone System Fund – the projected revenues for the E911 Tax were reduced by \$1,549 based on final funding notification from the State; and the anticipated use of Emergency Telephone System Fund net assets was increased by \$1,549.
- Airport Fund – the transfer to the Airport Capital Project Fund and the estimated Airport Fund net assets appropriation were decreased by \$830,537 due to the need for an earlier authorization of funding for architectural services for the Phase II Airline Terminal Renovation Project.
- Stormwater Fund – the Stormwater Fund net assets appropriation was increased by \$1,830,822 to provide funding for increased expenditure budgets primarily consisting of spot repair and small projects (\$1,800,000), operating and capital costs for expanded services outside of the rights-of-way (\$474,362), offset by reductions in anticipated fleet maintenance expenditures (\$4,332) and the elimination of the anticipated net assets increase (\$439,208).

2019-20 Budget Ordinance (2020-1)

BE IT ORDAINED BY THE CITY COUNCIL OF FAYETTEVILLE, NORTH CAROLINA:

Section 1. It is estimated that the following revenues and other financing sources will be available during the fiscal year beginning July 1, 2019, and ending June 30, 2020, to meet the appropriations listed in Section 2.

Schedule A: General Fund

Ad Valorem Taxes	\$	70,650,564
Other Taxes		1,390,945
Intergovernmental Revenues		82,038,844
Functional Revenues		7,154,775
Other Revenues		3,099,739
Investment Earnings		1,293,200
Interfund Transfers		1,328,191
Loan Proceeds		2,783,052
Fund Balance Appropriation		4,234,195
Total Estimated General Fund Revenues and Other Financing Sources		173,973,505

Schedule B: Central Business Tax District Fund

Ad Valorem Taxes		148,323
Investment Earnings		2,500
Interfund Transfers		139,274
Total Estimated Central Business Tax District Fund Revenues and Other Financing Sources		290,097

Schedule C: Emergency Telephone System Fund

Intergovernmental Revenues		919,978
Investment Earnings		7,667
Fund Balance Appropriation		154,550
Total Estimated Emergency Telephone System Fund Revenues and Other Financing Sources		1,082,195

Schedule D: Lake Valley Drive Municipal Service District Fund

Ad Valorem Taxes		74,243
Fund Balance Appropriation		8,257
Total Estimated Lake Valley Drive Municipal Service Fund Revenues and Other Financing Sources		82,500

Schedule E: Law Enforcement Officers' Special Separation Allowance Fund

Interfund Charges		1,666,401
Investment Earnings		80,200
Total Estimated Law Enforcement Officers' Special Separation Allowance Fund Revenues and Other Financing Sources		1,746,601

Schedule F: Parking Fund

Functional Revenues		899,146
Interfund Transfers		290,727
Total Estimated Parking Fund Revenues and Other Financing Sources		1,189,873

2019-20 Budget Ordinance (2020-1)

BE IT ORDAINED BY THE CITY COUNCIL OF FAYETTEVILLE, NORTH CAROLINA:

Schedule G: PWC Assessment Fund

Other Revenues	\$	1,883,500
Investment Earnings		334,700
Total Estimated PWC Assessment Fund Revenues and Other Financing Sources		2,218,200

Schedule H: Airport Fund

Functional Revenues		4,913,963
Other Revenues		27,000
Intergovernmental Revenues		109,500
Investment Earnings		60,000
Net Assets Appropriation		6,414,770
Total Estimated Airport Fund Revenues and Other Financing Sources		11,525,233

Schedule I: Environmental Services Fund

Functional Revenues		11,942,145
Intergovernmental Revenues		460,697
Other Revenues		110,300
Investment Earnings		2,500
Interfund Transfers		959,549
Net Assets Appropriation		142,400
Total Estimated Environmental Services Fund Revenues and Other Financing Sources		13,617,591

Schedule J: Stormwater Management Fund

Stormwater Fees		11,214,400
Other Functional Revenues		129,022
Investment Earnings		18,800
Net Assets Appropriation		1,830,822
Total Estimated Stormwater Management Fund Revenues and Other Financing Sources		13,193,044

Schedule K: Transit Fund

Other Taxes		632,020
Fees - Bus Fares		978,366
Other Fees & Revenues		421,700
Intergovernmental Revenues		3,653,226
Interfund Transfers		5,065,458
Total Estimated Transit Fund Revenues and Other Financing Sources		10,750,770

Grand Total	\$	229,669,609
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2019-20 Budget Ordinance (2020-1)

BE IT ORDAINED BY THE CITY COUNCIL OF FAYETTEVILLE, NORTH CAROLINA:

Section 2. The following amounts are hereby appropriated for the operations of the City Government and its activities for the fiscal year beginning July 1, 2019, and ending June 30, 2020, according to the following schedules:

Schedule A: General Fund

Community Investment	\$	6,988,991
Operations		121,222,385
Support Services and Administration		16,245,720
Other Appropriations		29,516,409
Total Estimated General Fund Expenditures and Other Financing Uses		173,973,505

Schedule B: Central Business Tax District Fund

Total Estimated Central Business Tax District Fund Expenditures and Other Financing Uses		290,097
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Schedule C: Emergency Telephone System Fund

Total Estimated Emergency Telephone System Fund Expenditures and Other Financing Uses		1,082,195
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Schedule D: Lake Valley Drive Municipal Service District Fund

Total Estimated Lake Valley Drive MSD Fund Expenditures and Other Financing Uses		82,500
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Schedule E: Law Enforcement Officers' Special Separation Allowance Fund

Total Estimated Law Enforcement Officers' Special Separation Allowance Fund Expenditures and Other Financing Uses		1,746,601
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Schedule F: Parking Fund

Total Estimated Parking Fund Expenditures and Other Financing Uses		1,189,873
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Schedule G: PWC Assessment Fund

Total Estimated PWC Assessment Fund Expenditures and Other Financing Uses		2,218,200
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Schedule H: Airport Fund

Total Estimated Airport Fund Expenditures and Other Financing Uses		11,525,233
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Schedule I: Environmental Services Fund

Total Estimated Environmental Services Fund Expenditures and Other Financing Uses		13,617,591
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Schedule J: Stormwater Management Fund

Total Estimated Stormwater Management Fund Expenditures and Other Financing Uses		13,193,044
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Schedule K: Transit Fund

Total Estimated Transit Fund Expenditures and Other Financing Uses		10,750,770
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Grand Total	\$	229,669,609
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2019-20 Budget Ordinance (2020-1)

BE IT ORDAINED BY THE CITY COUNCIL OF FAYETTEVILLE, NORTH CAROLINA, THAT PURSUANT TO SECTION 13.1 OF CHAPTER 159, OF THE GENERAL STATUTES OF NORTH CAROLINA, THE FOLLOWING FINANCIAL PLAN IS HEREBY ADOPTED:

Section 3. It is estimated that the following revenues and other financing sources will be available through the Budget Ordinance Appropriation and other revenues during the fiscal year beginning July 1, 2019, and ending June 30, 2020, to meet the appropriation listed in Section 4.

Schedule A: Internal Service Fund - Risk Management

Total Estimated Redistribution to Risk Management Fund and Other Revenues and Financing Sources	\$ 24,702,136
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Section 4. The following amounts are hereby appropriated for the operation of the Risk Management Fund and its activities for the fiscal year beginning July 1, 2019, and ending June 30, 2020, according to the following schedule.

Schedule A: Internal Service Fund - Risk Management

Total Estimated Risk Management Fund Expenditures and Other Financing Uses	\$ 24,702,136
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2019-20 Budget Ordinance (2020-1)

BE IT ORDAINED BY THE CITY COUNCIL OF FAYETTEVILLE, NORTH CAROLINA,
THAT PURSUANT TO SECTION 13.1 OF CHAPTER 159, OF THE GENERAL STATUTES
OF NORTH CAROLINA, THE FOLLOWING FINANCIAL PLAN IS HEREBY ADOPTED:

Section 5. It is estimated that the following revenues and other financing sources will be available through the Budget Ordinance Appropriation and other revenues during the fiscal year beginning July 1, 2019, and ending June 30, 2020, to meet the appropriation listed in Section 6.

Schedule A: Internal Service Fund - Fleet Maintenance

Total Estimated Redistribution to Fleet Maintenance Fund and Other Revenues and Financing Sources	\$ 7,067,847
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Section 6. The following amounts are hereby appropriated for the operation of the Risk Management Fund and its activities for the fiscal year beginning July 1, 2019, and ending June 30, 2020, according to the following schedule.

Schedule A: Internal Service Fund - Fleet Maintenance

Total Estimated Fleet Maintenance Fund Expenditures and Other Financing Uses	\$ 7,067,847
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2019-20 Budget Ordinance (2020-1)

BE IT ORDAINED BY THE CITY COUNCIL OF FAYETTEVILLE, NORTH CAROLINA:

Section 7. There is hereby levied the following rates of tax on each one hundred dollars (\$100) valuation of taxable property as listed for taxes as of January 1, 2019, for the purpose of raising the revenue from current year property tax as set forth in foregoing estimates of revenue and in order to finance the foregoing appropriations:

General Rate (for the general expenses incident to the proper government of the City):

49.95 Cents

Such a rate of tax is based upon an estimated total valuation of property for the purpose of taxation of \$14,121,528,944, and estimated collection rates of 99.26% for real and personal property and 98.88% for motor vehicles.

Central Business Tax District Rate

10.0 Cents

Such a rate of tax is based upon an estimated total valuation of property for the purpose of taxation of \$148,002,060, and estimated collection rates 99.79% for real and personal property and 100.0% for motor vehicles.

Lake Valley Drive Municipal Service District Rate

39.4 Cents

Such a rate of tax is based upon an estimated total valuation of property for the purpose of taxation of \$18,843,254, and an estimated collection rate of 100.00% for real and personal property.

Section 8. The following fee is hereby levied in accordance with the Stormwater Management Ordinance, Chapter 23 of the Fayetteville City Code to fund the City's comprehensive stormwater management program:

\$6.00 per month per Equivalent Service Unit

Section 9. The following fee is hereby levied to fund solid waste services:

\$190.00 per year per Single-Family Household or Residential Unit in a Multi-Family Property of Seven Units or Less

Section 10. The fee schedule attached hereto is adopted effective July 1, 2019.

Section 11. Funds encumbered, funds reserved for donations, and funds assigned for a specific purpose in the City's financial audit report as of June 30, 2019, are hereby reappropriated, subject to availability of departmental funds, to this budget.

2019-20 Budget Ordinance (2020-1)

BE IT ORDAINED BY THE CITY COUNCIL OF FAYETTEVILLE, NORTH CAROLINA:

Section 12. Funds included in the General Fund departmental budgets for the vehicle replacement program are authorized to be redistributed among the benefiting departments and functions.

Section 13. Compensation of each council member and the mayor is increased by 2.0%.

Section 14. Compensation is authorized at \$646.71 per month for the chairperson of the Public Works Commission, and at \$538.92 per month for each other Public Works Commission member.

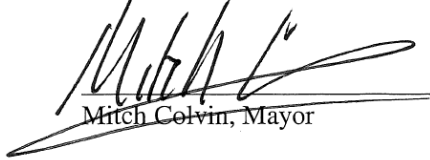
Section 15. The Public Works Commission is authorized to expend an amount not to exceed \$170,000 for sponsorship activities. All sponsorships must adhere to the Council's policy and acknowledge contribution by the City of Fayetteville.

Section 16. Notwithstanding an adopted policy that sets out utility rate reductions and facility impact fee (FIF) waivers for targeted economic development projects, the Public Works Commission is authorized to expend \$10,000 for the Southeastern Partnership, and \$315,000 for the Fayetteville Cumberland County Economic Development Corporation for economic development purposes. Any additional economic development expenditures require a budget ordinance amendment approved by City Council.

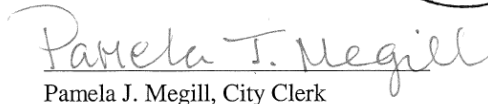
ADOPTED THIS 10th DAY OF JUNE, 2019



CITY OF FAYETTEVILLE


Mitch Colvin, Mayor

ATTEST:


Pamela J. Megill, City Clerk

This budget document describes how the City of Fayetteville's government plans to meet the community's needs. The Fayetteville budget document is not only an assembly of information required for making policy and resource decisions - it is also a resource for citizens interested in learning more about the operations of their City government.

This Reader's Guide has been provided to inform the reader where particular information may be found. The City of Fayetteville's 2019 - 2020 budget document is divided into eight major sections: Introduction, Policies and Goals, Budget Overview, Fund Summaries, Portfolio and Department Summaries, Fayetteville at a Glance, Fiscal Information and the Appendices. Each section is outlined below:

- **Introduction**

The Introduction includes the budget message from the City Manager regarding the 2019 - 2020 budget; the Reader's Guide; descriptions of the functions of City government through boards, commissions and committees; discussions of the budgetary relationship of the City's utility operation; and information about the City's elected officials. The appropriations ordinance is also included upon its passage.

- **Policies and Goals**

This section provides information about the City Council's strategic plan for 2019 - 2020 and financial policies.

- **Budget Overview**

The Budget Overview contains tables summarizing budget funding sources and expenditure appropriations, intrabudget transfers, and budgeted staffing levels.

- **Fund Summaries**

This section provides a description of the City's financial and fund structures, additional detail of funding sources and expenditure appropriations by fund, and fund balance projections.

- **Portfolio and Department Summaries**

For each of the portfolios, this section provides each department's organizational structure; mission statement; overviews of programs, with goals, objectives and performance measures provided; and budget summary and highlights.

- **Fayetteville at a Glance**

This section contains community profile information about Fayetteville and Cumberland County.

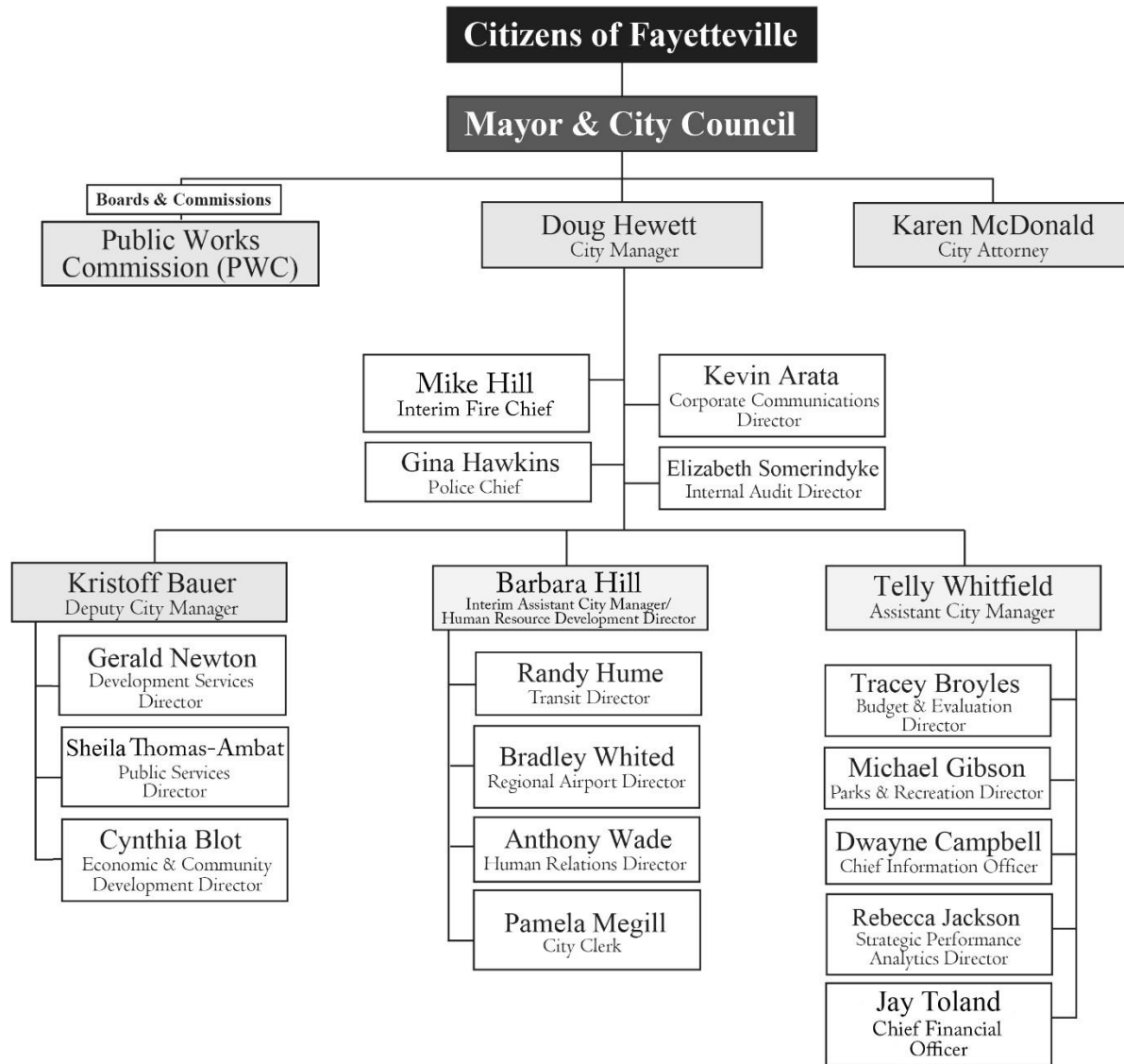
- **Fiscal Information**

The Fiscal Information section takes the reader through the budget process and details the budget policies established by the City Council and the Local Government Budget and Fiscal Control Act. Information in this section also includes a discussion of major revenue assumptions, and details of department expenditures and planned capital outlays, followed by a summary of the City's Capital Funding Plan and five-year Capital and Technology Improvement Plans.

- **Appendices**

The Appendix section includes information about authorized staffing by department, a listing of positions and pay grade assignments, the fee schedule, and a glossary of terms.

Governmental Structure and Organization



Governmental Structure and Organization

Form of Government

The City of Fayetteville adopted the council/manager form of municipal government in June 1949. This type of government was developed in Virginia in 1909 and today is the predominant form of local government in North Carolina.

Under the council/manager form of government, the Fayetteville City Council performs the legislative functions of the City, establishing laws and policies, sets strategic priorities and adopts the annual budget. The City Council appoints a manager who carries out the laws and policies enacted by Council. The city manager is responsible for managing the City's employees, and the finances and resources as the chief budget officer. The City Council also appoints an attorney, who represents the City administration and City Council in all legal matters.

City government is comparable to a private corporation under the council/manager form of government. Citizens are both stockholders and customers; the elected body represents the board of directors and the manager is the chief executive officer responsible for the daily operations of the corporation.

City Council

The Fayetteville City Council is the elected governing body representing the citizens of Fayetteville. Under the current electoral system, the City Council consists of nine council members and a mayor. All nine council members are elected from single member districts and only citizens within each district may vote for each district seat.

The mayor is elected at-large. A city resident wishing to become mayor must specifically run for that office. The mayor acts as the official head of City government and presides

at City Council meetings. The mayor is a voting member of the Council.

Council members and the mayor are not full-time City employees, but they are financially compensated for their time and certain expenses.

Terms of office

All members of the Fayetteville City Council serve concurrent two-year terms following a citywide election held in early November in odd-numbered years. Council elections are nonpartisan and a primary election is held in October, only when more than two candidates vie for a specific seat.

Council meetings

The Fayetteville City Council meets regularly in formal session on the second and fourth Monday of each month. Council meetings are held in the first floor Council Chamber of City Hall, located at 433 Hay St. The City televises regularly scheduled Council meetings live and on playback on FayTV, the City's government access channel. FayTV is available on Spectrum cable on channel 7, and video content is also available for viewing online on the City's website. All meetings start at 7 p.m. and are open to the public. The Council holds special meetings when necessary; notice of the meeting must be given to the public and media 48 hours before that meeting.

City Council also holds informal work sessions on the first Monday of each month at 5 p.m. These are informal meetings. Generally, no votes are taken. At these meetings, Council receives information and asks questions.

Governmental Structure and Organization

Citizen Participation

The Fayetteville City Council has established boards and commissions. The volunteers who are appointed to the boards and commissions serve as the link that connects the public to its governing body and serve as advisors who make recommendations that help shape the policies and programs of Fayetteville.

Appointees are to be city residents. Some appointees must have special licenses or meet certain professional requirements.

Appointees are to serve on only one board or commission at a time and shall attend at least 75% of regularly scheduled meetings on an annual basis from the date of their appointment. Should an appointee fail to comply with the attendance requirement or fail to attend three regularly scheduled meetings, the appointee shall be automatically removed.

Profiles of the Mayor and Council

Fayetteville City Council's 10-member body includes Mayor Mitch Colvin and Council members Kathy Jensen, Daniel J. Culliton, Tisha S. Waddell, D. J. Haire, Johnny Dawkins, Bill Crisp, Larry Wright, Ted Mohn (Mayor Pro Tem), and Jim Arp.

Mitch Colvin is a native of Fayetteville with a passion for helping to improve the City. He was elected mayor in November 2017. Prior to that, he served two consecutive terms on City Council as a council member for District 3 from 2013 through 2017.

In 1995, at the age of 21, Mayor Colvin assumed the operational leadership of Colvin Funeral Home, Inc. He still leads the operation today, helping residents in their time of need. At the time he assumed control, the company was experiencing significant financial and regulatory distress. Mayor Colvin learned at an early age that being in business is not easy. Over the last 20 years, he has worked to build a strong, community-oriented business, restore goodwill and address remaining legacy issues. Today, his company is a market leader in funeral home service calls. Mayor Colvin believes that hard work and commitment in the face of adversity is crucial to survival in business and life.

Since his time in elected office, Mayor Colvin has served in the following capacities:

- Mayor Pro Tem from 2015-2017
- Chairman of the Baseball Committee
- Chairman of the Gateway Committee
- Co-Chair of the Public Works Commission Negotiation Committee
- City of Fayetteville Representative to Fayetteville Area Metropolitan Planning Organization (FAMPO)

Mayor Colvin's vision is to help Fayetteville prepare for the future by building a viable work force, investing in infrastructure and expanding our City's connection to the global economy. He is placing a strong emphasis on economic development, education and training, and the creation of a safe and secure

community. In fiscal year 2019, Mayor Colvin welcomed SEGRA to Fayetteville as they will expand their fiber optics business in the city. The Mayor hopes that SEGRA will be able to improve fiber optic connectivity for current businesses and that SEGRA can help attract new businesses to Fayetteville.

In fiscal year 2020, he is committed to the Targets for Action that Council selected during its Strategic Planning Retreat:

- Redevelopment and Business Growth of the Murchison Road Corridor
- Comprehensive Land Use Map
- Commercial and Residential Community Revitalization
- Poverty Reduction Initiative
- Internship Program
- Young Adult Engagement
- Stormwater Improvements
- Railroad Crossing Safety
- Broadband Connectivity

Mayor Colvin is also committed to unity in the community by working with other local government organizations on partnerships and projects to improve Fayetteville and Cumberland County. The City and County agreed to an interlocal funding agreement for the new downtown baseball stadium, and PWC also extended a funding agreement with the City on the Franklin Street Parking Deck.

Education:

- E.E. Smith Senior High School
- John Tyler Mortuary College (Associate of Arts in Funeral Service)
- Fayetteville State University (Bachelor of Arts in Sociology)

Profiles of the Mayor and Council

Service to the Community:

- Member of Kappa Alpha Psi Fraternity
- Member of Mt. Olive Missionary Baptist Church
- Appointed by Gov. Roy Cooper to the Governor's Crime Commission in 2017

Accomplishments:

- Sponsored ordinance supporting local and small business inclusion in all City contracts
- Leading the way, Mayor Colvin established a better working relationship with community partners, the Cumberland County Board of Commissioners and the Cumberland County Board of Education

Mayor Mitch Colvin
433 Hay Street
Fayetteville, NC 28301
(910) 433-1992
Fax (910) 433-1948
mayor@ci.fay.nc.us

Kathy Jensen was elected to serve District 1 on the Fayetteville City Council in November 2013 and re-elected in November 2015 and November 2017. She was born and raised in Fayetteville. A 1983 graduate of Pine Forest High School, Kathy went to East Carolina University and Methodist College to study business. After college, Kathy joined the family business and worked in the retail, property management and financial areas of the businesses. In 1993, Kathy married LTC Jerry Jensen and supported him in his military career through Fort Bragg, Germany, Newport, R.I. and back to Fayetteville, her hometown. When they were deciding where to live, Kathy and Jerry wanted to raise their children where she was born and raised. In 2005, Kathy opened An Affair to Remember Bridal and Formal Wear on Ramsey Street.

The past five years on Council, Kathy has served on many boards and commissions. Kathy was appointed by the Governor to be on the board of the North Carolina Youth Council. She is also very active in the Fayetteville-Cumberland Youth Council that was reactivated in 2014. Her involvement in other boards and commissions includes the Fayetteville-Cumberland Economic Development Commission (FCEDC), Core Value Awards Committee (CVA), Gateways and Corridors Committee, 911 Task Force Committee, Cumberland County Crown Coliseum Board liaison, Fayetteville Police Foundation City liaison, Boards and Commissions Nominating Committee and chair of the Parks and Recreation Bond Committee.

Kathy is committed to her city; she is a member of Saints Constantine and Helen Greek Orthodox Church, the Junior League of Fayetteville, the Military Officers Wives Association and the Daughters of Penelope. Her care and commitment to her neighbors and citizens of north Fayetteville is visible every day.

Kathy and Jerry have five children and two grandchildren. Their children are Jeremiah Jensen of Columbia, S.C., Jillian Jensen Jez of Black Hawk, S.D., and Jake, Josh and James of the home.

Kathy Jensen
District 1
433 Hay Street
Fayetteville, NC 28301
(910) 433-1992
kjensen@ci.fay.nc.us

Daniel J. Culliton was appointed to represent District 2 on the Fayetteville City Council on June 25, 2018 with a large and diverse base of support behind him. He firmly believes in

Profiles of the Mayor and Council

putting people first and fighting to give his constituents a strong voice on Council.

Dr. Culliton is a long time Fayetteville resident and local chiropractic physician and businessman. In addition to his over 20 years in private practice, he also possesses years of construction and development experience. Dr. Culliton has been very active in the local community through the years and has served as the Chair for the City of Fayetteville's Planning Commission. In fact, Dr. Culliton has a long history of community service and coordination. He is a co-founder of Happenin' in Haymount, a local community-based organization he and his wife created to foster greater community spirit and social engagement, as well as managing the area's Neighborhood Watch. He was selected to help head up the Haymount Stakeholders, a group formed by City officials to promote a more walkable and engaging economic, urban corridor between downtown, local museums and the Haymount business district. As such, he was a key consultant to meet with the North Carolina chapter of the Urban Land Institute during their 2017 visit to Fayetteville in order to assess the site. This led to their favorable support of the project. He was also instrumental in securing the Crown Coliseum's only long term tenant, the Fayetteville Marksmen pro hockey team, to commit to Fayetteville. While on Council, he has been involved with many initiatives involving crime, poverty and homelessness. He has also served on both the Council's Stormwater and Food and Beverage Tax sub-committees.

Dr. Culliton feels compelled to continue to serve his community in this way. He has shown to be able to leverage his experience and objectivity to hear all sides of an issue in order to find the common ground to get things done in a way that benefits all citizens. It is in this spirit he wishes to move our City forward.

Dr. Culliton and his wife Ashley have four children. Two are graduates of Terry Sanford High School, with one who serves as an Air Traffic Controller in the United States Air Force and the other serving in the Army. He feels indebted to Fayetteville for the opportunities it has provided him and feels compelled to give back as he works to better our City, not only for us today but for our children and their futures tomorrow.

Daniel J. Culliton
Council Member District 2
433 Hay Street
Fayetteville, NC 28301
(910) 433-1992
dculliton@ci.fay.nc.us

Tisha S. Waddell was elected the District 3 representative to the Fayetteville City Council in November 2017. She has the distinction of serving as the district's first female representative and is committed to representing her district with integrity, transparency and improved communications.

She was reared as the daughter of two military parents and traveled extensively with them during their time of service. Their final duty station was at Ft. Bragg, and Fayetteville became her family's home in 1997.

Mrs. Waddell is an entrepreneur with years of nonprofit and executive level decision-making experience. She currently works with individuals looking to start or grow their own small business and uses her background in conflict resolution to mentor and train women in blended families on best practices for integrating two families peacefully. Mrs. Waddell formerly served as a commissioner on the Fayetteville Redevelopment Commission.

Her vision is one of inclusion for all citizens, working together towards safe, productive neighborhoods with support resources for

Profiles of the Mayor and Council

both seniors and youth alike. Although her priority is representing her district, she is prepared to work to ensure this vision comes to pass for the city at large.

Tisha S. Waddell is the wife of Larry J. Waddell II, and she is the mom of two beautiful daughters, RaVielle and Peyton, and bonus mom to two handsome sons, Aiden and Aaron.

Tisha Waddell
Council Member District 3
433 Hay Street
Fayetteville, NC 28301
(910) 433-1992
twaddell@ci.fay.nc.us

D. J. Haire served eight-terms on the Fayetteville City Council from 1997 to 2013, including serving as Mayor Pro Tem from 2012 to 2013, and was re-elected as the District 4 representative in November 2017.

Council Member D. J. Haire is a native of Fayetteville and product of the Cumberland County school system.

He is a second-generation owner of a family real estate business and a strong supporter of the local business community.

Council Member Haire has been active in the community and served on several local, state and federal boards, including: chair of the City of Fayetteville's Policy and Construction Committees; North Carolina Child Advocacy Committee; National League of Cities Advisory Council; National League of Cities Community Development Committee; chair of Seabrook Hills/Broadell Community Watch; member of the North Carolina Notaries Association; life member of the NAACP; voted the Best Of Fayetteville's "Most Respected Politician;" and recipient of the North Carolina "Old North State Award."

He helped lead past initiatives such as the installation of pedestrian cross walk signals on Murchison Road at Fayetteville State University, and at the intersection of Cliffdale and Reilly Roads; the installation of a signal light at the intersection of Bragg Blvd. and Ames Street; a City of Fayetteville federal lobbyist; and the Hire Fayetteville First program.

Haire attended N.C. A&T State University, Fayetteville Technical Community College, Bethel Bible College and Destiny Bible College.

Haire is married to Wendy and they have five daughters. He is a church member at Kingdom Impact Global Ministries, where he serves as a member of the Levite Ministry, Sunday School teacher and a church elder. His family lives in the Seabrook Hills/Broadell Homes community.

Haire truly loves serving Fayetteville residents: "We have built a trust together that has helped our city grow. Every day, I'm so thankful to the citizens for allowing me to serve them. I'm always only a phone call, text or email away."

D. J. Haire
Council Member District 4
709-17 Filter Plant Drive
Fayetteville, NC 28301
Cell: (910) 574-5399
dhaire2@nc.rr.com

Johnny Dawkins was re-elected as the District 5 representative to the Fayetteville City Council in November 2017. He previously served on the City Council from 2003 through 2005. He was born and raised in Fayetteville, and later graduated from Wake Forest University in 1981. While at Wake Forest, he created the Brian Piccolo Fund Drive for cancer research. This student-led Piccolo

Profiles of the Mayor and Council

Fund Drive has raised millions of dollars for cancer research since its founding in 1980.

Mr. Dawkins is a benefits technology consultant with Eben Concepts in Fayetteville. Mr. Dawkins is a past chairman of the Fayetteville Chamber of Commerce, and a past chairman of the Chamber of Commerce's Military Affairs Council. He is an honorary member of the 82nd Airborne Division at Fort Bragg, and he is a former honorary wing commander of the 43rd Airlift Wing at Pope Field. He has served as the chairman of the Pope Special Activities Committee, and as chairman of the North Carolina Department of Insurance's Health Insurance Agents Advisory Board.

Dawkins is a member of the Duke Cancer Institute's Brain Tumor Board of Advisors. He has served on the Board of Directors of the Fayetteville Kiwanis Club, and he also served on the Deacon Board at Snyder Memorial Baptist Church. Dawkins is a former member of the Fayetteville City Council (2003-05), the Fayetteville Urban Ministry Board, the Fayetteville State University Foundation Board, the Fayetteville Technical Community College Foundation Board, and the Care Clinic Foundation Board. Mr. Dawkins was recognized as the national Distinguished Citizen of the year for 2008, by the United States Air Force's Air Mobility Command, based at Scott AFB, Illinois.

Mr. Dawkins is married to the former Donna Palmer, and they have two grown children: Jay and Jill.

Johnny Dawkins
Council Member District 5
433 Hay Street
Fayetteville, NC 28301
(910) 433-1992
jdawkins@ci.fay.nc.us

William (Bill) J. L. Crisp was elected to his sixth consecutive term on the Fayetteville City Council as District 6 representative in 2017. Bill is fully retired from the Army and the retail automobile industry.

Bill was born in Raleigh and grew up primarily in Baltimore, Md., where he entered the United States Army in 1960. He served in an infantry rifle company in Korea, the I Corps Ceremonial Honor Guard, Korea and the United States Army Infantry Center Honor Guard, Fort Benning, Ga. Bill steadily advanced in rank and progressive assignments, which included instructor duty in a Noncommissioned Officer Academy and as an administrative assistant, Reserve Officer Training Corps, at Pennsylvania State University.

Bill served in Vietnam and was twice awarded the Bronze Star Medal. Additional assignments included postings with the John F. Kennedy Center for Military Assistance at Fort Bragg, and almost five years in the Supreme Headquarters, Allied Powers Europe (SHAPE) in Mons, Belgium, where he attended the University of Maryland, European Division. He is a graduate of the United States Army Sergeants Major Academy and also served at the highest level in the military with the Organization of the Joint Chiefs of Staff (Plans and Policy) in the Pentagon.

Bill retired from active service in the rank of Command Sergeant Major and is the recipient of numerous awards and decorations, which include the Legion of Merit, Defense Meritorious Service Medal, Army Commendation Medals, the Expert Infantry Badge and the Joint Chiefs of Staff Identification Badge.

Bill is a lay speaker and has spoken extensively throughout Europe and the United States. He is very proud to have delivered the Baccalaureate Address to his twins' graduating class in 1985 in Mannheim,

Profiles of the Mayor and Council

Germany. Bill is a member of the masonic fraternity. He strongly believes in charitable endeavors and is proud that, while in Belgium, he worked tirelessly to financially support a home and school for the blind and was instrumental in purchasing and training a guide dog that enabled a disabled person to become gainfully employed. He has received numerous awards and citations for community service and is a recipient of the Governor's Citation for community involvement from the Governor of Maryland.

Bill is married to his childhood sweetheart, Joan Sevilla (Boyd) Crisp, and they have four adult children, William L., Sylvia D., Sonja E. and Winston B. Sonja and Winston are twins. He and Joan are members of Galatia Presbyterian Church.

William (Bill) Joseph Leon Crisp
District 6
3804 Sunchase Drive
Fayetteville, NC 28306
Phone: (910) 864-1669
wjlcrist@aol.com

Larry O. Wright, Sr. was elected to his third consecutive term in November 2017 as District 7 representative to the Fayetteville City Council. Fayetteville has been his home for over 38 years. Councilman Wright is a graduate of Miami Northwestern High School and Shaw University, where he earned a Bachelor of Arts in theology and philosophy. He also attended Chicago University, Liberty University and Seminary and received his doctorate in theology from Tabernacle Bible Seminary.

Councilman Wright is a retired military veteran with over 20 years of active service. He retired in 1997 and became the Senior Marketing Director for Sprint Telecommunications (Fort Bragg Region), where he received the National Award for

Top Marketing for the Eastern United States.

Larry has been married to Deborah for 34 years. They have two sons, Larry, Jr. (Kristal) and James Anthony (Latoya), and seven grandchildren.

Wright has been active in the community for many years. He is a proven leader. Here is a list of his professional and civic involvements:

- Military Veteran (Retired)
- Ordained Bishop and Pastor of Heal The Land Outreach Ministries
- Former Board President for a drug and alcohol rehabilitation center
- City representative for faith community concerning gang and youth violence
- President, Fayetteville-Cumberland County Ministerial Council
- Board Member, Falcon Children's Home
- PWC Community Advisory Board member
- Chairman of Board, Homeless and Hunger Stand Down of Fayetteville
- Member of Shaw University Alumnae Chapter-Fayetteville
- 2012 Religious Leader Award Winner, Fayetteville-Cumberland Human Relations Commission
- Certified Mentor for Cumberland County School System
- Precinct chairperson for district
- Community Watch Organizer
- Cumberland Community Action Program-City Representative
- Cumberland County Veterans Council - City Liaison
- Fayetteville/Cumberland County Continuum of Care-City Liaison

Larry Wright
District 7
P.O. Box 648
Fayetteville, NC 28302
(910) 433-1992
Larry.Wright@ci.fay.nc.us

Profiles of the Mayor and Council

Theodore (Ted) W. Mohn was elected to his fifth term on the Fayetteville City Council by the citizens of District 8 in November 2017, and is currently serving as Mayor Pro Tem. While being elected in a single district, Mohn strongly believes and supports inclusive representation for all Fayetteville citizens regardless of council member district boundaries.

Mohn grew up in North Chicago, Illinois, joined the U.S. Army in 1982 and graduated from the Defense Mapping School in 1983 as an army cartographer. He returned to the Defense Mapping School and graduated from the Basic Terrain Analysis Course in 1985, the Advanced Terrain Analysis Course in 1989 and the Terrain Analysis Warrant Officer Certification Course in 1997. During Mohn's time in the Army, his assignments included Fort Belvoir, Va. (twice), Fort Bragg, N.C. (twice), Hawaii (twice), Fort Leonard Wood, Mo. and Germany. The Army also sent Mohn to the former Yugoslavia, Island of Sardinia, Korea, Japan, Kuwait and Iraq. Mohn retired from the Army at Fort Bragg in 2004.

Upon retirement from the Army, Ted worked as a defense contractor on Fort Bragg until early 2007 when he became a Department of Defense civilian employee.

Ted's interest in Fayetteville's local government began after returning from Operation Iraqi Freedom and shortly before his retirement. He learned his house was being involuntarily annexed into Fayetteville so he joined the Cumberland County Citizens United (CCCU), a 501 (c)(3), non-profit, grassroots citizens' organization to challenge the annexation. Ted has remained engaged with citizens across the entire city ever since.

Ted believes in transparent government and citizen participation. He believes elected officials work for citizens and that citizens don't work for elected officials. He's excited

about Fayetteville's future and wants to continue to help improve quality of life services for all Fayetteville citizens.

Ted has two young-adult children: Amanda and Kyle Mohn.

Theodore (Ted) W. Mohn
District 8
6961 Bone Creek Dr.
Fayetteville, NC 28314
(910) 495-3634
tmohn@ci.fay.nc.us

Jim Arp, a Fayetteville native, was appointed as the District 9 Fayetteville City Council representative at the December 13, 2010 City Council meeting. He was then elected in 2011 when he also served as Mayor Pro Tem, and was reelected in 2013, 2015, and 2017. He is proud to serve the great people of Fayetteville and represent District 9.

As a former member of the City of Fayetteville Zoning and Planning commissions, Jim has extensive knowledge of state and local government, interagency policy development, strategic planning, and business development that complement the Council's efforts in making Fayetteville a truly "livable city."

Councilman Arp is a decorated 20-year Army veteran. During his career, he was assigned to three tours of duty at Fort Bragg with the 82nd Airborne Division, XVIII Airborne Corps, and U.S. Army John F. Kennedy Special Warfare Center and School. He also served on the Joint Chiefs of Staff, Joint Staff, J5 Pentagon, and with the Deputy Chief of Staff, G-3, Headquarters, Department of the Army, Pentagon.

Upon retirement from the Army, he has worked in the private sector, as a defense

Profiles of the Mayor and Council

contractor on Fort Bragg, and as a Department of Defense civilian employee.

He has 30 years of experience in the leadership, management and supervision of personnel in the highly skilled fields of national security, business, aviation, and logistics. Jim's military and civilian experience includes proven success building and leading high performing teams in complex organizations, while managing multi-million dollar operating budgets.

He also has experience in providing business development consulting services for Federal and State contracts, as well as project management, strategic communication, and professional services support for both small and large businesses.

Since his time in elected office, Jim has served in the following capacities:

- Mayor Pro Tem
- Chairman of the Baseball Committee, Project Homerun
- Chairman of the Fleet Maintenance Committee
- City of Fayetteville Liaison to the Public Works Commission (PWC)
- Member of the Baseball Committee, Project Homerun
- Member of the Parks and Recreation Bond Committee

- Member of the Sales Tax Negotiation Committee
- City of Fayetteville Representative to Fayetteville Area Metropolitan Planning Organization (FAMPO)

For over a decade Jim has been an active volunteer serving with recreation sports and local high school athletic organizations. He is also an avid outdoorsman who enjoys hunting, fishing, kayaking, and hiking.

Jim's desire is to serve with a leadership team of integrity that is highly motivated, accountable, transparent, and committed to moving Fayetteville to the next level, thereby providing responsible and effective government that represents all the citizens of this great city.

Jim and Tami have two sons, Nathan Arp of Dallas, TX, and Jared Arp, a student at Campbell University.

James (Jim) William Arp, Jr.
District 9
433 Hay St.
Fayetteville, NC 28301
Phone: (910) 433-1992
jarp@ci.fay.nc.us

Boards, Committees and Commissions

The Fayetteville City Council has oversight of 26 boards and commissions. The volunteers who are appointed to the boards and commissions serve as the link that connects the public to its governing body and serve as advisors who make recommendations that help shape the policies and programs of Fayetteville.

Members are generally unpaid volunteers who devote many hours of their personal time to these community activities. Anyone living in Fayetteville may serve on a board or commission. Some boards may require appointees to have a special license or meet certain professional requirements

- **Airport Commission**
The Fayetteville Airport Commission administers the operation and maintenance of the Fayetteville Regional Airport.
- **Animal Control Board**
The City Council makes recommendations for two members to serve on the County Animal Control Board to satisfy the requirement for City resident representation.
- **Audit Committee**
The committee assists the City Council in fulfilling its oversight responsibilities for the financial reporting process, the audit process, systems of internal control, and the City's processes for monitoring compliance with laws and regulations and the code of conduct.
- **Board of Appeals**
The board hears and decides appeals from citizens concerning violations of Chapter 14 Housing, Dwellings and Buildings and violations of Chapter 11 Fire Prevention Code. The board reviews problems and hears appeals for any decision of the taxi inspector, and hears appeals from owners of residential rental property who are required to register due to disorderly activity.
- **Ethics Commission**
The Ethics Commission investigates complaints of ethical lapses. The commission is comprised of five members selected by City Council and specified community organizations.
- **Fair Housing Board**
The board hears fair housing complaints investigated by staff and, on appeal, fair housing violations of Chapter 10 of the Fayetteville City Code.
- **Fayetteville Area Committee on Transit (FACT)**
The committee functions as the liaison between the citizens of Fayetteville and the Fayetteville Area System of Transit (FAST).
- **Fayetteville City Planning Commission**
The commission develops and carries out a long-range, continuing and comprehensive planning program for the orderly growth and development of Fayetteville.
- **Fayetteville City Zoning Commission**
The Zoning Commission is empowered to conduct public hearings for the purpose of making recommendations to the City Council on initial zonings, rezonings and special use permits. This board also hears and decides appeals or requests for variances with regard to the enforcement of any zoning ordinance.

Boards, Committees and Commissions

- **Fayetteville-Cumberland Economic Development Corporation (FCEDC) Board**
The FCEDC board enables Cumberland County, the City of Fayetteville, and The Alliance Foundation to jointly undertake the conduct of economic development activities and services.
- **Fayetteville-Cumberland Human Relations Commission**
The commission studies problems of discrimination in any and all fields of human relationships and encourages fair treatment and mutual understanding among all racial, ethnic, sex and age groups. The commission promotes programs and seeks solutions to these problems.
- **Fayetteville-Cumberland Parks & Recreation Advisory Commission**
The commission advises the City Council on policies and plans to provide adequate parks and recreational facilities for the City of Fayetteville and Cumberland County.
- **Fayetteville Finance Corporation**
The City of Fayetteville Finance Corporation is a nonprofit corporation formed in 1995 to facilitate the issuance of debt to finance City facilities such as the Police Administration Building and City Hall. Members of this board are representatives of the banking and business community and are solicited by staff.
- **Fayetteville Public Works Commission (PWC)**
The commission provides general supervision and management of the electric, water and sewer utilities. *Additional information about the PWC is provided on subsequent pages.*
- **Fayetteville Redevelopment Commission**
The commission plans and implements the City's Community Development programs (Community Development Block Grant and HOME Investment Partnership Act) with administrative and technical support provided by the Community Development Department.
- **Historic Resources Commission**
The commission is responsible for reviewing and approving all exterior changes to the designated historic districts and landmark properties, as well as conducting public awareness and education programs concerning historic properties and districts.
- **Joint City and County Appearance Commission**
The Appearance Commission reviews proposed public building and site plans within the city and county on public properties and initiates programs to improve visual quality.
- **Joint City and County Senior Citizens Advisory Commission**
The commission recommends policies and programs to aid the City and County in meeting the needs and aspirations of senior citizens.
- **Linear Park, Inc.**
The corporation assists the City of Fayetteville in the financing, acquisition and improvement of Linear Park.
- **Metropolitan Housing Authority (FMHA)**
The FMHA board establishes administrative policies affecting the organization and conduct of the Authority and substantiates policies to be used as guidelines in carrying out the local housing program.

Boards, Committees and Commissions

- **Millennial Advisory Commission**
The commission advises City Council on issues relevant to the attraction, retention, and engagement of Fayetteville residents between the ages of nineteen and thirty-nine.
- **North Carolina Firemen’s Relief Fund Board of Trustees**
The Board of Trustees is responsible for oversight of the expenditure of funds derived from the provisions of State Statute 58-84-35.
- **Personnel Review Board**
The board hears post-termination appeals of regular full-time employees.
- **Public Arts Commission**
The commission reviews and comments on public art projects proposed or offered to the City of Fayetteville for placement on City-controlled property.

- **Stormwater Advisory Board**
The board provides guidance and advice to the City Council pertaining to the stormwater management program, including but not limited to, program activities, functions, systems, management and funding.
- **Wrecker Review Board**
The board reviews problems and hears appeals for any decision of the wrecker inspector.

For additional information, please contact the deputy city clerk by phone at 433-1312 or by email at boards@ci.fay.nc.us.

Applications are available on the City of Fayetteville’s website at www.fayettevillenc.gov

Boards, Committees and Commissions

Public Works Commission (PWC)

The City is authorized to provide water, sanitary sewer and electric services throughout Cumberland County. The Fayetteville Public Works Commission (PWC) was organized under provisions of the City Charter of 1905 to manage the utility systems. On June 29, 2016 the North Carolina Legislature repealed the portion of the City Charter that specifically and exclusively dealt with PWC and replaced it with an updated version that more clearly defined the roles and responsibilities of the PWC and the City.

While the City wholly owns the utility systems with most utility assets in the City's name, a four-member commission is responsible for operating the utility systems, and is empowered to establish policy, set rates, approve certain contracts, and appoint a general manager to administer the policies and manage the daily operations of the utility systems. Members are eligible to serve up to two four-year terms.

Under the June 29, 2016 update to the City Charter, the PWC operates as a public authority in its operation, control, and management of its systems and is subject to the Local Government Budget and Fiscal Control Act as a public authority. The commission has full authority over its budget and it is not subject to appropriation and authorization by the City. For financial reporting purposes, the PWC is reported as a component unit of the City.

The PWC provides electricity, water and sanitary sewer services to the residents of the city and surrounding urban areas. The City has had its own electric system since 1896, its own water system since 1890 and its own sanitary sewer system since 1906.

The PWC's electric system provides for the transmission and distribution of electrical energy purchased from Duke Energy Progress, Inc. (DEP). Under a 30-year agreement effective

July 1, 2012, DEP provides PWC's full power supply requirements with certain permitted exceptions to include PWC's ability to continue utilizing its Southeastern Power Association (SEPA) allocation. Charges for generating capacity and delivered energy are based on DEP's system average costs and monthly system coincident peak demand. PWC may terminate this agreement effective July 1, 2024 with prior written notice by December 31, 2019.

PWC and DEP also entered into a Power Sales Agreement to provide capacity and energy from the PWC's Butler Warner Generation Plant to DEP for the period July 1, 2012 through September 30, 2017. In April 2017, DEP and PWC amended the agreement to extend the original termination date to December 31, 2023, with no mutual termination terms. Under this agreement, PWC generates and delivers energy pursuant to scheduled energy requests from DEP. DEP provides the fuel to be used for the generation and pays PWC for capacity, variable operating and maintenance expenses, and start costs.

The Butler-Warner Generation Plant consists of eight gas turbine generators, six of which were converted in 1988 to a combined cycle steam mode. The plant's generating capacity is approximately 260 megawatts (MW).

The electric system is interconnected with DEP at three locations. SEPA power is received under a wheeling agreement through DEP's transmission system. PWC has a system of 369 conductor miles of radial operated 66 kilovolt (kV) sub-transmission circuits that interconnects 32 sub-transmission distribution substations and 1 industrial substation. Power is then distributed through approximately 2,300 overhead conductor miles and 1,115 underground cable miles of 25kV and 12kV distribution circuits to deliver power to approximately 82,000 customers. The highest

Boards, Committees and Commissions

peak demand of the PWC was 490.3 MW, occurring in February 2015. The total energy requirement for fiscal year 2016 was over 2,100,000 MW hours.

The PWC operates two water treatment plants with a combined daily treatment capacity of 50 million gallons. In fiscal year 2018, the system treated approximately 26.6 million gallons per day on average, with a peak day of 33 mgd. The overall system peak day of 42 million gallons occurred in 1999. The utility serves

approximately 87,800 water customers plus approximately 7,800 irrigation accounts through 1,400 miles of water mains. The PWC also operates two wastewater treatment plants with a combined treatment capacity of 46 million gallons per day. For calendar year 2018, the average combined discharge from both plants was 28.3 million gallons per day. Approximately 86,400 sewer customers are served through 1,300 miles of sanitary sewer mains and 80 sanitary sewer lift stations.

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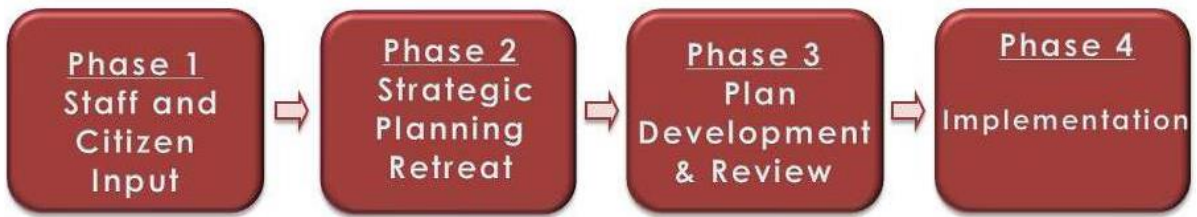
Policies and Goals

Strategic Plan and Performance Results

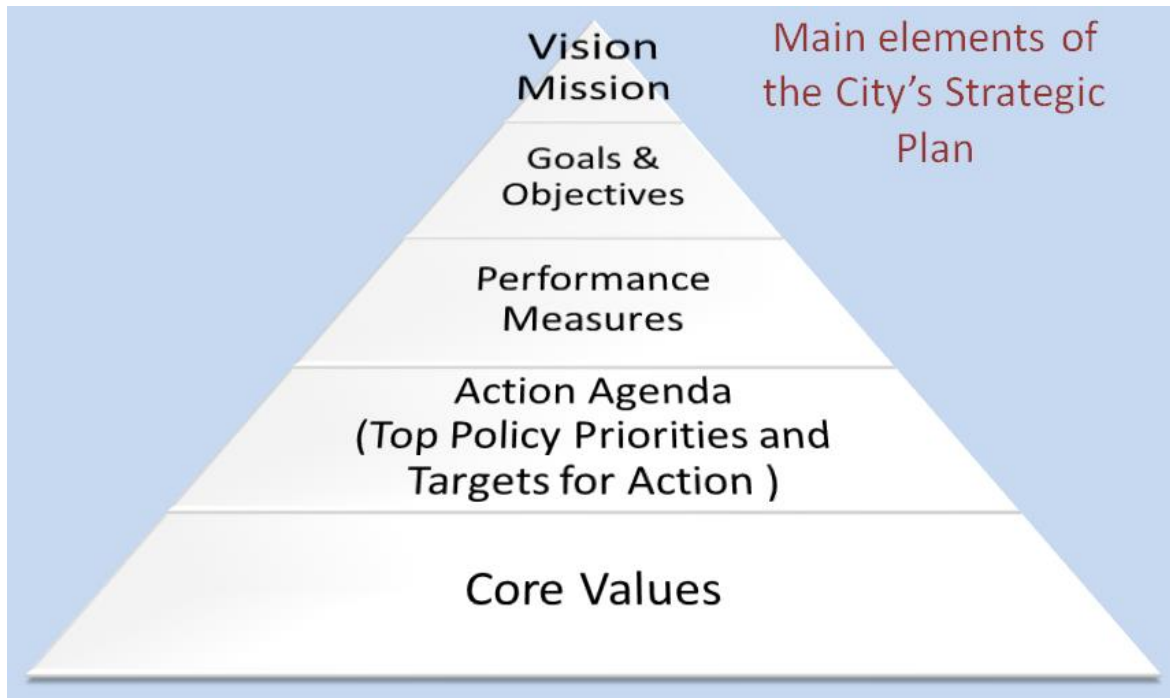
Strategic Planning Process and Framework

As the City of Fayetteville continues to grow and thrive, the City Council looks to chart a course with a strategic plan which articulates a vision for our community's future that will ensure vitality and sustainability. The City is guided by a comprehensive strategic planning process. The City Council meets annually to refine the items that comprise the City's strategic plan and to ensure that it is reflective of the changing needs of our growing community.

The strategic planning process consists of four key phases, starting with gathering input from the City's Senior Management Team (department directors) and citizens, followed by a City Council retreat. The input from these first two phases is used in the development of the strategic plan itself. The final phase of the plan is implementation.



The main elements of the City's strategic plan represent a commitment to serving the community: the **Vision** for the community; the organizational **Mission**; **Core Values**; **Five-Year Goals** that support the long-term vision for the City; **Performance Measures** that identify annual targets; and the **Action Agenda** which outlines annual Top Policy Priorities and respective action items, or Targets for Action (TFA), to advance progress toward the goals.



Strategic Plan and Performance Results

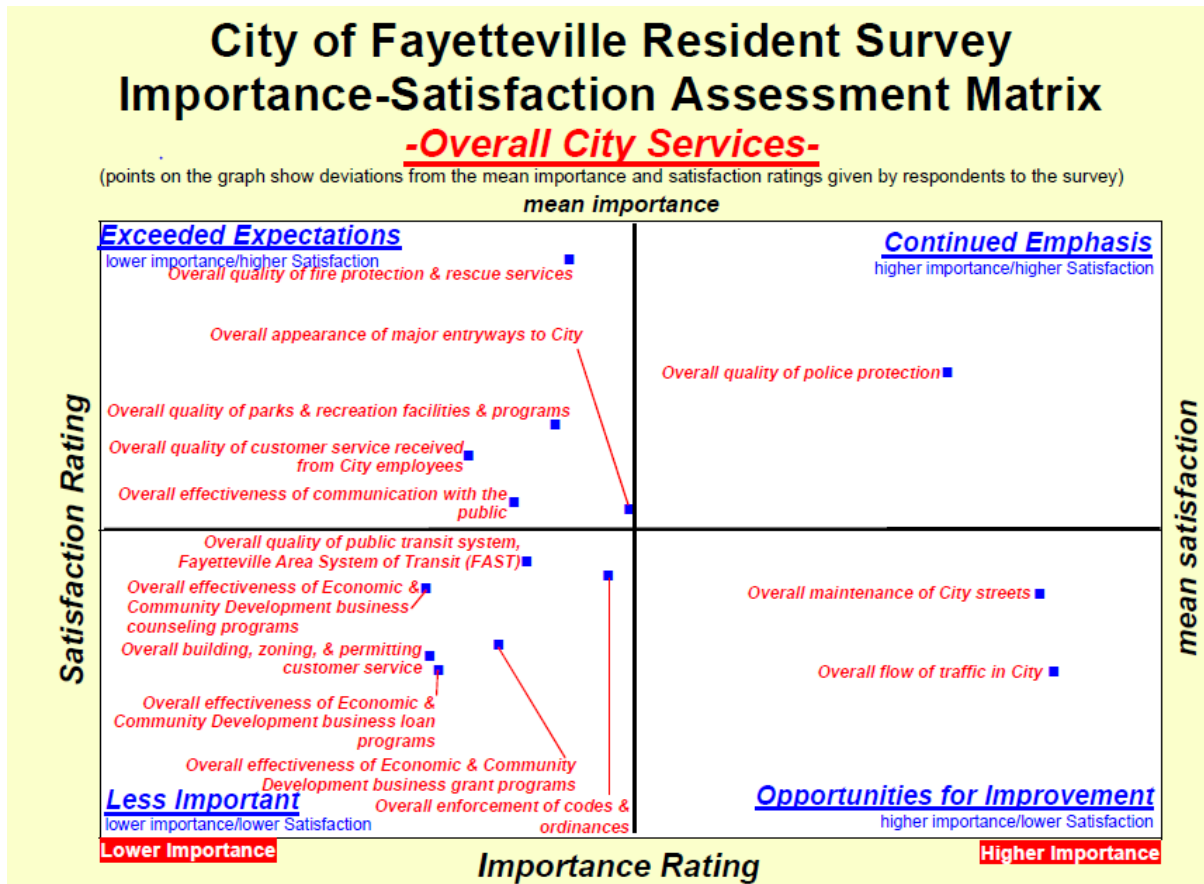
Citizen Engagement and Input

Citizen Survey

During the summer of 2018, a citizen satisfaction survey of a randomly selected sample of city residents was conducted.

Key Findings from the Citizen Survey included:

- Residents have a positive perception of the City
- Areas with highest satisfaction: Fire/rescue services, Parks and Recreation, and customer service
- In order to improve overall satisfaction with City services, the City of Fayetteville should emphasize the following areas:
 - Maintenance of city streets
 - Traffic flow

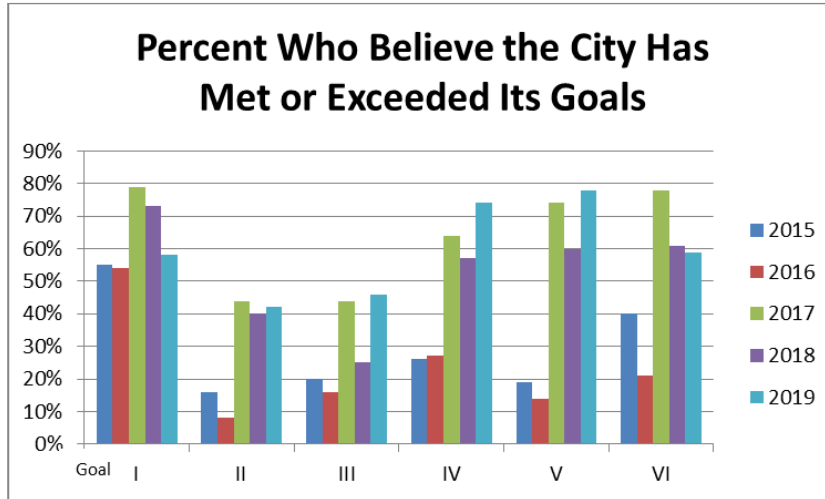


Strategic Plan and Performance Results

Café Conversations

The City held a Café Conversations event in January. More than 80 residents attended to provide feedback on the City's performance and input into the City's priorities moving forward.

The chart below illustrates trends in resident feedback from prior Café Conversation events concerning overall performance by goal areas.



Resident priorities for the coming year focus on:

- The perception of safety in the community
- Job creation and economic well-being
- Poverty and homelessness



Strategic Plan and Performance Results

Staff Engagement and Input

In November 2018, the City conducted an Employee Opinion Survey to obtain information to assist in decision making. The top and bottom ranking areas were:

Top Ranked Areas	Bottom Ranked Areas
<ul style="list-style-type: none"> • Customer Service • City Values • Overall job satisfaction • Understanding mission and goals 	<ul style="list-style-type: none"> • Communication • Pay • Handling poor performance • Appreciation

Other Major Findings

- Mean response scores decreased from 2016 scores on a majority of the statements
- Customer service, City goals, and City core values are high priorities for employees
- Employees are skeptical that survey results will be utilized to improve workplace conditions
- Professional development and job training scores exhibited a downward trend from 2016
- Overall employee satisfaction shows a significant decline in the 5-9 years of service demographic.

The Senior Management Team held a retreat in December 2018, to identify top priorities for the upcoming year. The main focus of discussion centered around the City Goals of Sustainable Organization and Citizen Engagement and Partnerships.

Sustainable Organization

- Organizational Development & Training
- Technology Shifts and Impact on Services
- Project Scope Creep
- Policy Direction and Communication

Citizen Engagement and Partnerships

- Community Partnerships

Strategic Plan Development

In February 2019, City Council met in a two-day planning retreat. The session included opportunities for Council to build upon ideas and interact in open conversation. The Council worked to confirm the City’s strategic planning framework, including the City’s Vision, Mission and Core Value statements. Council also identified the City’s five-year goals and the focused objectives for each of the goal areas. City Council considered performance gaps and the ongoing Targets for Action (TFA).

In addition to the critical ongoing TFA, Council identified new Targets For Action that the organization will focus on during the fiscal year. All ongoing and new TFA will be finalized and adopted with the fiscal year 2020 annual budget:

<ul style="list-style-type: none"> • Revitalization in the Murchison Road Corridor • Comprehensive Land Use Plan • Community Revitalization • Poverty Reduction Initiatives • Internship Program 	<ul style="list-style-type: none"> • Young Adult Engagement • Federal Railroad Administration Study • Broadband Infrastructure • Stormwater Infrastructure
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FY 2020 Strategic Plan

2029 Vision

An attractive, culturally diverse and inclusive city, that is safe, prosperous, innovative and unified.

Mission Statement

To provide quality and sustainable public services, where citizens thrive and businesses grow.

Core Values

We, the Mayor, City Council, Managers, Supervisors and Employees serve with

Responsibility
Ethics
Stewardship
Professionalism
Entrepreneurial Spirit
Commitment
Teamwork



to safeguard and enhance the public trust in City Government.

City Goals



Safe & Secure Community



Desirable Place to Live, Work and Recreate



Diverse & Viable Economy



Sustainable Organizational Capacity



High Quality Built Environment

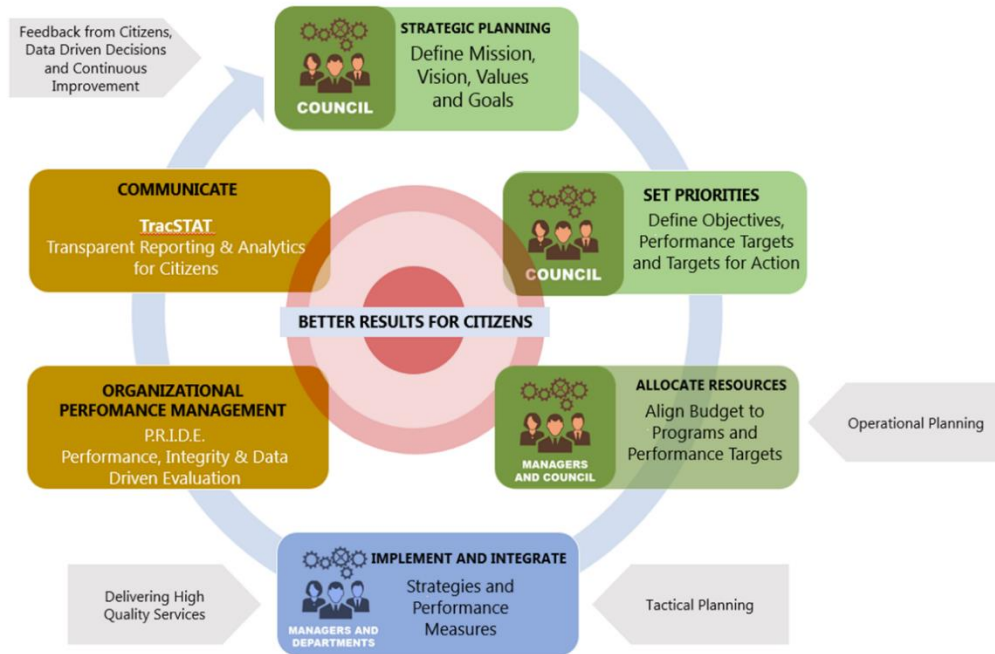


Citizen Engagement & Partnerships

Strategic Plan and Performance Results

Strategic Plan Implementation and Performance Results

The City’s strategic planning model aligns programs and spending with long-term goals. It is an organizational roadmap that also provides transparency and accountability for results.



City Council and staff will work to execute the City’s Strategic Plan and report progress throughout the fiscal year in TRACStat.

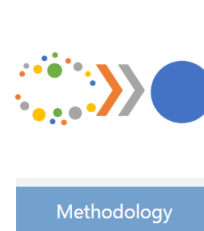
Transparent Reporting and Analytics for Citizens

TRACStat is the online resource for performance reporting for citizens to see how well the City is moving the needle on the City’s Goals.

TRACStat provides citizens the opportunity to dive into performance metrics, compare budgeted funding for departments and programs, and receive updates on important City projects.



<http://tracstat.fayettevillenc.gov>



Overview

The City of Fayetteville’s financial policies establish general guidelines for the fiscal management of the City. These guidelines, influenced by the North Carolina Local Government Budget and Fiscal Control Act and sound financial principles, provide the framework for budgetary and fiscal planning. Operating independently of changing circumstances and conditions, these policies assist the decision-making processes of the City Council and city administration.

Operating Budget

- By June 30, the City will annually adopt a balanced budget in which projected resources from revenues and other financing sources are equal to the total appropriation for expenditures and other financing uses. The budget provides an operational plan for the upcoming fiscal year.
- Current operating revenues will be sufficient to support current operating expenditures. Fund balance may be appropriated to fund capital purchases or non-recurring expenditures.
- The City will maintain a system of budgetary controls to ensure adherence to the budget.
- The City may maintain an appropriated contingency account. The contingency account will not exceed 5 percent of all other appropriations within the same fund. The City Manager must report any usage of contingency at the next Council Meeting.
- Debt or bond financing will not be used to finance current expenditures.

Accounting

- The City will establish and maintain an accounting system in accordance with the North Carolina Local Government Budget and Fiscal Control Act.
- An annual audit will be performed by an independent accounting firm in accordance with generally accepted accounting principles.

- Financial systems will be maintained to monitor revenues and expenditures on a continual basis.

Fund Balance

- The City’s fund balance policy provides guidelines for the preparation and execution of the annual budget to ensure that sufficient reserves are maintained in the General Fund for unanticipated expenditures or revenue shortfalls.
- Unassigned fund balance represents the resources available for future spending that have not been restricted or earmarked for any specific purpose.
- The fund balance policy adopted by City Council establishes a minimum General Fund unassigned fund balance of at least 10 percent of the succeeding year’s General Fund expenditure budget, excluding the budget for the County recreation program. The City’s target for unassigned fund balance, however, is at least 12 percent.
- In the event that the fund balance drops below the established minimum level, the City Council will develop a plan to replenish the fund balance to the established minimum level within two years.

Capital Improvement Funding & Debt

- Outstanding general obligation bonds will not exceed 8 percent of the assessed valuation of taxable property of the City.

Financial Policies

- Capital projects will be financed for a period not to exceed the expected useful life of the project.
- The City will maintain its financial condition in order to maintain minimum bond ratings of AA+ and Aa1 from two nationally recognized municipal debt rating services.
- The fiscal year 2020 budget dedicates an equivalent of 5.43 cents of the City's 49.95 cent ad valorem tax rate (10.9 percent) to the Capital Funding Plan (CFP). The CFP is used to manage funding for the repayment of principal and interest on general obligation debt, installment financing agreements and notes payable instruments for major capital improvements, and to cash fund major capital improvements when appropriate.
- Additionally, an equivalent of 1.42 cents of the 49.95 cent ad valorem tax rate (2.8 percent) is dedicated to funding parks and recreation improvement projects and debt service on \$35 million of general obligation bonds authorized by voters on the March, 2016 bond referendum.

Investments

- The City will monitor the receipt and disbursement of all funds to ensure the maximum investment of idle cash.
- The City will only invest in instruments that comply with the North Carolina Local Government Budget and Fiscal Control Act, and other instruments specifically permitted by law.



Budget Overview

Summary of Revenues and Expenditure Appropriations

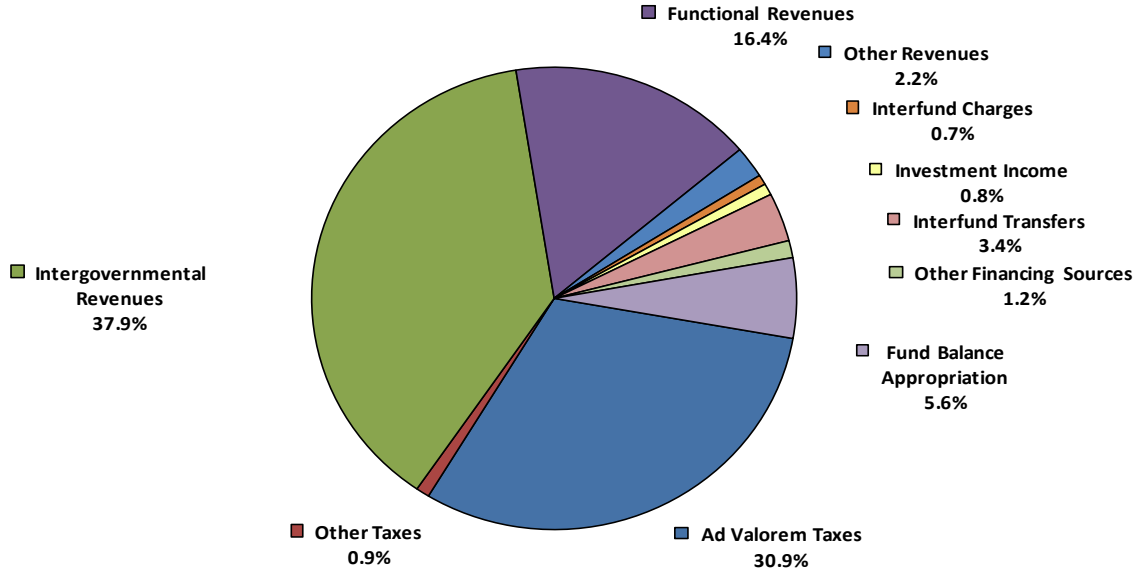
Funds Reported in Annual Budget Ordinance

	2017-18 Actual	2018-19 Original Budget	2019-20 Recommended Budget	2019-20 Adopted Budget
Ad Valorem Taxes	\$ 69,236,423	\$ 69,676,981	\$ 70,873,130	\$ 70,873,130
Other Taxes	1,939,571	1,932,590	2,022,965	2,022,965
Intergovernmental Revenues	81,113,102	85,066,257	87,183,794	87,182,245
Functional Revenues	28,200,233	36,491,214	38,748,730	37,622,781
Other Revenues	10,739,928	5,700,441	5,151,275	5,151,275
Interfund Charges	1,559,561	1,551,654	1,666,401	1,666,401
Investment Income	1,464,888	889,253	1,799,567	1,799,567
Interfund Transfers	6,189,073	6,158,955	7,119,476	7,783,199
Other Financing Sources	4,898,812	2,527,258	2,783,052	2,783,052
Fund Balance Appropriation	0	5,374,767	11,466,587	12,784,994
Total Revenues and Other Financing Source:	\$205,341,591	\$215,369,370	\$ 228,814,977	\$229,669,609
Personnel Services	\$108,889,885	\$114,040,369	\$ 117,925,816	\$118,198,255
Operating Expenditures	26,907,469	31,695,821	31,791,618	31,592,390
Contract Services	12,904,171	12,148,598	12,704,954	12,799,410
Capital Outlay	5,193,345	6,041,305	7,361,624	7,209,124
Transfers to Other Funds	23,855,366	21,118,910	30,034,328	31,803,014
Debt Service	10,434,430	13,267,093	13,776,271	13,704,847
Other Charges	13,068,678	17,057,274	15,220,366	14,362,569
Total Expenditures and Other Financing Use:	\$201,253,344	\$215,369,370	\$ 228,814,977	\$229,669,609

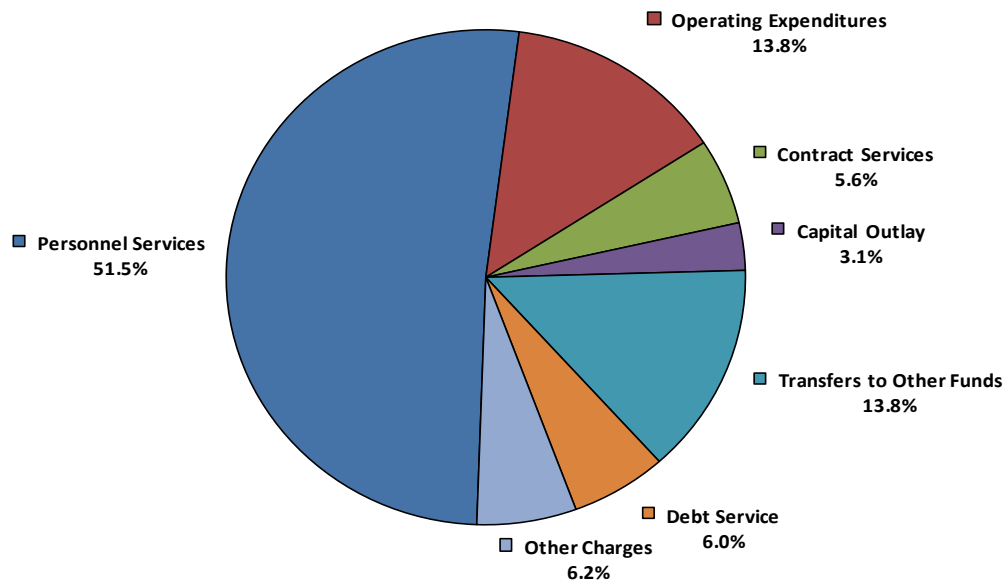
Summary of Revenues and Expenditure Appropriations

Funds Reported in Annual Budget Ordinance

2019-20 Adopted Budget Revenues and Other Financing Sources



2019-20 Recommended Budget Expenditures and Other Financing Uses



Summary of Revenues By Fund

Funds Reported in Annual Budget Ordinance

	2017-18 Actual	2018-19 Original Budget	2019-20 Recommended Budget	2019-20 Adopted Budget
General Fund				
Ad Valorem Taxes	\$ 69,052,253	\$ 69,483,243	\$ 70,650,564	\$ 70,650,564
Other Taxes	1,308,855	1,304,300	1,390,945	1,390,945
Intergovernmental Revenues	76,400,088	80,167,196	82,038,844	82,038,844
Functional Revenues	7,121,769	6,675,711	7,154,775	7,154,775
Other Revenues	8,364,955	2,916,728	3,099,739	3,099,739
Investment Income	924,465	422,425	1,293,200	1,293,200
Interfund Transfers	83,470	475,897	1,328,191	1,328,191
Other Financing Sources	3,673,812	2,527,258	2,783,052	2,783,052
Fund Balance Appropriation	0	5,033,560	4,060,022	4,234,195
Total Revenues and Other Financing Sources	\$ 166,929,667	\$ 169,006,318	\$ 173,799,332	\$ 173,973,505
Central Business Tax District Fund				
Ad Valorem Taxes	\$ 137,817	\$ 138,965	\$ 148,323	\$ 148,323
Investment Income	2,192	1,000	2,500	2,500
Interfund Transfers	139,274	139,274	139,274	139,274
Total Revenues and Other Financing Sources	\$ 279,283	\$ 279,239	\$ 290,097	\$ 290,097
Emergency Telephone System Fund				
Intergovernmental Revenues	\$ 799,302	\$ 891,636	\$ 921,527	\$ 919,978
Investment Income	11,188	3,704	7,667	7,667
Fund Balance Appropriation	0	220,655	153,001	154,550
Total Revenues and Other Financing Sources	\$ 810,490	\$ 1,115,995	\$ 1,082,195	\$ 1,082,195
Lake Valley Drive MSD Fund				
Ad Valorem Taxes	\$ 46,353	\$ 54,773	\$ 74,243	\$ 74,243
Investment Income	11	0	0	0
Fund Balance Appropriation	0	759	8,257	8,257
Total Revenues and Other Financing Sources	\$ 46,364	\$ 55,532	\$ 82,500	\$ 82,500
LEOSSA Fund				
Interfund Charges	\$ 1,559,561	\$ 1,551,654	\$ 1,666,401	\$ 1,666,401
Investment Income	67,957	42,600	80,200	80,200
Total Revenues and Other Financing Sources	\$ 1,627,518	\$ 1,594,254	\$ 1,746,601	\$ 1,746,601

Summary of Revenues By Fund

Funds Reported in Annual Budget Ordinance

	2017-18 Actual	2018-19 Original Budget	2019-20 Recommended Budget	2019-20 Adopted Budget
Parking Fund				
Functional Revenues	\$ 287,199	\$ 510,880	\$ 1,112,625	\$ 899,146
Other Revenues	6	0	0	0
Investment Income	730	0	0	0
Interfund Transfers	100,000	0	0	290,727
Total Revenues and Other Financing Sources	\$ 387,935	\$ 510,880	\$ 1,112,625	\$ 1,189,873
PWC Assessment Fund				
Other Revenues	\$ 2,086,287	\$ 2,647,200	\$ 1,883,500	\$ 1,883,500
Investment Income	302,552	388,800	334,700	334,700
Total Revenues and Other Financing Sources	\$ 2,388,839	\$ 3,036,000	\$ 2,218,200	\$ 2,218,200
Airport Fund				
Intergovernmental Revenues	\$ 211,792	\$ 110,400	\$ 109,500	\$ 109,500
Functional Revenues	4,671,065	4,917,212	4,913,963	4,913,963
Other Revenues	30,234	29,063	27,000	27,000
Investment Income	125,484	21,754	60,000	60,000
Fund Balance Appropriation	0	119,793	7,245,307	6,414,770
Total Revenues and Other Financing Sources	\$ 5,038,575	\$ 5,198,222	\$ 12,355,770	\$ 11,525,233
Environmental Services Fund				
Intergovernmental Revenues	\$ 444,840	\$ 454,758	\$ 460,697	\$ 460,697
Functional Revenues	6,833,667	11,824,260	12,854,615	11,942,145
Other Revenues	188,430	100,700	110,300	110,300
Investment Income	252	2,000	2,500	2,500
Interfund Transfers	2,023,967	811,679	586,553	959,549
Other Financing Sources	1,225,000	0	0	0
Fund Balance Appropriation	0	0	0	142,400
Total Revenues and Other Financing Sources	\$ 10,716,156	\$ 13,193,397	\$ 14,014,665	\$ 13,617,591
Stormwater Fund				
Intergovernmental Revenues	\$ 33,451	\$ 0	\$ 0	\$ 0
Functional Revenues	7,983,460	11,207,132	11,343,422	11,343,422
Other Revenues	43,248	0	0	0
Investment Income	30,038	6,970	18,800	18,800
Fund Balance Appropriation	0	0	0	1,830,822
Total Revenues and Other Financing Sources	\$ 8,090,197	\$ 11,214,102	\$ 11,362,222	\$ 13,193,044

Summary of Revenues By Fund

Funds Reported in Annual Budget Ordinance

	2017-18 Actual	2018-19 Original Budget	2019-20 Recommended Budget	2019-20 Adopted Budget
Transit Fund				
Other Taxes	\$ 630,716	\$ 628,290	\$ 632,020	\$ 632,020
Intergovernmental Revenues	3,223,629	3,442,267	3,653,226	3,653,226
Functional Revenues	1,303,073	1,356,019	1,369,330	1,369,330
Other Revenues	26,768	6,750	30,736	30,736
Investment Income	19	0	0	0
Interfund Transfers	3,842,362	4,732,105	5,065,458	5,065,458
Total Revenues and Other Financing Sources	\$ 9,026,567	\$ 10,165,431	\$ 10,750,770	\$ 10,750,770

Total Revenues and Other Financing Sources

Funds Reported in Annual Budget Ordinance	\$205,341,591	\$215,369,370	\$ 228,814,977	\$229,669,609
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Funds Reported in Internal Service Fund Financial Plan

	2017-18 Actual	2018-19 Original Budget	2019-20 Recommended Budget	2019-20 Adopted Budget
Fleet Maintenance Fund				
Interfund Charges	\$ 0	\$ 0	\$ 7,137,300	\$ 7,067,847
Total Revenues and Other Financing Sources	\$ 0	\$ 0	\$ 7,137,300	\$ 7,067,847
Risk Management Fund				
Other Revenues	\$ 595,917	\$ 228,750	\$ 200,000	\$ 200,000
Interfund Charges	15,933,757	18,188,871	19,009,449	19,009,449
Employee Benefit Contributions	3,486,391	4,043,000	4,177,000	4,177,000
Investment Income	267,124	127,700	224,250	224,250
Interfund Transfers	1,396,256	361,102	358,008	358,008
Fund Balance Appropriation	0	188,360	733,429	733,429
Total Revenues and Other Financing Sources	\$ 21,679,445	\$ 23,137,783	\$ 24,702,136	\$ 24,702,136

Summary of Expenditure Appropriations By Fund

	2017-18 Actual	2018-19 Original Budget	2019-20 Recommended Budget	2019-20 Adopted Budget
Funds Reported in Annual Budget Ordinance				
General Fund				
Community Investment	\$ 8,199,935	\$ 5,834,798	\$ 6,979,456	\$ 6,988,991
Operations	111,783,844	117,755,048	121,465,595	121,222,385
Support Services & Administration	14,177,101	16,381,708	16,367,531	16,245,720
Other Appropriations	28,716,779	29,034,764	28,986,750	29,516,409
Total General Fund	\$162,877,659	\$ 169,006,318	\$ 173,799,332	\$173,973,505
Central Business Tax District Fund	\$ 265,177	\$ 279,239	\$ 290,097	\$ 290,097
Emergency Telephone System Fund	\$ 1,021,442	\$ 1,115,995	\$ 1,082,195	\$ 1,082,195
Lake Valley Drive MSD Fund	\$ 51,531	\$ 55,532	\$ 82,500	\$ 82,500
LEOSSA Fund	\$ 866,326	\$ 1,594,254	\$ 1,746,601	\$ 1,746,601
Parking Fund	\$ 349,128	\$ 510,880	\$ 1,112,625	\$ 1,189,873
PWC Assessment Fund	\$ 2,388,839	\$ 3,036,000	\$ 2,218,200	\$ 2,218,200
Airport Fund	\$ 4,010,184	\$ 5,198,222	\$ 12,355,770	\$ 11,525,233
Environmental Services Fund	\$ 11,612,510	\$ 13,193,397	\$ 14,014,665	\$ 13,617,591
Stormwater Fund	\$ 8,683,841	\$ 11,214,102	\$ 11,362,222	\$ 13,193,044
Transit Fund	\$ 9,126,707	\$ 10,165,431	\$ 10,750,770	\$ 10,750,770
Total Annual Budget Ordinance	\$201,253,344	\$ 215,369,370	\$ 228,814,977	\$229,669,609
Funds Reported in Internal Service Fund Financial Plan				
Fleet Maintenance Fund	\$ 0	\$ 0	\$ 7,137,300	\$ 7,067,847
Risk Management Fund	\$ 19,469,852	\$ 23,137,783	\$ 24,702,136	\$ 24,702,136
Total Internal Service Fund Financial Plan	\$ 19,469,852	\$ 23,137,783	\$ 31,839,436	\$ 24,702,136
Subtotal All Funds	\$220,723,196	\$ 238,507,153	\$ 260,654,413	\$254,371,745
Less: Intrabudget Transfers	(7,490,929)	(6,520,057)	(7,477,484)	(8,141,207)
Less: Interfund Charges	(17,493,318)	(19,740,525)	(27,813,150)	(26,243,697)
Total All Funds	\$195,738,949	\$ 212,246,571	\$ 225,363,779	\$219,986,841

Intrabudget Transfers

	2017-18 Actual	2018-19 Original Budget	2019-20 Recommended Budget	2019-20 Adopted Budget
General Fund				
From Central Business Tax District Fund	\$ 31,939	\$ 33,104	\$ 36,965	\$ 36,965
From Lake Valley Drive MSD Fund	51,531	55,532	82,500	82,500
From Parking Fund	0	57,261	158,726	158,726
From Risk Management Fund	0	330,000	1,050,000	1,050,000
Total General Fund	\$ 83,470	\$ 475,897	\$ 1,328,191	\$ 1,328,191
Central Business Tax District Fund				
From General Fund	\$ 139,274	\$ 139,274	\$ 139,274	\$ 139,274
Total General Fund	\$ 139,274	\$ 139,274	\$ 139,274	\$ 139,274
LEOSSA Fund				
Interfund Charges	\$ 1,559,561	\$ 1,551,654	\$ 1,666,401	\$ 166,401
Total LEOSSA Fund	\$ 1,559,561	\$ 1,551,654	\$ 1,666,401	\$ 166,401
Parking Fund				
From General Fund	\$ 100,000	\$ 0	\$ 0	\$ 290,727
Total Parking Fund	\$ 100,000	\$ 0	\$ 0	\$ 290,727
Environmental Services Fund				
From General Fund	\$ 2,023,967	\$ 811,679	\$ 586,553	\$ 959,549
Total Environmental Services Fund	\$ 2,023,967	\$ 811,679	\$ 586,553	\$ 959,549
Transit Fund				
From General Fund	\$ 3,747,962	\$ 4,732,105	\$ 5,065,458	\$ 5,065,458
Total Transit Fund	\$ 3,747,962	\$ 4,732,105	\$ 5,065,458	\$ 5,065,458
Fleet Maintenance Fund				
Interfund Charges	\$ 0	\$ 0	\$ 7,137,300	\$ 7,067,847
Total Fleet Maintenance Fund	\$ 0	\$ 0	\$ 7,137,300	\$ 7,067,847
Risk Management Fund				
Interfund Charges	\$ 15,933,757	\$ 18,188,871	\$ 19,009,449	\$ 19,009,449
From General Fund	1,396,256	361,102	358,008	358,008
Total Risk Management Fund	\$ 17,330,013	\$ 18,549,973	\$ 19,367,457	\$ 19,367,457
Transfers from General Fund	\$ 7,407,459	\$ 6,044,160	\$ 6,149,293	\$ 6,813,016
Transfers from Other Funds	\$ 83,470	\$ 475,897	\$ 1,328,191	\$ 1,328,191
Interfund Charges	\$ 17,493,318	\$ 19,740,525	\$ 27,813,150	\$ 26,243,697
Total Intrabudget Transfers	\$ 24,984,247	\$ 26,260,582	\$ 35,290,634	\$ 34,384,904

FY2019-20 Expenditure Appropriations By Fund By Category

	Personnel Services	Operating Expenditures	Contract Services	Capital Outlay	Transfers to Other Funds	Debt Service	Other Charges	Total
Funds Reported in Annual Budget Ordinance								
General Fund	\$ 100,301,435	\$ 22,398,293	\$ 7,999,590	\$ 5,019,406	\$ 17,177,427	\$ 12,099,792	\$ 8,977,562	\$ 173,973,505
Central Business Tax District Fund	0	25,000	220,730	0	36,965	0	7,402	290,097
Emergency Telephone System Fund	99,974	775,426	71,577	135,218	0	0	0	1,082,195
Lake Valley Drive MSD Fund	0	0	0	0	82,500	0	0	82,500
LEOSSA Fund	1,132,400	0	0	0	0	0	614,201	1,746,601
Parking Fund	0	193,433	509,114	250,000	158,726	62,640	15,960	1,189,873
PWC Assessment Fund	0	0	0	0	0	0	2,218,200	2,218,200
Airport Fund	1,813,908	1,665,834	194,262	141,500	7,005,929	0	703,800	11,525,233
Environmental Services Fund	4,445,382	3,360,247	2,790,103	1,653,200	0	621,321	747,338	13,617,591
Stormwater Fund	3,315,526	928,015	645,442	0	7,002,267	921,094	380,700	13,193,044
Transit Fund	7,089,630	2,246,142	368,592	9,800	339,200	0	697,406	10,750,770
Total Annual Budget Ordinance	\$ 118,198,255	\$ 31,592,390	\$ 12,799,410	\$ 7,209,124	\$ 31,803,014	\$ 13,704,847	\$ 14,362,569	\$ 229,669,609
Funds Reported in Internal Service Fund Financial Plan								
Fleet Maintenance Fund	\$ 102,367	\$ 6,911,780	\$ 5,700	\$ 0	\$ 0	\$ 0	\$ 48,000	\$ 7,067,847
Risk Management Fund	467,010	22,767,424	303,782	0	1,050,000	0	113,920	24,702,136
Total Internal Service Fund Financial Plan	\$ 569,377	\$ 29,679,204	\$ 309,482	\$ 0	\$ 1,050,000	\$ 0	\$ 161,920	\$ 31,769,983
Total All Funds	\$ 118,767,632	\$ 61,271,594	\$ 13,108,892	\$ 7,209,124	\$ 32,853,014	\$ 13,704,847	\$ 14,524,489	\$ 261,439,592

Authorized Staffing by Fund

Authorized Regular Positions - Full-Time Equivalents	2017-18 Actual	2018-19 Original Budget	2019-20 Recommended Budget	2019-20 Adopted Budget
Funds Reported in Annual Budget Ordinance				
General Fund				
Community Investment	60.7	59.7	60.2	60.2
Operations	1,165.8	1,161.4	1,166.9	1,166.9
Support Services & Administration	109.0	110.9	111.5	110.5
Other Appropriations	0.2	0.2	0.2	0.2
Total General Fund	1,335.7	1,332.2	1,338.8	1,337.8
Airport Fund				
Operations	24.0	24.0	24.0	24.0
	24.0	24.0	24.0	24.0
Emergency Telephone System Fund				
Operations	0.2	1.2	1.2	1.2
	0.2	1.2	1.2	1.2
Environmental Services Fund				
Operations	75.3	74.8	74.8	74.8
	75.3	74.8	74.8	74.8
Stormwater Fund				
Operations	40.5	40.4	44.9	51.9
	40.5	40.4	44.9	51.9
Transit Fund				
Operations	125.0	124.0	122.0	122.0
	125.0	124.0	122.0	122.0
Total Annual Budget Ordinance	1,600.7	1,596.6	1,605.7	1,611.7
Funds Reported in Internal Service Fund Financial Plan				
Fleet Maintenance Fund				
Support Services & Administration	0.0	0.0	1.0	1.0
	0.0	0.0	1.0	1.0
Risk Management Fund				
Support Services & Administration	5.5	5.6	5.5	5.5
	5.5	5.6	5.5	5.5
Total Internal Service Fund Financial Plan	5.5	5.6	6.5	6.5
Multi-Year Special Revenue Funds *				
Federal and State Financial Assistance Fund				
Community Investment	10.3	9.3	11.8	11.8
Operations	2.0	1.0	1.0	1.0
	12.3	10.3	12.8	12.8
Total Multi-Year Special Revenue Funds	12.3	10.3	12.8	12.8
Multi-Year Capital Project Funds *				
Support Services & Administration	0.0	1.0	4.0	4.0
Total Multi-Year Capital Project Funds	0.0	1.0	4.0	4.0
Total All Funds *	1,618.5	1,613.5	1,629.0	1,635.0

* Special Revenue Funds and Capital Project Funds are appropriated in their respective ordinances and are not included in the annual budget ordinance or financial plans.

* Frozen (unfunded) positions are not included in FTE position counts above.

Authorized Staffing by Department

Authorized Regular Positions - Full-Time Equivalents	2017-18 Actual	2018-19 Original Budget	2019-20 Recommended Budget	2019-20 Adopted Budget
Community Investment				
Economic & Community Development	13.0	13.0	16.0	16.0
Development Services	54.0	53.0	53.0	53.0
Human Relations	4.0	3.0	3.0	3.0
	71.0	69.0	72.0	72.0
Operations				
Airport	24.0	24.0	24.0	24.0
Fire & Emergency Management	325.0	325.0	326.0	326.0
Parks, Recreation & Maintenance	162.0	162.0	164.0	164.0
Police	610.5	605.5	605.5	605.5
Public Services	186.3	186.3	193.3	200.3
Transit	125.0	124.0	122.0	122.0
	1,432.8	1,426.8	1,434.8	1,441.8
Support Services & Administration				
Budget and Evaluation	5.1	5.1	5.1	5.1
City Attorney's Office	9.0	9.0	9.0	8.0
City Manager's Office	17.9	18.9	21.9	21.9
Corporate Communications	9.5	9.5	9.0	9.0
Finance	25.0	26.0	27.0	27.0
Human Resource Development	18.0	18.0	18.0	18.0
Information Technology	27.0	28.0	29.0	29.0
Mayor, Council and City Clerk	3.0	3.0	3.0	3.0
	114.5	117.5	122.0	121.0
Other Appropriations	0.2	0.2	0.2	0.2
Total All Departments	1,618.5	1,613.5	1,629.0	1,635.0

* FTE position counts above include positions which are appropriated in Special Revenue Fund Project Ordinances and Capital Project Fund Ordinances and are not included in the annual budget ordinance or financial plans.

* Frozen (unfunded) positions are not included in FTE position counts above.



Fund Summaries

Fund Accounting

The accounts of the City of Fayetteville are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts comprised of assets, liabilities, fund balance, revenues and expenditures. Government resources are allocated to and accounted for in individual funds based on the purposes for which they are to be spent.

The various funds are grouped into two broad fund categories and several sub-fund types. All funds of the City are accounted for during the year on the modified accrual basis of accounting in accordance with North Carolina General Statutes. Please see page J-5 for a presentation of the basis of accounting for Governmental and Proprietary funds. The fund categories are summarized below.

Governmental Funds

Governmental funds are those used to account for the City's expendable financial resources and related liabilities, except those accounted for in proprietary and similar trust funds. The measurement focus is upon determination of changes in financial position, rather than upon net income. The following are the City's annually budgeted governmental funds:

- **General Fund** - The General Fund is the principal fund of the City of Fayetteville. This fund accounts for all financial transactions except those more appropriately recorded in another fund. This fund includes the majority of city services including police, fire, emergency communications, inspections, streets, parks, recreation and administrative functions. Revenues come from intergovernmental revenues, property taxes, user fees, permits and licenses, internal transfers and other sources of revenue.
- **Central Business Tax District Fund** - The Central Business Tax District Fund is used to account for taxes levied on properties in the downtown area. These funds are used for the promotion and economic redevelopment of the downtown area.
- **City of Fayetteville Finance Corporation** - The Finance Corporation acquires assets through the issuance of revenue bonds and then leases those assets to the City. Lease payments received from the City, as well as debt service related to the assets are recorded in this fund. There is no current activity for this fund.
- **Emergency Telephone System Fund** - The Emergency Telephone System Fund is a special revenue fund used to account for local proceeds from state-collected service charges on voice communication services, which are legally restricted to expenditures associated with providing enhanced 911 services.
- **LEOSSA Fund** - The Law Enforcement Officers Special Separation Allowance Fund is used to account for funds transferred from the General Fund to provide retirement benefits for retired police officers. Retired police officers that are eligible for this benefit receive a monthly allowance from this fund.
- **Lake Valley Drive MSD Fund** - The Lake Valley Drive MSD Fund was established in 2011 to account for taxes levied on properties in the Lake Valley Drive Municipal Service District. Tax proceeds are used to repay an interfund loan from the General Fund, which funded drainage improvements that benefited the properties in the municipal service district.

Fund Accounting

Governmental Funds, continued.

- **Public Works Commission (PWC) Assessment Fund** - The Public Works Commission Assessment Fund is used to account for water and sewer fees assessed by the City for its Public Works Commission (PWC), since the PWC does not have the power to assess residents. The revenue is committed to PWC.
- **Parking Fund** - The Parking Fund is used to account for revenues and expenditures associated with operating the City's parking lots and parking decks, and monitoring on- and off-street parking areas.

The City also utilizes multi-year governmental funds that are appropriated through specific project ordinances. While these funds are not included in the annual operating budget, planned transfers of funding for the projects are reflected in the expenditure budgets for various operating funds.

- **Capital Project Funds** - Capital Project Funds are multi-year funds that provide budgetary accountability for financial resources used for the acquisition or construction of major capital facilities, improvements, and equipment other than those financed and accounted for in proprietary funds. Principal resources for these activities include financing proceeds, transfers from other funds, and grants. The City has capital project funds for the following activities: general government; economic and physical development; public safety; recreation and culture; transportation; and bond improvements.
- **Federal and State Financial Assistance Fund** - The Federal and State Financial Assistance Fund is a multi-year special revenue fund used to account for proceeds from various sources that are legally restricted to expenditures associated with specific projects such as community development and public safety. Revenues in the fund include federal and state grants, forfeiture funds, and donations.

Proprietary Funds

Proprietary funds are used to account for activities that are similar to those often found in the private sector. Proprietary funds are separated into two categories: enterprise funds and internal service funds.

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 of providing goods or 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 revenues earned, expenses incurred and net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

Enterprise Funds, continued.

- **Airport Fund** - The Airport Fund is used to account for all revenues and expenses associated with operating the Fayetteville Regional Airport.
- **Environmental Services Fund** - The Environmental Services Fund used to account for all revenues and expenses associated with operating the City's residential garbage, yard waste and recycling programs.
- **Stormwater Fund** - The Stormwater Fund is used to account for all revenues and expenses associated with the proceeds of the stormwater fee which are restricted to providing stormwater maintenance, operations and infrastructure improvements.
- **Transit Fund** - The Transit Fund is used to account for all revenues and expenses associated with the local intra-city public transportation system operated by the City.

Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City, or to other governments on a cost reimbursement basis.

- **Fleet Maintenance Fund** – The Fleet Maintenance Fund is used to account for costs associated with operating a maintenance facility for automotive and other equipment used by all City departments. These costs are billed to the departments receiving services. Costs for acquisition of vehicles and equipment are funded in department operating budgets.
- **Risk Management Fund** - The Risk Management Fund is used to account for revenues and expenses associated with providing health, property, fleet and general liability, and workers' compensation coverage for the City.

Department/Fund Relationships

DEPARTMENTS	GOVERNMENTAL FUNDS							
	General Fund	Central Business Tax District	City Finance Corp.	Emergency Telephone System Fund	LEOSSA Fund	Lake Valley Dr. MSD Fund	Parking Fund	PWC Assessment Fund
Airport								
Budget and Evaluation	\$							
City Attorney's Office	\$							
City Manager's Office	\$							
Corporate Communications	\$							
Development Services	\$							
Economic & Community Development	\$	\$						
Finance	\$							
Fire and Emergency Management	\$							
Human Relations	\$							
Human Resources Development	\$							
Information Technology	\$							
Mayor, Council & City Clerk	\$							
Other Appropriations	\$		\$		\$	\$		\$
Parks, Recreation & Maintenance	\$							
Police	\$			\$				
Public Services	\$						\$	
Transit								

Department/Fund Relationships

DEPARTMENTS	PROPRIETARY FUNDS					
	ENTERPRISE FUNDS				INTERNAL SERVICE FUNDS	
	Airport Fund	Env Svcs Fund	Stormwater Fund	Transit Fund	Fleet Maint Fund	Risk Mgmt Fund
Airport	\$					
Budget and Evaluation						
City Attorney's Office						
City Manager's Office						
Corporate Communications						
Development Services						
Economic & Community Development						
Finance					\$	\$
Fire and Emergency Management						
Human Relations						
Human Resources Development						\$
Information Technology						
Mayor, Council & City Clerk						
Other Appropriations						
Parks, Recreation & Maintenance						
Police						
Public Services		\$	\$			
Transit				\$		

General Fund Summary

	2017-18 Actual	2018-19 Original Budget	2018-19 Estimate	2019-20 Recommended Budget	2019-20 Adopted Budget
Revenues					
Ad Valorem Taxes					
Current Year Taxes	\$ 68,415,952	\$ 68,864,043	\$ 69,401,510	\$ 69,987,564	\$ 69,987,564
Prior Years Taxes	402,133	402,300	450,100	441,000	441,000
Penalties & Interest	234,168	216,900	221,700	222,000	222,000
	\$ 69,052,253	\$ 69,483,243	\$ 70,073,310	\$ 70,650,564	\$ 70,650,564
Other Taxes					
Vehicle License Tax	\$ 630,565	\$ 628,790	\$ 638,685	\$ 637,900	\$ 637,900
Privilege License Tax	25,831	18,030	18,925	18,925	18,925
Vehicle Gross Receipts	652,459	657,480	734,120	734,120	734,120
	\$ 1,308,855	\$ 1,304,300	\$ 1,391,730	\$ 1,390,945	\$ 1,390,945
Intergovernmental Revenues					
Federal	\$ 1,242,346	\$ 289,456	\$ 817,309	\$ 203,765	\$ 203,765
State					
Sales Taxes	41,189,439	42,618,815	42,805,423	44,372,275	44,372,275
Utility Taxes	13,596,188	13,257,500	13,542,900	13,565,900	13,565,900
Street Aid (Powell Bill)	5,344,397	5,284,640	5,249,417	5,196,602	5,196,602
Other	1,301,739	1,065,047	1,217,525	1,051,723	1,051,723
Local					
PWC Payment In Lieu of Tax	10,428,117	10,938,255	10,938,255	11,098,087	11,098,087
PWC - Other	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Other	2,097,862	5,513,483	4,570,466	5,350,492	5,350,492
	\$ 76,400,088	\$ 80,167,196	\$ 80,341,295	\$ 82,038,844	\$ 82,038,844
Functional Revenues					
Permits and Fees	\$ 2,686,636	\$ 1,947,600	\$ 2,043,405	\$ 2,302,324	\$ 2,302,324
Property Leases	569,587	564,669	605,540	480,547	480,547
Public Services Fees	393,151	461,700	396,710	428,124	428,124
Development Services Fees	68,810	48,750	54,650	65,500	65,500
Public Safety Services	1,226,804	1,112,708	1,223,605	1,274,201	1,274,201
Parks & Recreation Fees	1,832,803	2,159,858	1,941,756	2,228,723	2,228,723
Other Fees and Services	343,978	380,426	370,896	375,356	375,356
	\$ 7,121,769	\$ 6,675,711	\$ 6,636,562	\$ 7,154,775	\$ 7,154,775
Other Revenues					
Refunds & Sundry	\$ 337,127	\$ 307,891	\$ 514,224	\$ 310,139	\$ 310,139
Indirect Cost Allocation	2,326,081	2,368,300	2,394,000	2,512,000	2,512,000
Special Use Assessments	131,188	117,450	103,000	102,700	102,700
Sale of Assets & Materials	5,570,559	123,087	207,400	174,900	174,900
	\$ 8,364,955	\$ 2,916,728	\$ 3,218,624	\$ 3,099,739	\$ 3,099,739
Investment Income	\$ 924,465	\$ 422,425	\$ 1,293,275	\$ 1,293,200	\$ 1,293,200
Other Financing Sources					
Interfund Transfers	\$ 83,470	\$ 475,897	\$ 2,395,062	\$ 1,328,191	\$ 1,328,191
Proceeds from Loans	3,673,812	2,527,258	5,058,997	2,783,052	2,783,052
	\$ 3,757,282	\$ 3,003,155	\$ 7,454,059	\$ 4,111,243	\$ 4,111,243
Fund Balance Appropriation	\$ 0	\$ 5,033,560	\$ 0	\$ 4,060,022	\$ 4,234,195
Total Revenues and Other Financing Sources	\$ 166,929,667	\$ 169,006,318	\$ 170,408,855	\$ 173,799,332	\$ 173,973,505

General Fund Summary

	2017-18 Actual	2018-19 Original Budget	2018-19 Estimate	2019-20 Recommended Budget	2019-20 Adopted Budget
Expenditures					
Personnel Services	\$ 93,929,191	\$ 97,750,741	\$ 97,235,146	\$ 100,421,694	\$ 100,301,435
Operating Expenditures	19,135,988	22,959,626	22,860,426	22,644,826	22,398,293
Contract Services	8,899,055	7,845,567	7,790,090	7,999,590	7,999,590
Capital Outlay	3,685,052	4,133,465	7,403,626	5,019,406	5,019,406
Transfers to Other Funds	19,916,445	15,672,081	22,626,997	16,513,704	17,177,427
Debt Service	9,016,449	11,490,962	13,771,387	12,233,856	12,099,792
Other Charges	8,295,479	9,153,876	8,628,920	8,966,256	8,977,562
Total Expenditures and Other Financing Uses	\$ 162,877,659	\$ 169,006,318	\$ 180,316,592	\$ 173,799,332	\$ 173,973,505
Expenditures By Function					
Community Investment					
Economic & Community Development	\$ 4,003,555	\$ 965,175	\$ 1,192,384	\$ 2,171,054	\$ 2,181,054
Development Services	3,848,739	4,523,718	4,263,740	4,462,456	4,461,991
Human Relations	347,641	345,905	362,361	345,946	345,946
	\$ 8,199,935	\$ 5,834,798	\$ 5,818,485	\$ 6,979,456	\$ 6,988,991
Operations					
Fire & Emergency Management	\$ 26,928,016	\$ 29,305,622	\$ 31,556,310	\$ 29,533,510	\$ 29,471,704
Parks, Recreation & Maintenance	17,234,717	20,859,558	21,163,583	21,390,299	21,380,693
Police	50,848,132	53,583,702	54,778,416	54,646,309	54,478,979
Public Services	16,772,979	14,006,166	14,347,778	15,895,477	15,891,009
	\$ 111,783,844	\$ 117,755,048	\$ 121,846,087	\$ 121,465,595	\$ 121,222,385
Support Services & Administration					
Budget and Evaluation	\$ 480,600	\$ 491,621	\$ 505,201	\$ 502,169	\$ 502,169
Corporate Communications	885,117	930,602	944,184	920,394	920,374
City Manager's Office	2,142,466	2,383,249	2,226,520	2,269,670	2,269,665
City Attorney's Office	1,359,344	1,431,891	1,496,395	1,455,459	1,333,700
Finance	2,218,534	2,934,495	2,621,330	2,539,020	2,539,020
Human Resource Development	1,121,927	1,248,119	1,286,128	1,279,492	1,279,492
Information Technology	5,053,498	6,156,900	6,564,795	6,320,406	6,320,379
Mayor, Council & City Clerk	915,615	804,831	754,062	1,080,921	1,080,921
	\$ 14,177,101	\$ 16,381,708	\$ 16,398,615	\$ 16,367,531	\$ 16,245,720
Other Appropriations	\$ 28,716,779	\$ 29,034,764	\$ 36,253,405	\$ 28,986,750	\$ 29,516,409
Total Expenditures and Other Financing Uses	\$ 162,877,659	\$ 169,006,318	\$ 180,316,592	\$ 173,799,332	\$ 173,973,505

Central Business Tax District Fund Summary

	2017-18 Actual	2018-19 Original Budget	2018-19 Estimate	2019-20 Recommended Budget	2019-20 Adopted Budget
<u>Revenues</u>					
Ad Valorem Taxes					
Current Year Taxes	\$ 137,066	\$ 138,260	\$ 145,110	\$ 147,708	\$ 147,708
Prior Years Taxes	239	205	127	115	115
Penalties & Interest	512	500	500	500	500
	\$ 137,817	\$ 138,965	\$ 145,737	\$ 148,323	\$ 148,323
Investment Income	\$ 2,192	\$ 1,000	\$ 2,500	\$ 2,500	\$ 2,500
Other Financing Sources					
Interfund Transfers	\$ 139,274	\$ 139,274	\$ 139,274	\$ 139,274	\$ 139,274
	\$ 139,274	\$ 139,274	\$ 139,274	\$ 139,274	\$ 139,274
Total Revenues and Other Financing Sources	\$ 279,283	\$ 279,239	\$ 287,511	\$ 290,097	\$ 290,097
<u>Expenditures</u>					
Personnel Services	\$ 2,972	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenditures	25,000	25,000	25,000	25,000	25,000
Contract Services	200,236	220,730	220,730	220,730	220,730
Capital Outlay	5,000	0	0	0	-
Transfers to Other Funds	31,939	33,104	34,801	36,965	36,965
Debt Service	0	0	0	0	0
Other Charges	30	405	30	7,402	7,402
Total Expenditures and Other Financing Uses	\$ 265,177	\$ 279,239	\$ 280,561	\$ 290,097	\$ 290,097
<u>Expenditures By Function</u>					
Community Investment					
Economic & Community Development	\$ 265,177	\$ 279,239	\$ 280,561	\$ 290,097	\$ 290,097
	\$ 265,177	\$ 279,239	\$ 280,561	\$ 290,097	\$ 290,097
Total Expenditures and Other Financing Uses	\$ 265,177	\$ 279,239	\$ 280,561	\$ 290,097	\$ 290,097

Emergency Telephone System Fund Summary

	2017-18 Actual	2018-19 Original Budget	2018-19 Estimate	2019-20 Recommended Budget	2019-20 Adopted Budget
<u>Revenues</u>					
Intergovernmental Revenues					
State - E911 Tax	\$ 799,302	\$ 891,636	\$ 891,636	\$ 921,527	\$ 919,978
	\$ 799,302	\$ 891,636	\$ 891,636	\$ 921,527	\$ 919,978
Investment Income	\$ 11,188	\$ 3,704	\$ 9,073	\$ 7,667	\$ 7,667
Other Financing Sources					
Interfund Transfers	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Fund Balance Appropriation	\$ 0	\$ 220,655	\$ 0	\$ 153,001	\$ 154,550
Total Revenues and Other Financing Sources	\$ 810,490	\$ 1,115,995	\$ 900,709	\$ 1,082,195	\$ 1,082,195
<u>Expenditures</u>					
Personnel Services	\$ 30,732	\$ 95,645	\$ 55,511	\$ 99,974	\$ 99,974
Operating Expenditures	787,522	771,425	797,904	775,426	775,426
Contract Services	105,817	151,554	65,502	71,577	71,577
Capital Outlay	0	0	0	135,218	135,218
Transfers to Other Funds	0	0	0	0	0
Debt Service	97,371	97,371	97,371	0	0
Other Charges	0	0	0	0	0
Total Expenditures and Other Financing Uses	\$ 1,021,442	\$ 1,115,995	\$ 1,016,288	\$ 1,082,195	\$ 1,082,195
<u>Expenditures By Function</u>					
Operations					
Police	\$ 1,021,442	\$ 1,115,995	\$ 1,016,288	\$ 1,082,195	\$ 1,082,195
	\$ 1,021,442	\$ 1,115,995	\$ 1,016,288	\$ 1,082,195	\$ 1,082,195
Total Expenditures and Other Financing Uses	\$ 1,021,442	\$ 1,115,995	\$ 1,016,288	\$ 1,082,195	\$ 1,082,195

Lake Valley Drive MSD Fund Summary

	2017-18 Actual	2018-19 Original Budget	2018-19 Estimate	2019-20 Recommended Budget	2019-20 Adopted Budget
<u>Revenues</u>					
Ad Valorem Taxes					
Current Year Taxes	\$ 46,134	\$ 54,773	\$ 62,799	\$ 74,243	\$ 74,243
Prior Years Taxes	0	0	0	0	0
Penalties & Interest	219	0	0	0	0
	\$ 46,353	\$ 54,773	\$ 62,799	\$ 74,243	\$ 74,243
Investment Income	\$ 11	\$ 0	\$ 0	\$ 0	\$ 0
Fund Balance Appropriation	\$ 0	\$ 759	\$ 0	\$ 8,257	\$ 8,257
Total Revenues and Other Financing Sources	\$ 46,364	\$ 55,532	\$ 62,799	\$ 82,500	\$ 82,500
<u>Expenditures</u>					
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenditures	0	0	0	0	0
Contract Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	51,531	55,532	54,773	82,500	82,500
Debt Service	0	0	0	0	0
Other Charges	0	0	0	0	0
Total Expenditures and Other Financing Uses	\$ 51,531	\$ 55,532	\$ 54,773	\$ 82,500	\$ 82,500
<u>Expenditures By Function</u>					
Other Appropriations	\$ 51,531	\$ 55,532	\$ 54,773	\$ 82,500	\$ 82,500
Total Expenditures and Other Financing Uses	\$ 51,531	\$ 55,532	\$ 54,773	\$ 82,500	\$ 82,500

LEOSSA Fund Summary

	2017-18 Actual	2018-19 Original Budget	2018-19 Estimate	2019-20 Recommended Budget	2019-20 Adopted Budget
<u>Revenues</u>					
Interfund Charges					
Employee Benefits	\$ 1,559,561	\$ 1,551,654	\$ 1,646,300	\$ 1,666,401	\$ 1,666,401
	\$ 1,559,561	\$ 1,551,654	\$ 1,646,300	\$ 1,666,401	\$ 1,666,401
Investment Income	\$ 67,957	\$ 42,600	\$ 72,000	\$ 80,200	\$ 80,200
Total Revenues and Other Financing Sources	\$ 1,627,518	\$ 1,594,254	\$ 1,718,300	\$ 1,746,601	\$ 1,746,601
<u>Expenditures</u>					
Personnel Services	\$ 866,326	\$ 1,075,486	\$ 1,034,900	\$ 1,132,400	\$ 1,132,400
Operating Expenditures	0	0	0	0	0
Contract Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	0	518,768	0	614,201	614,201
Total Expenditures and Other Financing Uses	\$ 866,326	\$ 1,594,254	\$ 1,034,900	\$ 1,746,601	\$ 1,746,601
<u>Expenditures By Function</u>					
Other Appropriations	\$ 866,326	\$ 1,594,254	\$ 1,034,900	\$ 1,746,601	\$ 1,746,601
Total Expenditures and Other Financing Uses	\$ 866,326	\$ 1,594,254	\$ 1,034,900	\$ 1,746,601	\$ 1,746,601

Parking Fund Summary

	2017-18 Actual	2018-19 Original Budget	2018-19 Estimate	2019-20 Recommended Budget	2019-20 Adopted Budget
Revenues					
Functional Revenues					
Parking Fees	\$ 128,788	\$ 345,033	\$ 221,520	\$ 962,599	\$ 715,012
Parking Violations	119,025	111,145	91,890	103,875	137,983
Other Fees & Services	39,386	54,702	35,640	46,151	46,151
	\$ 287,199	\$ 510,880	\$ 349,050	\$ 1,112,625	\$ 899,146
Other Revenues					
Refunds & Sundry	\$ 6	\$ 0	\$ 0	\$ 0	\$ 0
Sale of Assets & Materials	0	0	0	0	0
	\$ 6	\$ 0	\$ 0	\$ 0	\$ 0
Investment Income	\$ 730	\$ 0	\$ 0	\$ 0	\$ 0
Other Financing Sources					
Interfund Transfers	\$ 100,000	\$ 0	\$ 71,808	\$ 0	\$ 290,727
	\$ 100,000	\$ 0	\$ 71,808	\$ 0	\$ 290,727
Total Revenues and Other Financing Sources	\$ 387,935	\$ 510,880	\$ 420,858	\$ 1,112,625	\$ 1,189,873
Expenditures					
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenditures	74,346	130,603	111,954	179,033	193,433
Contract Services	274,782	311,719	308,404	415,997	509,114
Capital Outlay	0	0	0	290,000	250,000
Transfers to Other Funds	0	57,261	0	158,726	158,726
Debt Service	0	0	0	0	62,640
Other Charges	0	11,297	500	68,869	15,960
Total Expenditures and Other	\$ 349,128	\$ 510,880	\$ 420,858	\$ 1,112,625	\$ 1,189,873
Expenditures By Function					
Operations					
Public Services	\$ 349,128	\$ 510,880	\$ 420,858	\$ 1,112,625	\$ 1,189,873
	\$ 349,128	\$ 510,880	\$ 420,858	\$ 1,112,625	\$ 1,189,873
Total Expenditures and Other Financing Uses	\$ 349,128	\$ 510,880	\$ 420,858	\$ 1,112,625	\$ 1,189,873

PWC Assessment Fund Summary

	2017-18 Actual	2018-19 Original Budget	2018-19 Estimate	2019-20 Recommended Budget	2019-20 Adopted Budget
<u>Revenues</u>					
Other Revenues					
Special Use Assessments	\$ 2,086,287	\$ 2,647,200	\$ 1,611,600	\$ 1,883,500	\$ 1,883,500
	\$ 2,086,287	\$ 2,647,200	\$ 1,611,600	\$ 1,883,500	\$ 1,883,500
Investment Income	\$ 302,552	\$ 388,800	\$ 255,200	\$ 334,700	\$ 334,700
Total Revenues and Other Financing Sources	\$ 2,388,839	\$ 3,036,000	\$ 1,866,800	\$ 2,218,200	\$ 2,218,200
<u>Expenditures</u>					
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenditures	0	0	0	0	0
Contract Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	2,388,839	3,036,000	1,866,800	2,218,200	2,218,200
Total Expenditures and Other Financing Uses	\$ 2,388,839	\$ 3,036,000	\$ 1,866,800	\$ 2,218,200	\$ 2,218,200
<u>Expenditures By Function</u>					
Other Appropriations	\$ 2,388,839	\$ 3,036,000	\$ 1,866,800	\$ 2,218,200	\$ 2,218,200
Total Expenditures and Other Financing Uses	\$ 2,388,839	\$ 3,036,000	\$ 1,866,800	\$ 2,218,200	\$ 2,218,200

Airport Fund Summary

	2017-18 Actual	2018-19 Original Budget	2018-19 Estimate	2019-20 Recommended Budget	2019-20 Adopted Budget
Revenues					
Intergovernmental Revenues					
Federal	\$ 185,766	\$ 110,400	\$ 109,500	\$ 109,500	\$ 109,500
State	26,026	0	0	0	0
	\$ 211,792	\$ 110,400	\$ 109,500	\$ 109,500	\$ 109,500
Functional Revenues					
Property Leases	\$ 2,568,966	\$ 2,769,839	\$ 2,831,400	\$ 2,651,300	\$ 2,651,300
Franchise Fees	1,400,600	1,409,689	1,682,240	1,565,140	1,565,140
Landing Fees	321,926	346,336	341,700	308,200	308,200
Public Safety Reimbursements	196,752	209,115	209,115	209,115	209,115
Other Fees & Services	182,821	182,233	182,408	180,208	180,208
	\$ 4,671,065	\$ 4,917,212	\$ 5,246,863	\$ 4,913,963	\$ 4,913,963
Other Revenues					
Refunds & Sundry	\$ 30,146	\$ 28,975	\$ 32,400	\$ 27,000	\$ 27,000
Sale of Assets & Materials	88	88	0	0	0
	\$ 30,234	\$ 29,063	\$ 32,400	\$ 27,000	\$ 27,000
Investment Income	\$ 125,484	\$ 21,754	\$ 120,000	\$ 60,000	\$ 60,000
Other Financing Sources					
Interfund Transfers	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Fund Balance Appropriation	\$ 0	\$ 119,793	\$ 0	\$ 7,245,307	\$ 6,414,770
Total Revenues and Other Financing Sources	\$ 5,038,575	\$ 5,198,222	\$ 5,508,763	\$ 12,355,770	\$ 11,525,233
Expenditures					
Personnel Services	\$ 1,631,089	\$ 1,785,357	\$ 1,687,968	\$ 1,813,908	\$ 1,813,908
Operating Expenditures	1,154,491	1,481,298	1,388,277	1,665,834	1,665,834
Contract Services	182,563	117,467	189,298	194,262	194,262
Capital Outlay	364,460	100,000	187,068	141,500	141,500
Transfers to Other Funds	0	1,010,000	2,853,912	7,836,466	7,005,929
Debt Service	0	0	0	0	0
Other Charges	677,581	704,100	687,400	703,800	703,800
Total Expenditures and Other Financing Uses	\$ 4,010,184	\$ 5,198,222	\$ 6,993,923	\$ 12,355,770	\$ 11,525,233
Expenditures By Function					
Operations					
Airport	\$ 4,010,184	\$ 5,198,222	\$ 6,993,923	\$ 12,355,770	\$ 11,525,233
	\$ 4,010,184	\$ 5,198,222	\$ 6,993,923	\$ 12,355,770	\$ 11,525,233
Total Expenditures and Other Financing Uses	\$ 4,010,184	\$ 5,198,222	\$ 6,993,923	\$ 12,355,770	\$ 11,525,233

Environmental Services Fund Summary

	2017-18 Actual	2018-19 Original Budget	2018-19 Estimate	2019-20 Recommended Budget	2019-20 Adopted Budget
<u>Revenues</u>					
Intergovernmental Revenues					
Federal	\$ 0	\$ 0	\$ 2,186,061	\$ 0	\$ 0
State	138,670	148,133	881,459	152,772	152,772
Local	306,170	306,625	307,045	307,925	307,925
	\$ 444,840	\$ 454,758	\$ 3,374,565	\$ 460,697	\$ 460,697
Functional Revenues					
Residential Solid Waste Fees	\$ 6,583,394	\$ 11,586,418	\$ 11,614,750	\$ 12,612,870	\$ 11,700,400
Property Leases	204,189	201,286	203,670	202,289	202,289
Other Fees & Services	46,084	36,556	47,025	39,456	39,456
	\$ 6,833,667	\$ 11,824,260	\$ 11,865,445	\$ 12,854,615	\$ 11,942,145
Other Revenues					
Refunds & Sundry	\$ 18,232	\$ 0	\$ 787	\$ 0	\$ 0
Sale of Assets & Materials	170,198	100,700	42,600	110,300	110,300
	\$ 188,430	\$ 100,700	\$ 43,387	\$ 110,300	\$ 110,300
Investment Income	\$ 252	\$ 2,000	\$ 8,000	\$ 2,500	\$ 2,500
Other Financing Sources					
Interfund Transfers	\$ 2,023,967	\$ 811,679	\$ 784,130	\$ 586,553	\$ 959,549
Proceeds from Loans	1,225,000	0	0	0	0
	\$ 3,248,967	\$ 811,679	\$ 784,130	\$ 586,553	\$ 959,549
Fund Balance Appropriation	\$ 0	\$ 0	\$ 0	\$ 0	\$ 142,400
Total Revenues and Other Financing Sources	\$ 10,716,156	\$ 13,193,397	\$ 16,075,527	\$ 14,014,665	\$ 13,617,591
<u>Expenditures</u>					
Personnel Services	\$ 4,059,909	\$ 4,168,811	\$ 4,138,982	\$ 4,445,382	\$ 4,445,382
Operating Expenditures	2,966,877	3,135,199	3,339,209	3,380,335	3,360,247
Contract Services	2,396,375	2,611,994	5,248,933	2,790,103	2,790,103
Capital Outlay	1,081,100	1,790,160	2,022,082	1,653,200	1,653,200
Transfers to Other Funds	0	0	0	0	0
Debt Service	407,525	761,679	761,003	621,321	621,321
Other Charges	700,724	725,554	726,091	1,124,324	747,338
Total Expenditures and Other Financing Uses	\$ 11,612,510	\$ 13,193,397	\$ 16,236,300	\$ 14,014,665	\$ 13,617,591
<u>Expenditures By Function</u>					
Operations					
Public Services	\$ 11,612,510	\$ 13,193,397	\$ 16,236,300	\$ 14,014,665	\$ 13,617,591
	\$ 11,612,510	\$ 13,193,397	\$ 16,236,300	\$ 14,014,665	\$ 13,617,591
Total Expenditures and Other Financing Uses	\$ 11,612,510	\$ 13,193,397	\$ 16,236,300	\$ 14,014,665	\$ 13,617,591

Stormwater Fund Summary

	2017-18 Actual	2018-19 Original Budget	2018-19 Estimate	2019-20 Recommended Budget	2019-20 Adopted Budget
Revenues					
Intergovernmental Revenues					
Federal	\$ 25,089	\$ 0	\$ 40,362	\$ 0	\$ 0
State	8,362	0	13,454	0	0
	\$ 33,451	\$ 0	\$ 53,816	\$ 0	\$ 0
Functional Revenues					
Stormwater Fees	\$ 7,853,307	\$ 11,079,610	\$ 11,153,660	\$ 11,214,400	\$ 11,214,400
Stormwater Services	8,142	4,000	2,500	5,500	5,500
Street Sweeping - NCDOT	122,011	123,522	123,522	123,522	123,522
	\$ 7,983,460	\$ 11,207,132	\$ 11,279,682	\$ 11,343,422	\$ 11,343,422
Other Revenues					
Refunds & Sundry	\$ 8,090	\$ 0	\$ 55	\$ 0	\$ 0
Sale of Assets & Materials	35,158	0	0	0	0
	\$ 43,248	\$ 0	\$ 55	\$ 0	\$ 0
Investment Income	\$ 30,038	\$ 6,970	\$ 15,170	\$ 18,800	\$ 18,800
Fund Balance Appropriation	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,830,822
Total Revenues and Other Financing Sources	\$ 8,090,197	\$ 11,214,102	\$ 11,348,723	\$ 11,362,222	\$ 13,193,044
Expenditures					
Personnel Services	\$ 2,210,238	\$ 2,454,312	\$ 2,268,548	\$ 2,922,828	\$ 3,315,526
Operating Expenditures	734,246	979,743	828,472	875,022	928,015
Contract Services	550,276	545,595	646,263	644,103	645,442
Capital Outlay	57,733	0	8,000	112,500	0
Transfers to Other Funds	3,855,451	4,104,472	4,714,989	5,066,767	7,002,267
Debt Service	913,085	917,081	917,081	921,094	921,094
Other Charges	362,812	2,212,899	371,883	819,908	380,700
Total Expenditures and Other Financing Uses	\$ 8,683,841	\$ 11,214,102	\$ 9,755,236	\$ 11,362,222	\$ 13,193,044
Expenditures By Function					
Operations					
Public Services	\$ 8,683,841	\$ 11,214,102	\$ 9,755,236	\$ 11,362,222	\$ 13,193,044
	\$ 8,683,841	\$ 11,214,102	\$ 9,755,236	\$ 11,362,222	\$ 13,193,044
Total Expenditures and Other Financing Uses	\$ 8,683,841	\$ 11,214,102	\$ 9,755,236	\$ 11,362,222	\$ 13,193,044

Transit Fund Summary

	2017-18 Actual	2018-19 Original Budget	2018-19 Estimate	2019-20 Recommended Budget	2019-20 Adopted Budget
<u>Revenues</u>					
Other Taxes					
Vehicle License Tax	\$ 630,716	\$ 628,290	\$ 632,020	\$ 632,020	\$ 632,020
	\$ 630,716	\$ 628,290	\$ 632,020	\$ 632,020	\$ 632,020
Intergovernmental Revenues					
Federal	\$ 2,452,000	\$ 2,670,639	\$ 2,616,031	\$ 2,881,597	\$ 2,881,597
State	771,629	771,628	775,973	771,629	771,629
	\$ 3,223,629	\$ 3,442,267	\$ 3,392,004	\$ 3,653,226	\$ 3,653,226
Functional Revenues					
Bus Fares	\$ 975,586	\$ 1,022,563	\$ 992,195	\$ 978,366	\$ 978,366
Contract Transportation	187,202	92,582	91,987	91,987	91,987
Property Leases	60,293	150,262	118,936	224,359	224,359
Other Fees & Services	79,992	90,612	74,618	74,618	74,618
	\$ 1,303,073	\$ 1,356,019	\$ 1,277,736	\$ 1,369,330	\$ 1,369,330
Other Revenues					
Refunds & Sundry	\$ 747	\$ 750	\$ 736	\$ 736	\$ 736
Sale of Assets & Materials	26,021	6,000	40,000	30,000	30,000
	\$ 26,768	\$ 6,750	\$ 40,736	\$ 30,736	\$ 30,736
Investment Income	\$ 19	\$ 0	\$ 0	\$ 0	\$ 0
Other Financing Sources					
Interfund Transfers	\$ 3,842,362	\$ 4,732,105	\$ 4,743,592	\$ 5,065,458	\$ 5,065,458
	\$ 3,842,362	\$ 4,732,105	\$ 4,743,592	\$ 5,065,458	\$ 5,065,458
Total Revenues and Other Financing Sources	\$ 9,026,567	\$ 10,165,431	\$ 10,086,088	\$ 10,750,770	\$ 10,750,770
<u>Expenditures</u>					
Personnel Services	\$ 6,159,428	\$ 6,710,017	\$ 6,482,717	\$ 7,089,630	\$ 7,089,630
Operating Expenditures	2,028,999	2,212,927	2,168,034	2,246,142	2,246,142
Contract Services	295,067	343,972	447,808	368,592	368,592
Capital Outlay	0	17,680	17,680	9,800	9,800
Transfers to Other Funds	0	186,460	296,030	339,200	339,200
Debt Service	0	0	0	0	0
Other Charges	643,213	694,375	696,099	697,406	697,406
Total Expenditures and Other Financing Uses	\$ 9,126,707	\$ 10,165,431	\$ 10,108,368	\$ 10,750,770	\$ 10,750,770
<u>Expenditures By Function</u>					
Operations					
Transit	\$ 9,126,707	\$ 10,165,431	\$ 10,108,368	\$ 10,750,770	\$ 10,750,770
	\$ 9,126,707	\$ 10,165,431	\$ 10,108,368	\$ 10,750,770	\$ 10,750,770
Total Expenditures and Other Financing Uses	\$ 9,126,707	\$ 10,165,431	\$ 10,108,368	\$ 10,750,770	\$ 10,750,770

Fleet Maintenance Fund Summary

	2017-18 Actual	2018-19 Original Budget	2018-19 Estimate	2019-20 Recommended Budget	2019-20 Adopted Budget
<u>Revenues</u>					
Interfund Charges					
Fleet Maintenance Services	\$ 0	\$ 0	\$ 300,000	\$ 7,137,300	\$ 7,067,847
	\$ 0	\$ 0	\$ 300,000	\$ 7,137,300	\$ 7,067,847
Total Revenues and Other					
Financing Sources	\$ 0	\$ 0	\$ 300,000	\$ 7,137,300	\$ 7,067,847
<u>Expenditures</u>					
Personnel Services	\$ 0	\$ 0	\$ 31,472	\$ 102,367	\$ 102,367
Operating Expenditures	0	0	243,322	6,981,233	6,911,780
Contract Services	0	0	25,206	5,700	5,700
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	0	0	0	48,000	48,000
Total Expenditures and Other					
Financing Uses	\$ 0	\$ 0	\$ 300,000	\$ 7,137,300	\$ 7,067,847
<u>Expenditures By Function</u>					
Support Services & Administration					
Finance	\$ 0	\$ 0	\$ 300,000	\$ 7,137,300	\$ 7,067,847
	\$ 0	\$ 0	\$ 300,000	\$ 7,137,300	\$ 7,067,847
Total Expenditures and Other					
Financing Uses	\$ 0	\$ 0	\$ 300,000	\$ 7,137,300	\$ 7,067,847

Risk Management Fund Summary

	2017-18 Actual	2018-19 Original Budget	2018-19 Estimate	2019-20 Recommended Budget	2019-20 Adopted Budget
<u>Revenues</u>					
Other Revenues					
Refunds & Sundry	\$ 595,917	\$ 228,750	\$ 208,767	\$ 200,000	\$ 200,000
	\$ 595,917	\$ 228,750	\$ 208,767	\$ 200,000	\$ 200,000
Interfund Charges					
Workers' Compensation	\$ 2,077,102	\$ 2,106,000	\$ 2,120,800	\$ 2,155,600	\$ 2,155,600
Employee Benefits	12,675,517	14,252,000	13,672,000	15,090,000	15,090,000
Property & Liability	1,181,138	1,830,871	1,362,458	1,763,849	1,763,849
	\$ 15,933,757	\$ 18,188,871	\$ 17,155,258	\$ 19,009,449	\$ 19,009,449
Employee Benefit Contributions	\$ 3,486,391	\$ 4,043,000	\$ 3,825,100	\$ 4,177,000	\$ 4,177,000
Investment Income	\$ 267,124	\$ 127,700	\$ 229,250	\$ 224,250	\$ 224,250
Other Financing Sources					
Interfund Transfers	\$ 1,396,256	\$ 361,102	\$ 361,102	\$ 358,008	\$ 358,008
	\$ 1,396,256	\$ 361,102	\$ 361,102	\$ 358,008	\$ 358,008
Fund Balance Appropriation	\$ 0	\$ 188,360	\$ 0	\$ 733,429	\$ 733,429
Total Revenues and Other Financing Sources	\$ 21,679,445	\$ 23,137,783	\$ 21,779,477	\$ 24,702,136	\$ 24,702,136
<u>Expenditures</u>					
Personnel Services	\$ 407,682	\$ 461,279	\$ 431,503	\$ 467,010	\$ 467,010
Operating Expenditures	18,803,280	21,776,238	19,608,581	22,767,424	22,767,424
Contract Services	252,918	294,850	271,017	303,782	303,782
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	330,000	325,000	1,050,000	1,050,000
Debt Service	0	0	0	0	0
Other Charges	5,972	275,416	6,360	113,920	113,920
Total Expenditures and Other Financing Uses	\$ 19,469,852	\$ 23,137,783	\$ 20,642,461	\$ 24,702,136	\$ 24,702,136
<u>Expenditures By Function</u>					
Support Services & Administration					
Finance	\$ 2,949,409	\$ 4,087,883	\$ 3,257,791	\$ 3,896,701	\$ 3,896,701
Human Resource	16,520,443	19,049,900	17,384,670	20,805,435	20,805,435
Development					
	\$ 19,469,852	\$ 23,137,783	\$ 20,642,461	\$ 24,702,136	\$ 24,702,136
Total Expenditures and Other Financing Uses	\$ 19,469,852	\$ 23,137,783	\$ 20,642,461	\$ 24,702,136	\$ 24,702,136

Fund Balance Projections

	General Fund	Central Business Tax District Fund	Emergency Telephone System Fund	Lake Valley Drive MSD Fund
Available Fund Balance at June 30, 2018	\$44,370,967	\$121,772	\$742,452	\$759
FY19 Estimated Revenues and Other Sources	170,408,855	287,511	900,709	62,799
FY19 Estimated Expenditures and Other Uses *	(174,828,109)	(280,561)	(1,016,288)	(54,773)
Less: Fund Balance To Be Restricted for County Recreation at 6/30/19	(919,759)	0	0	0
Less: Fund Balance To Be Assigned for General Capital Funding Plan at 6/30/19	(8,175,097)	0	0	0
Less: Fund Balance To Be Assigned for Stadium Funding Plan at 6/30/19	(1,532)	0	0	0
Less: Fund Balance To Be Assigned for Parks & Recreation Capital Funding Plan at 6/30/19	(5,793,644)	0	0	0
Projected Available Fund Balance at June 30, 2019	\$25,061,681	\$128,722	\$626,873	\$8,785
FY20 Estimated Revenues and Other Sources	169,739,310	290,097	927,645	74,243
FY20 Estimated Expenditures and Other Uses *	(173,433,193)	(282,725)	(1,082,195)	(82,500)
Less: FY20 Increase in Fund Balance To Be Restricted for County Recreation	(20,924)	0	0	0
Less: FY21 - FY22 Planned Use of Fund Balance for Future Capital	(1,403,000)	0	0	0
Plus: FY20 Use of Fund Balance Assigned for General Capital Funding Plan	1,734,366	0	0	0
Less: FY20 Increase in Fund Balance Assigned for Stadium Funding Plan	(610)	0	0	0
Less: FY20 Increase in Fund Balance Assigned for Parks & Recreation Capital Funding Plan	(518,778)	0	0	0
Projected Available Fund Balance at June 30, 2020	\$21,158,852	\$136,094	\$472,323	\$528

* Increases in fund balance restricted for specific purposes (e.g. County Recreation, Capital Funding Plans, etc.) are included in expenditure totals in other schedules, but separated here for reconciliation of restricted fund balance.

Fund Balance Projections

	LEOSSA Fund	Parking Fund	PWC Assessment Fund	Airport Fund
Available Fund Balance at June 30, 2018	\$5,425,550	\$140,893	\$0	\$9,658,312
FY19 Estimated Revenues and Other Sources	1,718,300	420,858	1,866,800	5,508,763
FY19 Estimated Expenditures and Other Uses *	(1,034,900)	(415,942)	(1,866,800)	(6,993,923)
Plus: Parking Fund Receivable at 6/30/18	0	30,684	0	0
Less: Fund Balance to be Restricted for Parking Deck Capital Reserve at 6/30/19	0	(151,856)	0	0
Projected Available Fund Balance at June 30, 2019	\$6,108,950	\$24,637	\$0	\$8,173,152
FY20 Estimated Revenues and Other Sources	1,746,601	1,189,873	2,218,200	5,110,463
FY20 Estimated Expenditures and Other Uses *	(1,132,400)	(1,164,458)	(2,218,200)	(11,525,233)
Less: FY20 Increase in Fund Balance To Be Restricted for Parking Deck Capital Reserve	0	(25,415)	0	0
Projected Available Fund Balance at June 30, 2020	\$6,723,151	\$24,637	\$0	\$1,758,382

** Increases in fund balance restricted for specific purposes (e.g. County Recreation, Capital Funding Plans, etc.) are included in expenditure totals in other schedules, but separated here for reconciliation of restricted fund balance.*

Fund Balance Projections

	Environmental Services Fund	Stormwater Fund	Transit Fund	Fleet Maintenance Fund
Available Fund Balance at June 30, 2018	(\$266)	\$1,007,722	(\$2,663,761)	\$0
FY19 Estimated Revenues and Other Sources	16,075,527	11,348,723	10,086,088	300,000
FY19 Estimated Expenditures and Other Uses *	(16,236,300)	(9,755,236)	(10,108,368)	(300,000)
Plus: Env. Svcs FEMA/State, or Transit Grant, Motor Vehicle Tax and Greyhound Receivables at 6/30/18	474,088	0	2,613,766	0
Projected Available Fund Balance at June 30, 2019	\$313,049	\$2,601,209	(\$72,275)	\$0
FY20 Estimated Revenues and Other Sources	13,475,191	11,362,222	10,750,770	7,067,847
FY20 Estimated Expenditures and Other Uses *	(13,617,591)	(13,193,044)	(10,750,770)	(7,067,847)
Projected Available Fund Balance at June 30, 2020	\$170,649	\$770,387	(\$72,275)	\$0

** Increases in fund balance restricted for specific purposes (e.g. County Recreation, Capital Funding Plans, etc.) are included in expenditure totals in other schedules, but separated here for reconciliation of restricted fund balance.*

Fund Balance Projections

	Risk Management Fund
Available Fund Balance at June 30, 2018	\$19,529,560
FY19 Estimated Revenues and Other Sources	21,779,477
FY19 Estimated Expenditures and Other Uses *	(20,642,461)
Projected Available Fund Balance at June 30, 2019	\$20,666,576
FY20 Estimated Revenues and Other Sources	23,968,707
FY20 Estimated Expenditures and Other Uses *	(24,596,267)
Projected Available Fund Balance at June 30, 2020	\$20,039,016

** Increases in fund balance restricted for specific purposes (e.g. County Recreation, Capital Funding Plans, etc.) are included in expenditure totals in other schedules, but separated here for reconciliation of restricted fund balance.*

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Community Investment

Community Investment

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Development Services E-4
Economic & Community Development E-11
Human Relations E-19

Community Investment

	<u>2017-18 Actual</u>	<u>2018-19 Original Budget</u>	<u>2019-20 Recommended Budget</u>	<u>2019-20 Adopted Budget</u>	<u>% Change vs 2018-19 Original Budget</u>
Expenditures by Department					
Development Services	\$3,848,739	\$4,523,718	\$4,462,456	\$4,461,991	-1.4%
Economic and Community Development	4,268,732	1,244,414	2,461,151	2,471,151	98.6%
Human Relations	347,641	345,905	345,946	345,946	0.0%
Total Expenditures	\$8,465,112	\$6,114,037	\$7,269,553	\$7,279,088	19.1%

Expenditures by Type

Personnel Services	\$3,949,842	\$4,325,257	\$4,463,262	\$4,463,262	3.2%
Operating	335,924	540,456	406,339	405,874	-24.9%
Contract Services	3,693,358	917,930	1,379,174	1,379,174	50.2%
Capital Outlay	5,000	0	0	0	0.0%
Transfers to Other Funds	285,963	172,378	845,090	845,090	390.3%
Debt Service	0	0	0	0	0.0%
Other Charges	195,025	158,016	175,688	185,688	17.5%
Total Expenditures	\$8,465,112	\$6,114,037	\$7,269,553	\$7,279,088	19.1%

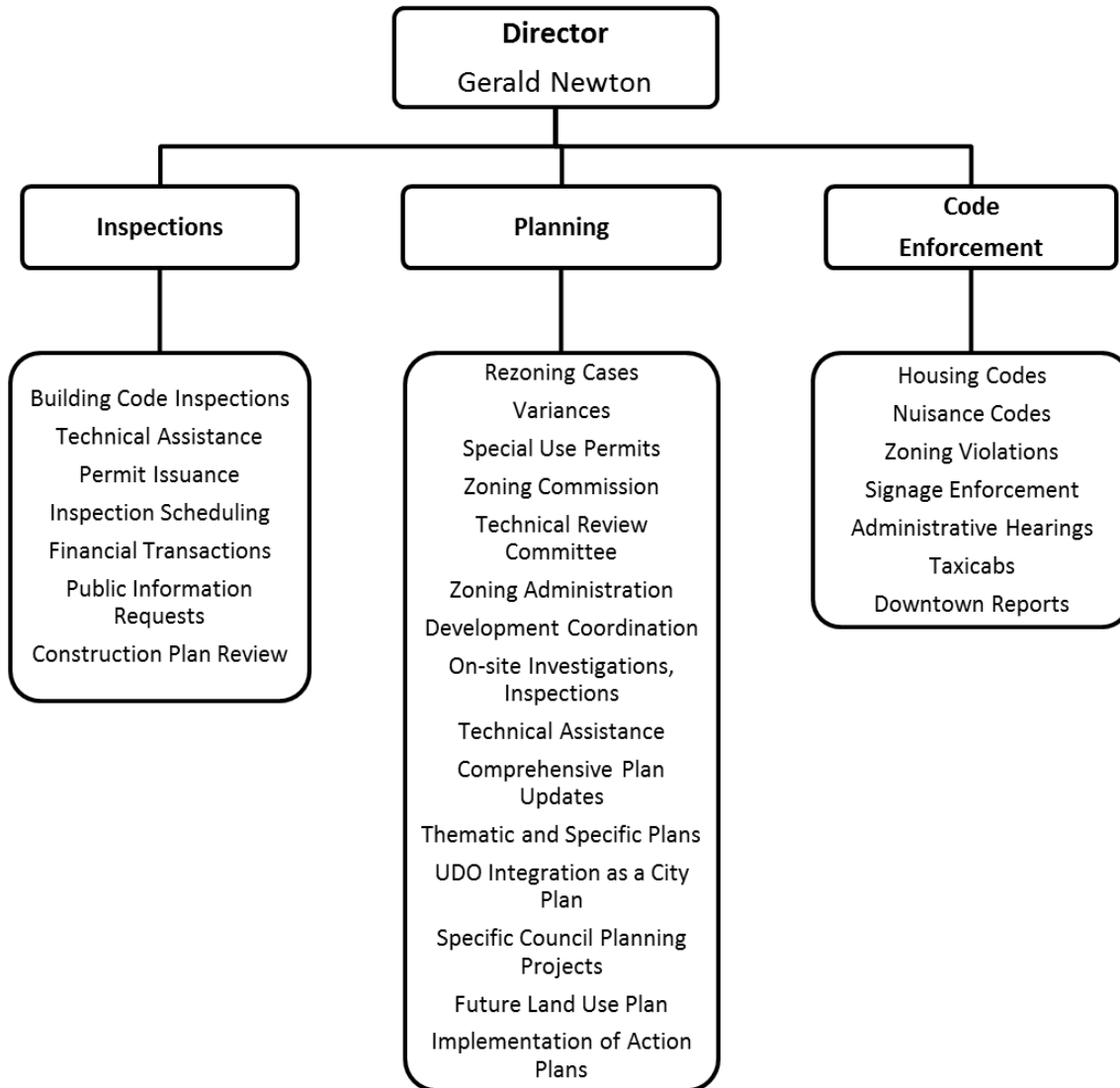
Funding Sources

General Fund					
General Fund Functional Revenues	\$2,489,594	\$1,738,558	\$2,174,332	\$2,174,332	25.1%
Other General Fund Funding	5,710,341	4,096,240	4,805,124	4,814,659	17.5%
General Fund Subtotal	8,199,935	5,834,798	6,979,456	6,988,991	19.8%
Central Business Tax District	265,177	279,239	290,097	290,097	3.9%
Total Funding Sources	\$8,465,112	\$6,114,037	\$7,269,553	\$7,279,088	19.1%

Community Investment

Full-Time Equivalent Positions by Department	2017-18 <u>Actual</u>	2018-19 Original <u>Budget</u>	2019-20 Recommended <u>Budget</u>	2019-20 Adopted <u>Budget</u>	% Change vs 2018-19 Original <u>Budget</u>
Development Services	54.0	53.0	53.0	53.0	0.0%
Economic and Community Development	3.7	3.7	4.2	4.2	13.5%
Human Relations	3.0	3.0	3.0	3.0	0.0%
Total Authorized FTEs	60.7	59.7	60.2	60.2	0.8%

Development Services



DEPARTMENT MISSION

The mission of the Development Services Department is to work with, and within, the community in order to achieve and maintain a high quality of life for existing and future residents and businesses by providing professional guidance and coordination of all planning, construction, and development activities, and to implement the City's regulations and codes while balancing economic, public, and private interests.

We are committed to providing accurate, consistent, prompt, and exemplary service to all of the City's stakeholders.

Further, we strive to objectively maintain established community and building safety standards with an emphasis on achieving voluntary code compliance through education, communication, and cooperation.

Program: Code Enforcement

General Fund \$1,319,501 / 14.7 FTEs

Purpose Statement:

The Code Enforcement program assists in providing solutions to a wide variety of housing code and nuisance code violations through positive interactions with property owners and occupants, the issuance of violations, enacting additional enforcement action as required, and the demolition of blighted and dangerous structures. Code Enforcement staff provides administrative and technical support to the Board of Appeals.

Highlights:

- Due to the increase in properties with repeat violations and the increased demands these properties place on staff, Code Enforcement staff facilitated the adoption of the Nuisance Properties Ordinance. The Nuisance Properties Ordinance provides additional enforcement action on properties that have multiple violations within a calendar year. The goal of this ordinance is to provide additional time to allow Code Enforcement Administrators to proactively identify code violations throughout the city.

City Goal:

The City of Fayetteville will be designed to include vibrant focal points and desirable industrial, commercial, and residential opportunities with high quality and sustainable infrastructure.

Objective:

To protect and improve the quality of life and environment through efficient and effective violation abatement.

Development Services

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of code enforcement cases per FTE	1,274.00	1,272.00	1,300.00
# of code enforcement violation cases	14,024.00	14,000.00	14,000.00
# of voluntary demolition cases in response to code enforcement action	N/A	N/A	30.00
% of proactive code enforcement cases	N/A	60.00%	60.00%

Program: Inspections

General Fund \$1,966,285 / 25.7 FTEs

Purpose Statement:

The Inspections and Permitting program assists community stakeholders with the application and issuance of building permits, plan review to ensure code compliance for all construction activities, and performance of inspections on all permitted repairs, additions, alterations, and new construction projects within the city.

Highlights:

- The Development Liaison position was created to facilitate the communication and assistance of stakeholders involved in projects involving single-family dwellings and other small projects. The Development Liaison serves as the point of contact for walk-in customers.
- Inspections and Permitting staff have been involved in the permitting and subsequent inspections of multiple large commercial projects including the SEGRA Stadium, the parking deck and attached high rise tower and the Campbell Soup facility in the Cedar Creek Business Park.

City Goal:

The City of Fayetteville will be designed to include vibrant focal points and desirable industrial, commercial, and residential opportunities with high quality and sustainable infrastructure.

Objective:

To provide for the safety and health of residents by ensuring that all construction meets applicable codes and ordinances through the performance of issuing building permits, inspection scheduling, and conducting high-quality inspections.

Development Services

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of permits issued	13,416.00	12,500.00	12,500.00
# of plan reviews (all trades)	282.00	300.00	300.00
% of all inspections completed within the established level of service	96.00%	98.00%	98.00%
% of construction plans reviewed within the established level of service	N/A	N/A	90.00%
% of permits issued within the established level of service	96.00%	95.00%	95.00%
Permitting and inspections customer satisfaction survey rating	N/A	N/A	8.00

Program: Planning

General Fund \$1,176,205 / 12.6 FTEs

Purpose Statement:

The Planning and Zoning program focuses on comprehensive planning; the review of site-specific development projects; the design and implementation of area-specific plans, annexations, and zoning related activities to include rezoning, conditional zonings, and special use permits. Departmental staff provides administrative and technical support to various boards and commissions to include the Planning Commission, Zoning Commission, Historic Resources Commission, and the Joint Appearance Commission.

Highlights:

- The Planning and Zoning Division is currently at full staff allowing the department to fully engage in a multi-faceted and coordinated approach to development review, current planning, long term planning and zoning activities.
- City staff has engaged in multiple major area plans including the Downtown Master Plan, an initial I-295 corridor study and the Comprehensive Plan update.
- City staff assisted and facilitated the annexation of approximately 253 acres of land from the Broadwell Property for proposed mixed use development over several phases.

City Goal:

The City of Fayetteville will be designed to include vibrant focal points and desirable industrial, commercial, and residential opportunities with high quality and sustainable infrastructure.

Development Services

Objective:

To effectively and strategically manage and support the growth of the City through land use plan development and revision, plan review, and support of various boards and commissions in accordance with adopted land use plans, ordinances, statutes, and professional knowledge.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of Planning/Zoning positions per 10,000 population	8.00	10.00	12.00
% of inspections conducted relative to the Special Used Permits and zoning conditions placed upon a property one year after their legislative approval	100.00%	100.00%	100.00%
% of plans reviewed within established deadlines	100.00%	100.00%	95.00%
% of staff recommendations accepted by City Council	95.00%	95.00%	95.00%

Development Services

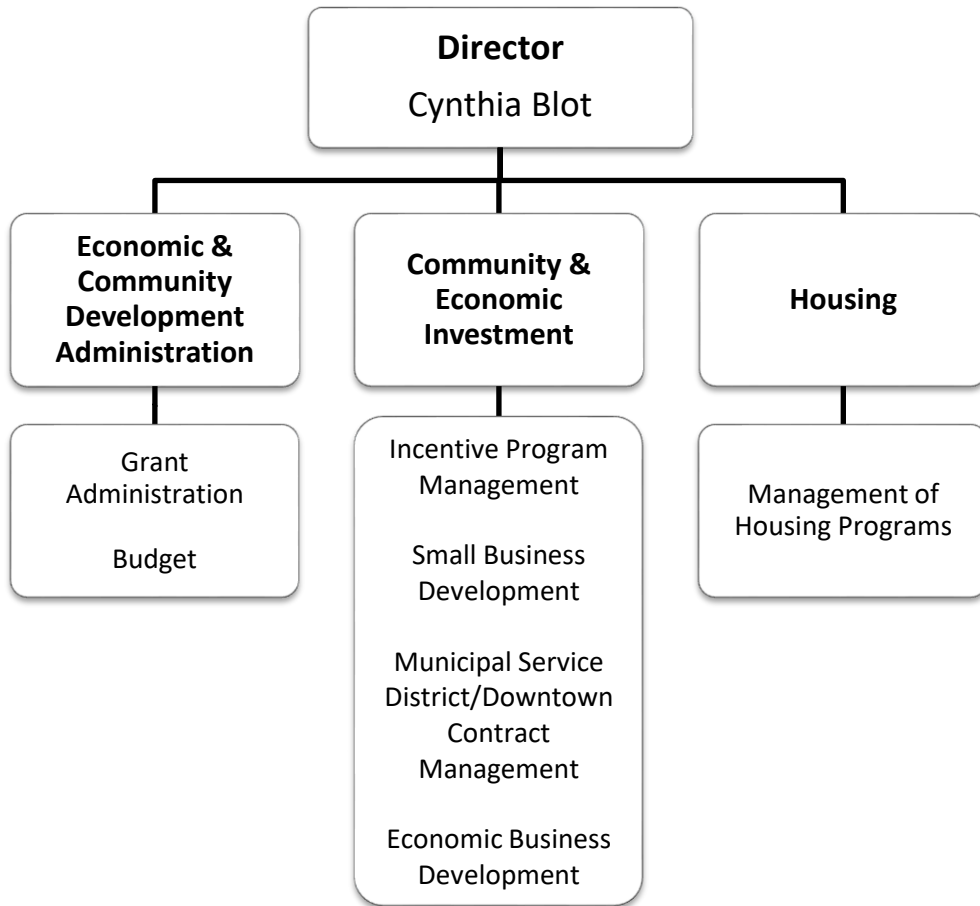
	2017-18 Actual	2018-19 Original Budget	2019-20 Recommended Budget	2019-20 Adopted Budget	% Change vs 2018-19 Original Budget
Expenditures by Program					
Code Enforcement	\$1,063,878	\$1,235,323	\$1,319,733	\$1,319,501	6.8%
Inspections	1,734,918	2,034,161	1,966,518	1,966,285	-3.3%
Planning	1,049,943	1,254,234	1,176,205	1,176,205	-6.2%
Total Expenditures	\$3,848,739	\$4,523,718	\$4,462,456	\$4,461,991	-1.4%
Expenditures by Type					
Personnel Services	\$3,329,603	\$3,745,972	\$3,834,585	\$3,834,585	2.4%
Operating	247,633	410,946	279,376	278,911	-32.1%
Contract Services	224,898	363,450	334,670	334,670	-7.9%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	0	10,000	10,000	100.0%
Debt Service	0	0	0	0	0.0%
Other Charges	46,605	3,350	3,825	3,825	14.2%
Total Expenditures	\$3,848,739	\$4,523,718	\$4,462,456	\$4,461,991	-1.4%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$2,482,394	\$1,729,400	\$2,165,174	\$2,165,174	25.2%
Other General Fund Funding	1,366,345	2,794,318	2,297,282	2,296,817	-17.8%
General Fund Subtotal	3,848,739	4,523,718	4,462,456	4,461,991	-1.4%
Total Funding Sources	\$3,848,739	\$4,523,718	\$4,462,456	\$4,461,991	-1.4%
Full-Time Equivalent Positions					
Total Authorized FTEs	54.0	53.0	53.0	53.0	0.0%

Development Services

BUDGET HIGHLIGHTS

- Personnel reflects the reclassification of one Plans Examiner to a Development Liaison, and the continuation of a frozen Plans Examiner position.
- Personnel includes \$85,434 for employee pay adjustments, \$10,759 for medical benefit rate adjustments and \$35,583 for retirement rate adjustments.
- Operating includes \$78,455 for vehicle maintenance and fuel, \$39,400 for telephone services, \$25,290 for printing and postage expenditures, \$24,000 for official notices and other advertising, \$44,750 for employee training and development and local mileage reimbursements, \$13,440 for photo copier services, and \$12,100 for membership, dues and subscriptions.
- Contract Services includes \$80,000 for the City's share of the local funding match for the Fayetteville Area Metropolitan Planning Organization, \$244,000 for lot cleanings and demolitions, and \$10,670 for a variety of small contract services.
- Transfers to Other Funds includes \$10,000 for local matching funds for a North Carolina Office of Historic Preservation grant.

Economic and Community Development



Economic and Community Development

DEPARTMENT MISSION

The Economic & Community Development Department is tasked with providing quality service and opportunities to the citizens of Fayetteville by administering programs that provide decent, safe, and affordable housing; neighborhood revitalization; support entrepreneurship and business growth; and expansion of the City's tax base.

Program: Community & Economic Investment

General Fund \$1,758,920 / 1.6 FTEs

Central Business Tax District \$290,097 / 0.0 FTEs

Purpose Statement:

This program focuses on developing and implementing Economic Development Investment programs and strategies to attract businesses and expand the city's tax base. Emphasis is placed on small business development activities throughout the City. The ECD department also supports existing efforts to attract new retail and commercial enterprises throughout the city limits, redevelop underperforming commercial corridors and catalyst sites, expand our local incentives portfolio, assist a diversity of business interests with a wide range of business needs and continue to work with our partners in order to bring about a new level of prosperity, job growth and expanded economic opportunities for our citizens.

Highlights:

The Economic and Community Development Department offers programs that assist with the development, expansion and retention of small businesses resulting in jobs being created or retained. There is collaboration with the local small business service providers, schools and colleges to offer the proper assessment, referrals and technical assistance that is needed. In addition, there is further collaboration to support job growth for our adults and youth. Some of the specific program highlights are detailed below:

- Provided business support services and technical assistance to include assessments, referrals and direct financial assistance to over 150 new and existing small businesses.
- The department co-sponsored the Innovative Career Opportunity Now (ICON) program to fund nine summer internships for low-to-moderate income students.
- Funding is available to sponsor up to 40 adult students continuing their education at Fayetteville Technical Community College (FTCC) with the Job Skills Training Program.
- The Business Assistance Loan Program has 13 active loans. This program provides gap financing for commercial loans that create or retain jobs. This program brings in program income to the City since the loans are repaid with interest making additional funds available to assist others.
- The Commercial Exterior Improvement Grant provides matching funds up to \$10,000 for exterior projects that create or retain jobs. A total of 54 total jobs have been created or retained through the end of the third quarter of FY 2019.
- The Small Business Retention Grant provides matching funds up to \$5,000 and funded projects that resulted in 14 retained jobs.

Economic and Community Development

- The Small Business Development Grant provides matching funds up to \$5,000 that resulted in 16 jobs being created/retained.
- Implemented No Wrong Door to Business support and resources.
- Provide commercial property database listings.
- Foster and develop strategic partnerships.
- Business development coaching and support, business plans and loan portfolio.
- Lead agency support to government, market and contract opportunities.
- Disadvantage Business Enterprise (DBE) Programs assisted 140 businesses.
- Coordinated and implemented high school entrepreneurship program in collaboration with Fayetteville State University (FSU) and FTCC.

City Goal:

The City of Fayetteville will have a strong, diverse, and viable local economy.

Objective:

To provide Community Investment services that support local business and job creation.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of jobs created as a result of a small business grant or loan through Community Development programs	20.00	5.00	10.00
# of jobs retained as a result of a small business grant or loan through Community Development programs	78.00	80.00	50.00
# of loan and grant applications approved to assist small businesses through Community Development programs	23.00	25.00	30.00

<p><i>Program: Economic & Community Development Administration</i></p>

<p><i>General Fund \$131,823 / 1.4 FTEs</i></p>

Purpose Statement:

This program involves the departmental management of programs funded through the General Fund and the United States Department of Housing and Urban Development (HUD) funded programs. It includes the general management, planning and oversight and coordination of programs. Specific tasks include HUD reporting, consolidated planning, compliance and monitoring, fiscal and budgetary management, Integrated Disbursement Information Systems (IDIS) data management, the administration of the City's General Fund Community Investment programs and the coordination and support of the Fayetteville Redevelopment Commission. This budget represents the General Fund support of the City's Community Development Block Grant (CDBG) and HOME Investment Partnership Grant (HOME).

Economic and Community Development

Highlights:

The Economic & Community Development Department continues to manage Federal and State funded programs successfully by completing all draws and submitting required reports error free and by the due dates.

Projects include:

- Community Development Block Grant (CDBG): \$1,421,514
- HOME Investment Partnerships Grant (HOME): \$835,404
- Hazard Mitigation Grant Program (HMGP): \$16,745,000
- CDBG-Disaster Recovery (CDBG-DR): \$15,000,000
- North Carolina Housing Finance Agency (NCHFA): \$150,000
- North Carolina Rural Economic Development Grant (NCRED): \$350,000

Staff continues to seek funding opportunities to expand services to the citizens of Fayetteville.

City Goal:

The City of Fayetteville will have a strong, diverse, and viable local economy.

Objective:

To be compliant with the timeliness and accuracy requirements of HUD.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of Community Development federal grant reports completed per year	6.00	6.00	6.00
% Community Development federal grant reports and draws submitted error free	100.00%	100.00%	100.00%
% of Community Development federal grant reports submitted by due date	100.00%	100.00%	100.00%
Meeting CDBG 1.5 timeliness test of spent funds by statutory deadline (May 2)	Yes	Yes	Yes

Program: Housing
General Fund \$290,311 / 1.2 FTEs

Purpose Statement:

This program is designed to develop, recommend and implement programs to increase home ownership opportunities and to improve the condition of the City's housing stock. The overall goal is to provide decent, safe, sanitary and affordable housing for low-to-moderate income citizens.

Economic and Community Development

Highlights:

Affordable Housing Development

- Single Family: Oakridge Estates Subdivision – to build 47 affordable single family homes. City investment: \$550,000 net (\$625,000-\$75,000) in land purchase, \$1,000,000 loan infrastructure installation, \$1,715,500 (\$36,500 per house) in construction as a Community Housing Development Organization (CHDO) grant, \$26,600 in soft costs to leverage \$1.5 million dollars in additional infrastructure costs from the State, \$1.4 million in loaned funds from NCHFA for construction and \$250,000 combined in other small grants provided to Fayetteville Area Habitat for Humanity (FAHFH). Infrastructure installation is complete, contractor bids received for construction; awaiting selection of contraction in conjunction with other donated construction labor resources.
- B Street Revitalization – to build seven affordable single family homes, demolish dilapidated structures, convey site owned properties for new construction, and exterior façade improvements for existing properties. To date, seven City parcels have been conveyed for construction, the City awarded a \$255,500 CHDO grant for the construction of new houses (\$36,500 per house). Three of the seven houses are complete. Four properties have been demolished in the area, two properties have been assisted with exterior rehabilitation, and one property was assisted with replacement housing for a total award of \$50,000. The area was subsequently named Central Campbellton.

Multifamily

- Two additional affordable multifamily projects funded for the program year: McArthur Place, with 96 additional rental units, and Hoke Loop Commons with 72 additional rental units. \$400,000 was approved for each project, for a total of \$800,000.
- The West Fayetteville Apartments complex was completed providing an additional 56 affordable rental units.
- During fiscal year 2018, the City also provided a \$3 million loan to support the development of a Rental Assistance Development (RAD) project that will provide 272 newly developed rental units as a replacement for the former Grove View Terrace. Repayment of the loan will include interest only payments each year until repayment of the full principal balance on the tenth anniversary of the loan in fiscal year 2028.

Other Programs

- Acquisition & Demolition: 23 completed applications received and in process: 17 were approved, 3 denied and 3 are awaiting asbestos reports. Of the 17 approved applications, one property has been demolished and 16 contracts have been awarded for demolition, for a total of \$65,364 in contract awards.
- Water & Sewer Connections: 44 applications approved and awarded.
- Targeted Area Revitalization: 2 applications approved and awarded, for a total of \$19,205.
- Emergency Housing Repair Program: 22 completed applications received and in process, with all being approved and awarded for a total of \$110,000. Current funding has been exhausted, with 68 additional applicants remaining on a waiting list.
- Housing Rehabilitation: 40 homes repaired

Economic and Community Development

- Essential Single Family Rehabilitation Loan Pool – Disaster Recovery: 3 approved and awarded projects completed for a total of \$100,483. The grant has been closed out and has pending a NCHFA monitoring visit.
- Program Income: \$772,684 projected for the program year.

City Goal:

The City of Fayetteville will be a highly desirable place to live, work, and recreate with thriving neighborhoods and a high quality of life for all residents.

Objective:

To assist very low, and low-income owner occupants by maintaining and improving the existing housing stock through rehabilitation and assistance.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of blighted structures demolished	17.00	10.00	10.00
# of units fully rehabilitated	9.00	5.00	5.00
# of units that were provided emergency repairs	110.00	75.00	100.00

Objective:

To increase homeownership opportunities through homebuyer education and counseling classes.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of participants completing homebuyer education and counseling classes	105.00	50.00	80.00

Objective:

To increase the supply of affordable housing.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of homeless in HUD Annual Point In Time Count	372.00	372.00	370.00
# of single family affordable housing units constructed in partnership with Community Housing Development Organizations (CHDOs)	4.00	3.00	10.00
# of total available beds for the homeless in Cumberland County	387.00	387.00	387.00

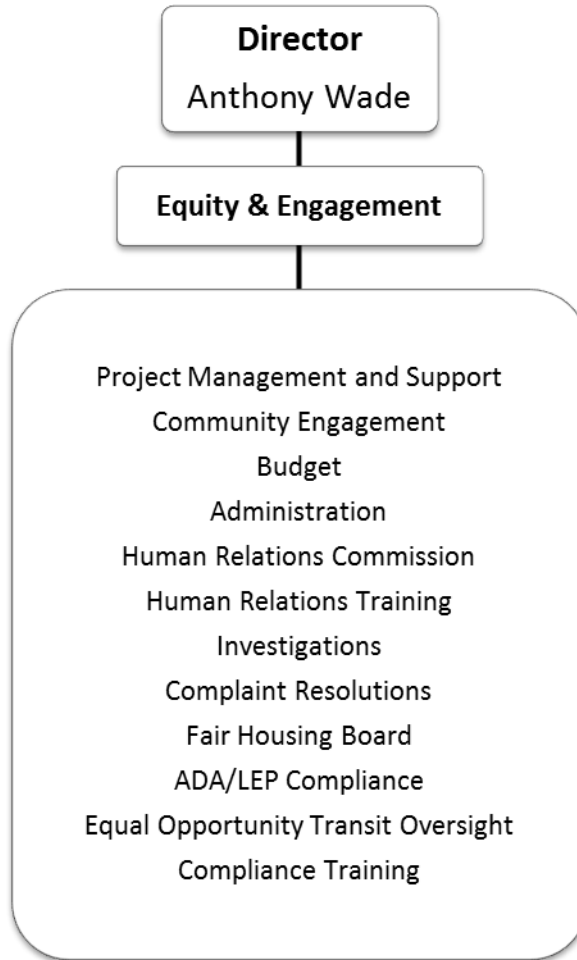
Economic and Community Development

	<u>2017-18 Actual</u>	<u>2018-19 Original Budget</u>	<u>2019-20 Recommended Budget</u>	<u>2019-20 Adopted Budget</u>	<u>% Change vs 2018-19 Original Budget</u>
Expenditures by Program					
Community & Economic Investment	\$981,556	\$1,068,053	\$2,039,017	\$2,049,017	91.9%
Economic & Community Development Administration	131,684	100,527	131,823	131,823	31.1%
Economic Development	0	0	0	0	0.0%
Housing	3,155,492	75,834	290,311	290,311	282.8%
Total Expenditures	\$4,268,732	\$1,244,414	\$2,461,151	\$2,471,151	98.6%
Expenditures by Type					
Personnel Services	\$325,868	\$294,898	\$340,511	\$340,511	15.5%
Operating	52,578	89,275	90,043	90,043	0.9%
Contract Services	3,465,832	551,480	1,041,927	1,041,927	88.9%
Capital Outlay	5,000	0	0	0	0.0%
Transfers to Other Funds	285,963	172,378	835,090	835,090	384.5%
Debt Service	0	0	0	0	0.0%
Other Charges	133,491	136,383	153,580	163,580	19.9%
Total Expenditures	\$4,268,732	\$1,244,414	\$2,461,151	\$2,471,151	98.6%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	4,003,555	965,175	2,171,054	2,181,054	126.0%
General Fund Subtotal	4,003,555	965,175	2,171,054	2,181,054	126.0%
Central Business Tax District	265,177	279,239	290,097	290,097	3.9%
Total Funding Sources	\$4,268,732	\$1,244,414	\$2,461,151	\$2,471,151	98.6%
Full-Time Equivalent Positions					
Total Authorized FTEs	3.7	3.7	4.2	4.2	13.5%

Economic and Community Development

BUDGET HIGHLIGHTS

- The annual operating budget does not include funding sources or expenditures through various Federal and State grant programs as these funds are accounted for in the multi-year Federal and State Assistance Fund. There are 11.8 FTEs for this department that are not reflected in this budget.
- Personnel includes the addition of 50% of the cost of an Assistant Director position, with the other 50% being funded by federal grants.
- Personnel also includes \$7,959 for employee pay adjustments, \$751 for medical insurance rate adjustments and \$2,688 for retirement rate adjustments.
- Operating costs include \$20,000 for community signage, \$14,135 for travel, training and local mileage reimbursements, and \$25,000 for parking utilities funded by the Central Business Tax District (CBTD).
- Contract Services funded by the General Fund include \$500,000 for a revitalization initiative as yet to be determined by Council, \$100,000 for the Homeless Management Information System, \$85,000 for grant writing services, \$32,732 for a property tax grant-back incentive agreement, \$70,000 for the Goodyear incentive, \$26,621 for the youth internship program, \$135 for pre-employment screening and \$6,709 for legal services for loan foreclosures. Contract Services funded by the CBTD include \$730 for tax collection fees and \$220,000 to contract for management of the downtown Arts and Entertainment District services and programs. Actual expenditures for fiscal year 2018 included a \$3 million loan to the Fayetteville Metropolitan Housing Authority for a project to provide 272 replacement rental units at the former Grove View Terrace location.
- Other Charges includes \$100,000 for the Fayetteville Cumberland Economic Development Commission, \$35,353 for the Center of Economic Empowerment and Development (CEED), \$10,000 for the Fayetteville Cumberland Reentry Council and \$10,000 to continue convening community agencies to coordinate efforts regarding poverty.
- Transfers to Other Funds includes \$375,000 for Murchison Road redevelopment, \$208,851 for matching funds for the HOME grant program, a \$139,274 transfer from the General Fund to support the CBTD fund, \$75,000 for City contributions for Hope VI revitalization, and a \$36,965 transfer to the General Fund from the Central Business Tax District for financing costs associated with the Franklin Street deck.



Human Relations

DEPARTMENT MISSION

To serve as an innovative, proactive, and project-oriented public service department promoting equal opportunity and positive community relations to facilitate the protection of human and civil rights in Fayetteville and Cumberland County via the City's Human Relations Ordinance and through effective collaborations/partnerships with residents, elected and appointed leaders, and individuals in the public, private, non-profit and higher education sectors.

Program: Equity and Engagement

General Fund \$345,946 / 3.0 FTEs

Purpose Statement:

The Equity & Engagement Program focuses on quality of life issues for our residents associated with compliance with the City's Human Relations Ordinance as well as state and federal laws promoting fair and equitable treatment. The program provides numerous services including oversight for the City's Fair Housing Ordinance, and Equal Opportunity and Civil Rights compliance activities. It also provides oversight of the Americans with Disabilities Act (ADA) and Limited English Proficiency (LEP) Policy which the City of Fayetteville is required to comply with under federal law. The program provides administrative staff support for the Fair Housing Board, which acts as an administrative hearing board under the City's Fair Housing Ordinance. In collaboration with the Human Relations Commission, the Equity & Engagement program addresses issues related to human relations while encouraging fair treatment and understanding among residents. The program provides education, information and training in the areas of Fair Housing, Title II of the Civil Rights Act of 1964 and limited English proficiency, the Americans With Disabilities Act, employment, sexual harassment, cultural competencies and other related topics for individuals, businesses, and organizations in public, private, non-profit, and educational sectors. Additionally, in collaboration with the Human Relations Commission, the program promotes recognition of formal and informal community leaders, businesses, and organizations that contribute to harmonious relations, and social justice in our community.

Highlights:

- Created a Commission/department partnership with the Police Department to host facilitated discussion on race/police relations by using the movie "The Hate U Give".
- Collaborated with the N.C. Justice Center and hosted a Veteran's Listening Tour in Fayetteville, N.C.
- Hosted the N.C. statewide meeting of human relations commissions, councils and government human relations departments for a meeting and training opportunity (45 representatives and agencies).
- Collaborated with various community partners and the Fair Housing Board to host various fair housing training seminars to include, but not limited to Partnership for Children and United Way. Seminars have been held in American Sign Language, English, French and Spanish.
- Provided program management for two "One Fayetteville" unity gatherings.
- Provided information in Spanish to residents for 2018 hurricane public safety preparations and announcements and arranged for American Sign Language interpreters.

Human Relations

- Collaborated with the Human Relations Commission in the planning, organizing, hosting, outreach, marketing, and served as fiscal agent for the Commission's Annual Awards Reception and Dr. Martin Luther King, Jr. Academic Scholarship Reception.
- As of February 2019, the department has processed ten investigations/cases of fair housing, fair employment or landlord/tenant law.
- Sponsored eleven Greater Fayetteville United (GFU) meetings annually.

City Goal:

The City of Fayetteville will continue to develop and expand strong and active community connections.

Objective:

To achieve an increase in pre/post testing knowledge among educational event participants annually.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019</u> <u>Estimated</u>	<u>FY 2020</u> <u>Target</u>
% of participants receiving at least a 20% increase in pre/post testing knowledge for Human Relations educational events	86.00%	85.00%	85.00%

Objective:

To achieve and maintain a high satisfaction rating for all educational programs annually.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019</u> <u>Estimated</u>	<u>FY 2020</u> <u>Target</u>
% of participants indicating they are very satisfied or satisfied with educational events per the Human Relations customer survey	96.00%	85.00%	85.00%

Objective:

To hold twelve educational events annually, to include Partnering with Business (PWB), which achieve an 80% satisfaction rate with attendees.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019</u> <u>Estimated</u>	<u>FY 2020</u> <u>Target</u>
# of Human Relations educational events	50.00	16.00	12.00
% of Human Relations educational event participant survey responses indicating satisfied or very satisfied	95.00%	90.00%	85.00%

Human Relations

Objective:

To increase the number of Human Relations Department Community Event participants.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019</u> <u>Estimated</u>	<u>FY 2020</u> <u>Target</u>
# of Human Relations Community Event participants	2,523.00	850.00	850.00
# of Human Relations Community Events	40.00	10.00	10.00
# of outreach materials distributed through social media, informational materials, or staff outreach at Human Relations Community Events	30,910.00	15,000.00	20,000.00
# of non-employee volunteer hours spent on Human Relations Community Events and outreach opportunities	1,326.00	300.00	500.00

Objective:

To respond to resident requests for services within two business days 100% of the time annually.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019</u> <u>Estimated</u>	<u>FY 2020</u> <u>Target</u>
# of cases: LL/TT, FH, fair employment	20.00	25.00	25.00
# of Human Relations staff hours spent handling resident requests for assistance and/or investigating complaints	2,509.00	60.00	60.00
# of landlord/tenant, fair housing, fair employment, and other assistance resident requests to Human Relations	656.00	150.00	150.00
% of Human Relations resident assistance requests responded to within two business days	100.00%	90.00%	90.00%

Human Relations

	2017-18	2018-19	2019-20	2019-20	% Change
	<u>Actual</u>	<u>Original</u>	<u>Recommended</u>	<u>Adopted</u>	<u>vs 2018-19</u>
		<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Original</u>
					<u>Budget</u>
Expenditures by Program					
Equity and Engagement	\$347,641	\$345,905	\$345,946	\$345,946	0.0%
Total Expenditures	\$347,641	\$345,905	\$345,946	\$345,946	0.0%
Expenditures by Type					
Personnel Services	\$294,371	\$284,387	\$288,166	\$288,166	1.3%
Operating	35,713	40,235	36,920	36,920	-8.2%
Contract Services	2,628	3,000	2,577	2,577	-14.1%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	14,929	18,283	18,283	18,283	0.0%
Total Expenditures	\$347,641	\$345,905	\$345,946	\$345,946	0.0%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$7,200	\$9,158	\$9,158	\$9,158	0.0%
Other General Fund Funding	340,441	336,747	336,788	336,788	0.0%
General Fund Subtotal	347,641	345,905	345,946	345,946	0.0%
Total Funding Sources	\$347,641	\$345,905	\$345,946	\$345,946	0.0%
Full-Time Equivalent Positions					
Total Authorized FTEs	3.0	3.0	3.0	3.0	0.0%

Human Relations

BUDGET HIGHLIGHTS

- Personnel includes \$5,110 for employee pay adjustments, \$609 for medical insurance rate adjustments and \$2,770 for retirement rate adjustments.
- Operating includes \$4,500 for expenses for the Annual Community Recognition Awards Reception, \$11,450 for travel, training and local mileage reimbursements, \$4,900 for supplies, \$4,200 for advertising expenditures, \$3,586 for memberships, dues and subscriptions, and \$3,000 for food for various committee and commission meetings.
- Contract Services includes \$2,000 for sign language and Limited English Proficiency interpreting, \$500 for expenses for the Annual Community Recognition Awards Reception, and \$77 for pre-employment screening.
- Other Charges includes \$9,158 for a projected scholarships, \$5,500 for the City's contribution for the United Way's 2-1-1 program and \$3,550 for community engagement events.
- A total of \$14,158 is budgeted for the annual reception, projected to be funded by ticket sales and donations of \$9,158, and General Fund support of \$5,000.



Operations

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Fire & Emergency Management F-11

Parks, Recreation & Maintenance F-21

Police F-30

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Operations

	2017-18	2018-19	2019-20	2019-20	% Change
	<u>Actual</u>	<u>Original</u>	<u>Recommended</u>	<u>Adopted</u>	<u>vs 2018-19</u>
Expenditures by Department		<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Original</u>
					<u>Budget</u>
Airport	\$4,010,184	\$5,198,222	\$12,355,770	\$11,525,233	121.7%
Fire & Emergency Management	26,928,016	29,305,622	29,533,510	29,471,704	0.6%
Parks, Recreation & Maintenance	17,234,717	20,859,558	21,390,299	21,380,693	2.5%
Police	51,869,574	54,699,697	55,728,504	55,561,174	1.6%
Public Services	37,418,458	38,924,545	42,384,989	43,891,517	12.8%
Transit	9,126,707	10,165,431	10,750,770	10,750,770	5.8%
Total Expenditures	\$146,587,656	\$159,153,075	\$172,143,842	\$172,581,091	8.4%

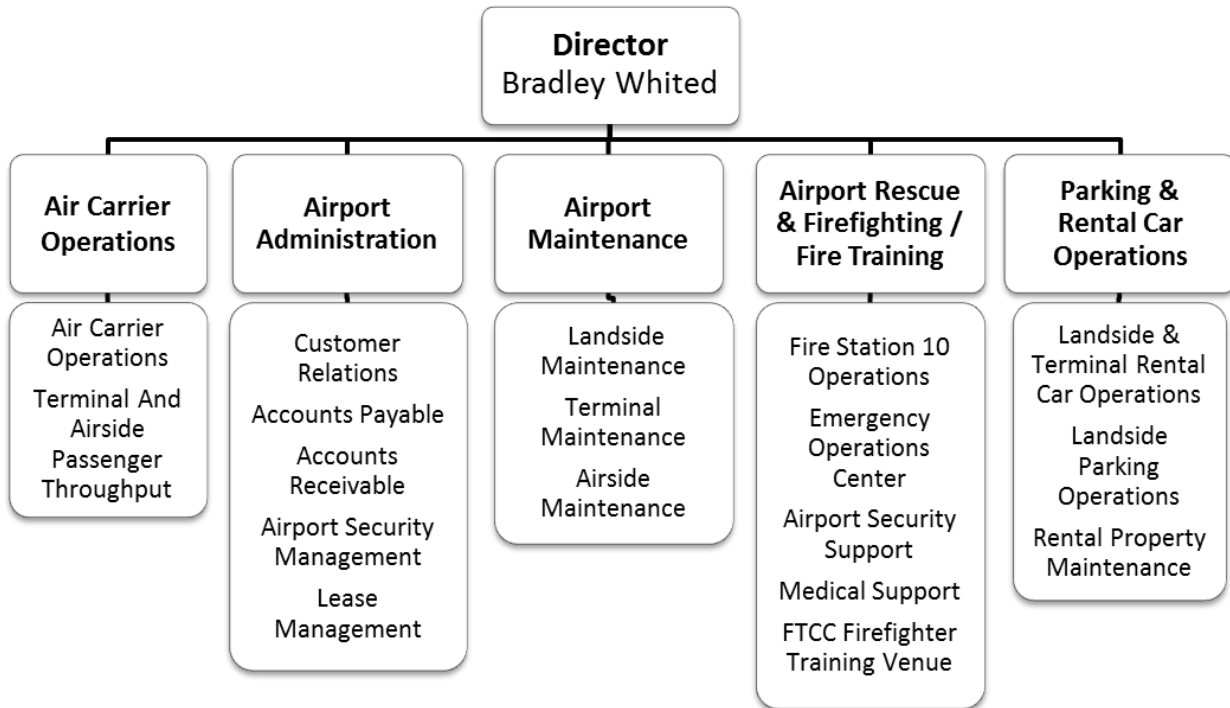
Expenditures by Type

Personnel Services	\$93,419,860	\$97,442,577	\$100,684,612	\$101,077,310	3.7%
Operating	22,631,433	26,079,539	26,405,584	26,208,373	0.5%
Contract Services	7,531,709	8,629,266	9,028,440	9,122,896	5.7%
Capital Outlay	5,005,995	6,041,305	7,309,624	7,157,124	18.5%
Transfers to Other Funds	13,787,537	13,774,204	21,766,450	22,871,413	66.0%
Debt Service	1,417,981	2,032,087	3,013,274	3,075,914	51.4%
Other Charges	2,793,141	5,154,097	3,935,858	3,068,061	-40.5%
Total Expenditures	\$146,587,656	\$159,153,075	\$172,143,842	\$172,581,091	8.4%

Operations

	2017-18 <u>Actual</u>	2018-19 <u>Original Budget</u>	2019-20 <u>Recommended Budget</u>	2019-20 <u>Adopted Budget</u>	% Change vs 2018-19 <u>Original Budget</u>
Funding Sources					
General Fund					
General Fund Functional Revenues	\$8,128,929	\$10,607,269	\$10,353,861	\$10,353,861	-2.4%
Other General Fund Funding	103,654,915	107,147,779	111,111,734	110,868,524	3.5%
General Fund Subtotal	111,783,844	117,755,048	121,465,595	121,222,385	2.9%
Airport Fund	4,010,184	5,198,222	12,355,770	11,525,233	121.7%
Emergency Telephone System Fund	1,021,442	1,115,995	1,082,195	1,082,195	-3.0%
Environmental Services Fund	11,612,510	13,193,397	14,014,665	13,617,591	3.2%
Parking Fund	349,128	510,880	1,112,625	1,189,873	132.9%
Stormwater Fund	8,683,841	11,214,102	11,362,222	13,193,044	17.6%
Transit Fund	9,126,707	10,165,431	10,750,770	10,750,770	5.8%
Total Funding Sources	\$146,587,656	\$159,153,075	\$172,143,842	\$172,581,091	8.4%
Full-Time Equivalent Positions by Department					
Airport	24.0	24.0	24.0	24.0	0.0%
Fire & Emergency Management	325.0	325.0	326.0	326.0	0.3%
Parks, Recreation & Maintenance	162.0	162.0	164.0	164.0	1.2%
Police	602.5	604.5	604.5	604.5	0.0%
Public Services	186.2	186.2	193.3	200.3	7.6%
Transit	125.0	124.0	122.0	122.0	-1.6%
Total Authorized FTEs	1,424.7	1,425.7	1,433.8	1,440.8	1.1%

Airport



DEPARTMENT MISSION

To provide safe and efficient Airport operations to meet the aviation needs of the community.

Program: Air Carrier Operations

Airport Fund \$1,632,499 / 8.9 FTEs

Purpose Statement:

Air Carrier Operations addresses all direct and ancillary requirements related to airline operations within the terminal building. These requirements include the assignment of qualified senior skilled trades personnel and custodial staff to perform maintenance and cleaning functions, as well as the inspection of contracted work for adequacy and regulatory compliance.

Highlights:

- Completed construction of new Concourse A, an interim Transportation Security Administration (TSA) screening checkpoint, and a restaurant and boarding area featuring concessions from our new food vendor, Tailwinds.
- Began implementation of a new FAR Part 139 Automated Records Keeping Program for personnel training and records management.

City Goal:

The City of Fayetteville will be a highly desirable place to live, work, and recreate with thriving neighborhoods and a high quality of life for all residents.

Objective:

To design and maintain Fayetteville Regional Airport terminal improvements that aid in passenger inbound and outbound processing, throughput at screening checkpoints, and general circulation throughout the terminal complex.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of enplaned and deplaned passengers	426,274.00	467,397.00	467,397.00
% of residents very satisfied or satisfied with the condition and usability of the Fayetteville Regional Airport per the biennial City Resident Satisfaction Survey	67.00%	65.00%	65.00%
Average # of daily flights	28.00	26.00	26.00
Load factor (percentage of seats sold)	73.50%	78.00%	80.00%

Airport

Program: Airport Administration

Airport Fund \$8,085,160 / 6.0 FTEs

Purpose Statement:

Airport Administration coordinates facility use through direct interaction with the general public and the development of lease terms and agreements with airline, general aviation, and military support tenants. This section is also responsible for marketing and budgetary administration, in coordination with the Airport Commission and communications with regulatory and funding entities.

Highlights:

- Increased engagement with businesses, leisure travelers, and our military target audiences via marketing initiatives including use of social media.
- Worked collaboratively with Fayetteville Cumberland County Economic Development Corporation (FCEDC) and an airline consultant to attract new airline entrant and increase ridership.

City Goal:

The City of Fayetteville will be a highly desirable place to live, work, and recreate with thriving neighborhoods and a high quality of life for all residents.

Objective:

To manage an effective and efficient capital improvement program for which the Fayetteville Regional Airport Passenger Facility Charge (PFC) funds the local portion of capital cost.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
Passenger Facility Charge revenue	\$1,490,224.58	\$969,000.00	\$969,000.00

Program: Airport Maintenance

Airport Fund \$564,739 / 2.2 FTEs

Purpose Statement:

Airside Maintenance addresses the maintenance of facilities and infrastructure to support the landing and takeoff of commercial, general aviation, and military fixed and rotary-winged aircraft. This program also addresses the development and maintenance of aircraft hangers. Pilot training, aircraft fueling and aircraft and avionics maintenance are handled by on-airfield full service and limited fixed base operators.

Highlights:

- Successfully coordinated apron restriping and passenger boarding area retrofits and relocated airlines to new concourse Gates 1-7.
- Completed the total rehabilitation of Runway 10/28 through coordination with North Carolina Department of Transportation’s Division of Aviation.
- Executed a long-term lease with fixed-base operator, to include over \$1 million future facility upgrade.

City Goal:

The City of Fayetteville will be a highly desirable place to live, work, and recreate with thriving neighborhoods and a high quality of life for all residents.

Objective:

To provide excellent customer service through the development and maintenance of airside grounds and high quality infrastructure for all other operations that support functional services.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019</u> <u>Estimated</u>	<u>FY 2020</u> <u>Target</u>
# of total aircraft operations (takeoffs and landings)	30,843.00	35,966.00	35,000.00
% of satisfied customers per Fayetteville Regional Airport customer satisfaction survey	94.00%	95.00%	95.00%

Program: Airport Rescue and Fire Fighting/Fire Training

Airport Fund \$704,753 / 6.0 FTEs

Purpose Statement:

Airport Rescue and Firefighting/Fire Training Operations provides enforcement of operating and security rules; regulations and procedures concerning landing, taxiing, parking, servicing and loading and unloading aircraft; operation of vehicular traffic on the airfield; airline activities and emergency situations. Airfield inspections, correction of hazardous conditions and coordinating airfield activities with maintenance and security personnel fall within the scope of this program. Station 10 records daily inspections, aircraft accidents and incidents and also issues notices to airmen in order to comply with Federal Aviation Administration requirements. The Firefighting Training Facility is an adjunct supporter of airside operations and is responsible for training local and regional firefighters in aircraft and structural firefighting operations.

Highlights:

- Trained hundreds of aircraft rescue firefighters, City Fire personnel, County Fire personnel, Fayetteville Technical Community College students and industry personnel.
- Investigated the feasibility of a multi-million dollar rehabilitation of existing training facility that is currently closed for maintenance.

Airport

City Goal:

The City of Fayetteville will be a highly desirable place to live, work, and recreate with thriving neighborhoods and a high quality of life for all residents.

Objective:

To achieve and maintain Federal Aviation Administration (FAA) compliance for the annual certification inspection and to promote the availability of the Firefighting Training Facility in an effort to improve the Airport's return on investment.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
% of Airport Fire Station 10 three minute response tests met	100.00%	100.00%	100.00%

Program: Parking and Rental Car Operations

Airport Fund \$213,684 / 0.9 FTEs

Purpose Statement:

Primary functions within the Parking and Rental Car Operations are the management of long and short-term parking operations and rent-a-car ready spaces. Grounds maintenance functions are also included within this program to facilitate an aesthetically pleasing appearance to landside users. Parking and Rental Car Operations includes the maintenance of seven residential rental properties and acreage purchased with Airport grant funds.

Highlights:

- Expanded rental car parking area by nearly 70 spaces.
- Constructed a new parking area for employees.

City Goal:

The City of Fayetteville will be a highly desirable place to live, work, and recreate with thriving neighborhoods and a high quality of life for all residents.

Objective:

To develop and maintain a rate structure that funds paid parking and rental car infrastructure development and fosters improved access control and vehicle circulation.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
% change in annual parking revenue at Fayetteville Regional Airport	(5.87%)	6.55%	5.00%
% change in annual rental car revenue at Fayetteville Regional Airport	2.00%	11.00%	11.00%

Airport

	2017-18 Actual	2018-19 Original Budget	2019-20 Recommended Budget	2019-20 Adopted Budget	% Change vs 2018-19 Original Budget
Expenditures by Program					
Air Carrier Operations	\$1,420,035	\$1,520,978	\$1,632,499	\$1,632,499	7.3%
Airport Administration	641,195	1,856,535	8,915,697	8,085,160	335.5%
Airport Maintenance	840,613	671,168	564,739	564,739	-15.9%
Airport Rescue and Fire Fighting/Fire Training	651,344	695,391	704,753	704,753	1.3%
Non-Program Expenditures	305,781	334,965	324,398	324,398	-3.2%
Parking and Rental Car Operations	151,216	119,185	213,684	213,684	79.3%
Total Expenditures	\$4,010,184	\$5,198,222	\$12,355,770	\$11,525,233	121.7%
Expenditures by Type					
Personnel Services	\$1,631,089	\$1,785,357	\$1,813,908	\$1,813,908	1.6%
Operating	1,154,491	1,481,298	1,665,834	1,665,834	12.5%
Contract Services	182,563	117,467	194,262	194,262	65.4%
Capital Outlay	364,460	100,000	141,500	141,500	41.5%
Transfers to Other Funds	0	1,010,000	7,836,466	7,005,929	593.7%
Debt Service	0	0	0	0	0.0%
Other Charges	677,581	704,100	703,800	703,800	0.0%
Total Expenditures	\$4,010,184	\$5,198,222	\$12,355,770	\$11,525,233	121.7%
Funding Sources					
Airport Fund	\$4,010,184	\$5,198,222	\$12,355,770	\$11,525,233	121.7%
Total Funding Sources	\$4,010,184	\$5,198,222	\$12,355,770	\$11,525,233	121.7%
Full-Time Equivalent Positions					
Total Authorized FTEs	24.0	24.0	24.0	24.0	0.0%

Airport

BUDGET HIGHLIGHTS

- Personnel includes \$56,671 for employee pay adjustments, \$7,843 for medical benefit rate adjustments and \$14,797 for retirement rate adjustments.
- Operating includes \$542,680 for utilities and stormwater fees, \$514,820 for maintenance of Airport facilities and equipment, and \$300,000 for advertising, including a \$100,000 increase for advertising incentives for added flight destinations or services.
- Contract Services includes \$71,000 for technical consulting, \$28,000 for landscaping and tree removal services, \$13,000 for security screenings, \$5,000 for wildlife control, \$49,000 for unanticipated contract service requirement, \$20,000 for recruitment expenditures and \$8,262 for a variety of smaller and miscellaneous contracted services.
- Capital includes \$80,000 for a snow plow, \$25,500 for a 6 passenger van, \$9,000 for a floor machine and \$27,000 for an aircraft loading ramp.
- Transfers to Other Funds includes \$7,005,929 to the Airport Capital Project Fund to fund terminal renovations, including data infrastructure.
- Other Charges includes \$448,600 for reimbursements to the General Fund for police services and \$234,600 for indirect cost allocations.
- Non-program expenditures include charges not directly attributable to a specific program including indirect cost allocations, retiree benefits, and insurance and claim settlements.

Fire & Emergency Management



Fire & Emergency Management

DEPARTMENT MISSION

The Fayetteville Fire/Emergency Management Department is committed to the preservation of life, property and the environment through effective public education, fire code enforcement and emergency response. We are dedicated to achieving customer satisfaction while serving with R.E.S.P.E.C.T.

Program: Community Risk Reduction

General Fund \$1,076,393 / 11.0 FTEs

Purpose Statement:

The Community Risk Reduction (CRR) program identifies and prioritizes risks within the City and works proactively with local community stakeholders to reduce the effects to the residents.

Highlights:

- In calendar year 2018, staff conducted 5,776 fire inspections, a 21 % increase in comparison to calendar year 2017.
- 14th Annual Safety Day drew a large crowd to Cross Creek Mall, providing public education demonstrations such as working smoke alarms and residential fire sprinklers.
- The department and the NC Office of State Fire Marshal partnered to raise awareness on the importance of watering real Christmas Trees with the use of live fire demonstration at Cross Creek Mall.
- The department incorporated the use of the grant acquired Hartford Inflatable Training Prop to educate children in the community on fire education topics.
- The department has documented 1,157 public fire education events to date, reaching 97,079 citizens utilizing suppression company activities, as well as, targeted community risk reduction offerings.
- The department has provided and installed 324 smoke alarms to date.

City Goal:

The City of Fayetteville will be a safe and secure community.

Objective:

To increase safety and reduce property loss through increased fire & life safety inspections.

Fire & Emergency Management

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of fire incidents occurring in inspectable occupancies	25.00	25.00	30.00
# of fire inspections conducted	5,766.00	5,500.00	6,000.00
% of residents very satisfied or satisfied with enforcement of fire code per the biennial City Resident Satisfaction Survey	60.10%	60.10%	70.00%
Average # of inspections conducted per fire inspector	960.80	800.00	1,000.00

Objective:

To increase the incidents in which smoke detectors provide early notification by increasing the number of installed and maintained smoke detectors in residential properties.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of fires where smoke detectors alerted occupants	48.00	48.00	50.00
# of smoke detectors installed	490.00	550.00	600.00

Objective:

To reduce incidents of fire due to the leading preventable causes through proactive public education and outreach efforts.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of Fire Department public education events	960.00	950.00	1,000.00
# of fires originating in the cooking area or kitchen	110.00	100.00	75.00
% of residents very satisfied or satisfied with City efforts to prevent fires per the biennial City Resident Satisfaction Survey	62.20%	62.20%	70.00%

Program: Emergency Management

General Fund \$257,463 / 2.0 FTEs

Purpose Statement:

Emergency Management employs efforts to ensure all-hazards preparedness for the citizens, employees and visitors within the City of Fayetteville.

Fire & Emergency Management

Highlights:

- Facilitated annual department physicals and 29 CFR 1910.134 Respiratory Fit Testing of all emergency response personnel.
- Facilitated local course offerings, including; Sport Venue Evacuation and Protection Actions by Texas A&M Engineering Extension Service; National Search and Rescue School Inland Search Planning Course; and National Incident Management System (NIMS) Incident Command System courses ICS-300 and ICS-400.
- Established safety and security plan for the exterior area of the SEGRA Stadium, including a scalable traffic management plan for all downtown festivals and events.
- Implemented Government Emergency Telecommunications and wireless priority service for all of the City Senoir Managment Team.
- Initiated the identification and evaluation of local critical infrastructure, as defined by the Department of Homeland Security, as a component of the Emergency Operations Plan (EOP) and Continuity of Operations Plan (COOP) updates.

City Goal:

The City of Fayetteville will be a safe and secure community.

Objective:

To facilitate the annual update of the City of Fayetteville's Emergency Operation Plan (EOP) and Continuity of Operation Plan (COOP) to ensure continuity of operations.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of citizens attending emergency management public outreach events	3,891.00	1,750.00	2,000.00
# of Emergency Management exercises and drills conducted	22.00	11.00	16.00

Program: Emergency Response Services

General Fund \$26,366,837 / 298.0 FTEs

Purpose Statement:

The Emergency Response Services program encompasses a full range of emergency services, including fire suppression, emergency medical services (basic level), hazardous materials response and technical rescue. These services are not only provided within Fayetteville, but are extended throughout the state of North Carolina under automatic aid, mutual aid and contractual agreements.

Fire & Emergency Management

Highlights:

- The department responded to 30,443 calls for service in CY 2018, a 1.8% increase as compared to CY 2017. 68.67% of these calls were for medical responses while fire responses represent 2.85% of total calls.
- The department has incorporated thermal imaging technology into its self-contained breathing apparatus for improved firefighter safety and enhancement of search capabilities needed to locate downed fire victims.
- Fire Station 12 was relocated to 911 Hope Mills Rd replacing an aged and substandard facility while improving service delivery by moving more centrally into the response district.
- The department began carrying and administering Naloxone to overdose patients in FY 2018. It has been administered 126 times in the first 12 months, with 118 patients showing documented improvement.
- The department secured a second set of personal protective equipment for all firefighters to enable personnel to effectively decontaminate themselves from deadly carcinogens presented at fire events.
- The department has initiated the search for land needed to relocate Fire Station #4 to an area better suited for more efficient service delivery.

City Goal:

The City of Fayetteville will be a safe and secure community.

Objective:

To increase the number of incidents where fire was confined to the room of origin in order to achieve improvement in the average dollar loss/save ratio.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of building fire calls coded 111 where fire was confined to the room of origin	109.00	70.00	95.00
90th percentile total first response time for emergency calls	364.00 seconds	360.00 seconds	312.00 seconds
Average actual dollar loss/save ratio	94.15%	92.00%	94.00%

Objective:

To meet or exceed baseline performance measures for Standard of Coverage and the Center for Public Safety Excellence for each discipline.

Fire & Emergency Management

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of actual fires per 1,000 population	2.11	2.10	2.00
# of fire inspections completed per 1,000 population	28.00	30.00	35.00
# of Total Fire Department calls for service	29,707.00	30,534.00	30,000.00
# of total Fire Department calls for service per 1,000 population	143.00	144.00	140.00
% of residents very satisfied or satisfied with the overall quality of fire protection and rescue services per the biennial City Resident Satisfaction Survey	87.10%	87.10%	90.00%

<p>Program: Fire Administration, Planning and Research</p>

<p>General Fund \$1,260,027 / 10.0 FTEs</p>

Purpose Statement:

Fire Administration, Planning and Research provides operational support activities needed to direct public service programs. It includes functional areas of the Executive Fire Staff, the Office Systems, Planning and Research and Logistics Divisions.

Highlights:

- The department’s Annual Compliance Report (ACR) was approved and accepted by the Center for Public Safety Excellence (CPSE) in FY 2018.
- The department added an Assistant Fire Chief Position during FY 2019 to enhance management of key program areas.
- The department participated in the quinquennial rating survey conducted by the Insurance Services Office measuring the community’s water supply, emergency communications system and fire department performance.
- The department experienced the retirement of long-time Fire Chief Benjamin Major and has initiated a nation-wide recruitment effort to identify his successor.

City Goal:

The City of Fayetteville will be a safe and secure community.

Objective:

To maintain accreditation through the Commission on Fire Accreditation International (CFAI) and an Insurance Services Offices (ISO) Class 1 Rating.

Fire & Emergency Management

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
% of female firefighters	3.96%	3.90%	4.00%
% of minority firefighters	13.11%	13.86%	15.00%
% of requirements/performance measures met for ISO Classification Rating (Fire)	100.00%	100.00%	100.00%

<p><i>Program: Fire Training and Development</i></p>

<p><i>General Fund \$510,984 / 5.0 FTEs</i></p>

Purpose Statement:

The Training and Development Program directs and coordinates the training activities of the Fire/Emergency Management Department and maintains all records pertaining to employee training. It plays a role in marketing and recruitment for entry level positions and developing personnel for key positions within the department. The purpose of this program is to provide resources and coordination for the many levels of training required to perform the operations effectively in a safe and competent manner in order to minimize risks. This includes a uniform and consistent plan to ensure all firefighters meet a basic level of safe performance and professional development. All employees must demonstrate the knowledge and skills necessary to function safely and effectively on emergency scenes and be able to perform the tasks assigned.

Highlights:

- The department, with allied agencies, completed department-wide Active Shooter Training, improving operational readiness and inter-agency response.
- The Training Division certified and graduated 2 Fire Academies, resulting in 23 firefighters reporting to duty.
- The hiring process and marketing plan for improved diversity was kicked off in December, resulting in an organized annual-hiring plan for the department.
- The Training Division revised and delivered the Officer Candidate Series program to 21 future leaders.
- The department has increased the number of members meeting the bench marked training goal to 80%, an increase of 9% since FY 2016. (FY 2016 71%).

City Goal:

The City of Fayetteville will be a safe and secure community.

Objective:

To evaluate training needs annually and develop training plans to ensure all firefighters demonstrate the knowledge and skills necessary to function safely and effectively on emergency scenes and to ensure that employees are able to perform the tasks assigned.

Fire & Emergency Management

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
% of Fire personnel obtaining 240 hrs. of established training goal	75.60%	75.00%	75.00%

Fire & Emergency Management

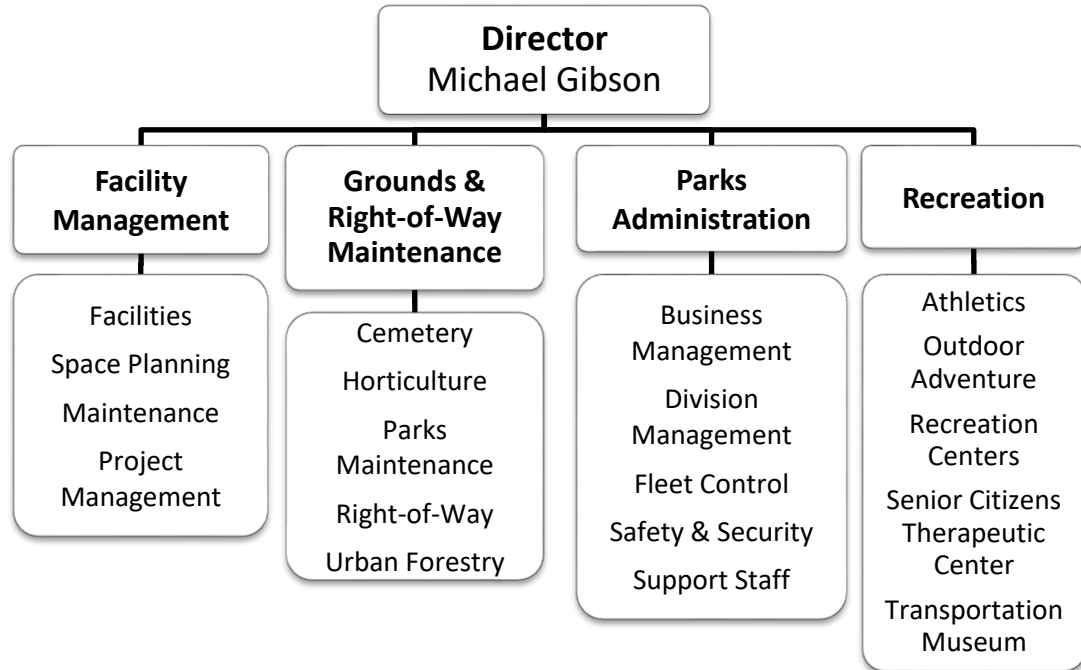
	<u>2017-18</u> <u>Actual</u>	<u>2018-19</u> <u>Original</u> <u>Budget</u>	<u>2019-20</u> <u>Recommended</u> <u>Budget</u>	<u>2019-20</u> <u>Adopted</u> <u>Budget</u>	<u>% Change</u> <u>vs 2018-19</u> <u>Original</u> <u>Budget</u>
Expenditures by Program					
Community Risk Reduction	\$833,778	\$999,023	\$1,076,746	\$1,076,393	7.7%
Emergency Management	87,450	93,212	257,482	257,463	176.2%
Emergency Response Services	24,358,821	26,530,279	26,428,000	26,366,837	-0.6%
Fire Administration, Planning and Research	1,288,124	1,194,216	1,260,213	1,260,027	5.5%
Fire Training and Development	359,843	488,892	511,069	510,984	4.5%
Total Expenditures	\$26,928,016	\$29,305,622	\$29,533,510	\$29,471,704	0.6%
Expenditures by Type					
Personnel Services	\$22,236,531	\$22,978,722	\$23,677,732	\$23,677,732	3.0%
Operating	2,663,708	3,702,119	3,212,649	3,150,843	-14.9%
Contract Services	782,569	886,766	885,627	885,627	-0.1%
Capital Outlay	1,201,583	1,667,829	1,631,782	1,631,782	-2.2%
Transfers to Other Funds	0	41,321	62,330	62,330	50.8%
Debt Service	0	0	0	0	0.0%
Other Charges	43,625	28,865	63,390	63,390	119.6%
Total Expenditures	\$26,928,016	\$29,305,622	\$29,533,510	\$29,471,704	0.6%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$1,148,330	\$1,003,166	\$1,082,234	\$1,082,234	7.9%
Other General Fund Funding	25,779,686	28,302,456	28,451,276	28,389,470	0.3%
General Fund Subtotal	26,928,016	29,305,622	29,533,510	29,471,704	0.6%
Total Funding Sources	\$26,928,016	\$29,305,622	\$29,533,510	\$29,471,704	0.6%
Full-Time Equivalent Positions					
Total Authorized FTEs	325.0	325.0	326.0	326.0	0.3%

Fire & Emergency Management

BUDGET HIGHLIGHTS

- Personnel reflects the addition of an Assistant Fire Chief position during FY 2019.
- Personnel also includes \$414,257 for employee pay adjustments, \$66,178 for medical insurance rate adjustments and \$204,517 for retirement rate adjustments.
- Operating costs consist of expenditures to operate 17 stations includes \$957,489 for supplies and small equipment, \$360,940 for utilities and communications, \$202,699 for building, software, and general equipment maintenance and rentals, \$169,061 for travel, training and memberships, \$1,415,654 for vehicle maintenance and fuel, and \$45,000 to record an allocated share of State pension expenditures under the Firefighters and Rescue Squad Workers' Plan for financial reporting purposes that is offset by an equal revenue allocation.
- Contract Services includes \$700,838 for payments to volunteer fire departments for contracted fire protection, \$154,856 for medical services, and \$29,933 for a variety of small contract services.
- Capital includes \$1,631,782 for vehicles and equipment, including \$13,900 for thermal imaging camera, \$6,937 for a gear washer, \$1,344,000 for two fire engines, \$85,000 for a rescue truck, \$31,000 for a ½ ton pickup truck, \$32,945 for a ½ ton pickup truck, \$23,000 for one sedan, and \$95,000 for two sport utility vehicles.
- Other Charges includes an indirect cost allocation of \$120,300 for Hazmat operations offset by a \$75,000 allocation of HazMat costs to the Stormwater Fund.

Parks, Recreation & Maintenance



Parks, Recreation & Maintenance

DEPARTMENT MISSION

Parks, Recreation and Maintenance provides quality and affordable parks and recreation facilities. This includes quality and affordable programs for youth, adults and citizens with special needs throughout Fayetteville and Cumberland County. Additionally, the department places great emphasis on improving the City's appearance and providing quality City-owned buildings and facilities.

Program: Facility Management

General Fund \$2,458,786 / 17.0 FTEs

Purpose Statement:

The Facilities Management program supports the satisfaction of the City's space needs and physical environment requirements, including efficient heating and cooling, janitorial services, and building renovations. Providing a safe, clean, comfortable, and well-designed work environment supports morale and efficiency, enabling the City to achieve its objective of providing effective and efficient public services.

Highlights:

- A new roof has been installed at Smith Recreation Center, while roofs at Myers and Cliffdale Recreation Centers will be completed by the end of FY 2019.
- A new roof is also scheduled to be installed at the Police Department headquarters by the end of the FY 2019.
- The bid process is underway for a replacement HVAC system at Pine Forest Recreation Center, and bids for paving projects at Cliffdale Recreation Center and the Reid Ross Track have been approved.
- E. E. Smith House renovations continue, and minor adjustments are being made within City Hall to facilitate operational efficiencies.
- Facilities staff also supported Project Home Run and conducted renovations to accommodate operations for our new fleet vendor at the leased Pepsi Lane property.

City Goal:

The City of Fayetteville will be a highly desirable place to live, work, and recreate with thriving neighborhoods and a high quality of life for all residents.

Objective:

To efficiently provide quality maintenance to City-owned buildings and structures.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019</u> <u>Estimated</u>	<u>FY 2020</u> <u>Target</u>
# of work orders	2,374.00	2,300.00	2,350.00
% of work orders closed within one month	87.00%	88.00%	90.00%

Parks, Recreation & Maintenance

Program: Grounds and Right-of-Way Maintenance

General Fund \$7,840,875 / 68.0 FTEs

Purpose Statement:

The Grounds and Right-of-Way Maintenance program is responsible for the design, construction and development of parks and facilities. This program provides safe, clean, and beautiful parks through the maintenance and repair of parks, play units, trails, ball fields, recreation center landscape, downtown landscape, greenways, fountains, pools, and splash pads. The program also assists with special events, to include the Dogwood and International Folk festivals and the All-American Marathon. This program is responsible for loose leaf pickup, right-of-way mowing, and litter pickup.

Highlights:

- New herbicide and spraying program has been established.
- The conceptual designs for the Big Cross Creek Greenway are in progress. The Greenway will connect Little Cross Creek to Smith Lake on Fort Bragg.
- Phase II construction of the Blount's Creek Trail will begin in FY 2019, connecting the trail to the Linear Park Trail.
- The construction of the Cape Fear River Trail Connector continues. This section of trail will connect the Linear Park Trail to the Cape Fear River Trail.
- Edging and sweeping of sidewalks and catch basins will continue. Major and minor thoroughfares will be edged two times per year, and storm drains will be vacuumed six times per year using a leaf vacuum truck.
- The litter crews continue to collect trash on over 112 City streets.
- General lawn and plant maintenance for 193 vacant lots has been outsourced to a local vendor. This maintenance includes mowing, trimming and edging.

City Goal:

The City of Fayetteville will be a highly desirable place to live, work, and recreate with thriving neighborhoods and a high quality of life for all residents.

Objective:

To efficiently provide a high level of maintenance services to park sites to ensure a Level 2 standard. Level 2 represents a moderate-level maintenance standard associated with locations that have moderate-to-low levels of development or visitation or are limited from higher level maintenance standards due to budget restrictions.

Parks, Recreation & Maintenance

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of cemeteries, trails, roadway islands, greenspaces, parks, and right-of-way sites designated for a Level 2 maintenance standard	181.00	181.00	181.00
# of visits to cemeteries, trails, roadway islands, greenspaces, parks, and right-of-way sites achieving a Level 2 maintenance standard	23,020.00	24,500.00	25,000.00

Objective:

To efficiently provide a high level of maintenance services to recreation centers and athletic fields to ensure a Level 1 standard. Level 1 represents a high-level maintenance standard associated with developed public areas, malls, colleges and university campuses and government grounds.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of athletic fields, recreation centers, downtown round-a-bouts, and horticulture sites designated for a Level 1 maintenance standard	264.00	264.00	264.00
# of visits to athletic fields, recreation centers, downtown round-a-bouts, and horticulture sites achieving a Level 1 maintenance standard	15,979.00	15,708.00	15,800.00

Objective:

To provide efficient maintenance to right-of-way at Level 3 standard. Level 3 represents a moderately low-level maintenance associated with locations generally away from public eye, having limited resident visitation, considered as natural areas or limited from higher level maintenance standards due to budget restrictions.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of tons of litter removed from City streets	2,182.71	2,300.00	2,400.00

Parks, Recreation & Maintenance

Program: Parks Administration

General Fund \$4,833,925 / 17.0 FTEs

Purpose Statement:

Parks Administration prepares and maintains the fiscal year budget and oversees department personnel to include daily fees collected. This program also manages facility rentals and coordinates rentals with park staff. The program maintains the Adopt a Program, which includes streets, sites, special projects, and park amenities. The Administration program oversees the data setup for the department's activity registration and facility reservation software program, the work order software program, and administers the department's fleet. This program ensures all safety measures are met.

Highlights:

- Updates of the 2006 Parks and Recreation Master Plan are in progress with the awarded contractor, McAdams Company. The update to the comprehensive master plan is expected to be approved mid FY 2021. Feedback from local governments and other stakeholders has been received.
- Implementation of the bond projects is well underway with three new splash pads ready for public use, along with numerous upgrades to amenities at existing facilities. Site work is well underway for the new Senior Center West with construction scheduled for completion in FY 2020.
- A fourth City pool is being designed at Lake Rim Park and construction is expected to start soon.

City Goal:

The City of Fayetteville will be a highly desirable place to live, work, and recreate with thriving neighborhoods and a high quality of life for all residents.

Objective:

To efficiently and effectively process office administrative tasks in sales.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019</u> <u>Estimated</u>	<u>FY 2020</u> <u>Target</u>
# of community garden plots sold	61.00	65.00	66.00
# of park shelter rentals	227.00	227.00	230.00

Program: Recreation

General Fund \$6,214,386 / 62.0 FTEs

Purpose Statement:

The Recreation program plans, promotes and facilitates recreational activities for all citizens to include athletics, and specialized therapeutic and senior recreation programs. The program also distributes information to the public regarding City programs and services, and develops and maintains partnerships with the Cumberland County School System through joint programs and shared use facilities. This program provides assistance and facility use during emergency situations and extreme weather conditions.

Parks, Recreation & Maintenance

Highlights:

- New Citizens Academy format with hands-on participation was implemented.
- Olympic Swimmer Tyler Clary hosted a clinic at Westover Family Aquatic Center.
- Received a Healthy Out of School Time grant, in the amount of \$25,000, to provide chairs for Summer Time Feeding Program locations.
- Received a Department of Veteran Affairs Adaptive Sports Grant, in the amount of \$15,000, to provide for the purchase of sport wheelchairs and other adaptive equipment.
- Supported the “Centennial of Fort Bragg” exhibit at Transportation Museum, in collaboration with the 18th Airborne Corps and the Airborne and Special Operations Museum.
- Opened and operated three emergency shelters during Hurricane Florence recovery for 28 days.
- Coordinated a Better Health of Cumberland County partnership at Massey Hill Recreation Center to provide the Fayetteville Fit program for in-need youth.
- Installed inflatable dome pool covers at two aquatic centers in partnership with Cumberland County Schools to allow additional swimming in cooler weather.
- Held groundbreaking for construction of the Senior Center West along Old Raeford Road.
- Coordinated with Methodist University for a long-term lease agreement for operations and improvements for the Jordan Soccer Complex, located off Ramsey Street.
- Departmental staff presented at the North Carolina Justice Academy for Park Ranger Training Institute.
- Collaborated with the Veterans’ Administration Hospital & Clark Park to create a cut-in foot path for pedestrian travel.
- Held a groundbreaking for construction of the splash pad at the Gilmore Therapeutic Recreation Center.
- Refurbished the outdoor basketball court at the Smith Recreation Center in conjunction with Under Armour and Dennis Smith, Jr.
- Partnered with Woodpeckers Baseball to sponsor youth teams and the installation of a new scoreboard at the City’s Universally Accessible Playing Field, located at the Massey Hill Recreation Center.
- Held a groundbreaking for construction of a new Family Aquatic Center at Lake Rim Park.
- Renamed the Gray’s Creek Recreation Center for John Dove “JD” Pone, Sr.
- Honored the inaugural season of the Fayetteville Woodpeckers at SEGRA Stadium with a Fayetteville Baseball Fever Exhibit at the Transportation Museum.
- City Staff conducted the sixth annual All-American Marathon in conjunction with Fort Bragg.
- Held ribbon cuttings and grand openings for five new splash pads located at community parks in Eastover, Godwin, Gray’s Creek, Linden, and Wade.
- Staff worked to develop the revitalization of a neighborhood park with the Bethany Historical Society.
- Staff worked to develop the revitalization of a neighborhood park with the South River Community.
- Collaborated with Chemours Corporation and the Gray’s Creek Ruritan Club for installation of a new playground at Hall Park in Gray’s Creek.
- Collaborated with the Town of Stedman the Stedman Youth Athletic Association for renovation and improvements to the existing concession facilities.

Parks, Recreation & Maintenance

City Goal:

The City of Fayetteville will be a highly desirable place to live, work, and recreate with thriving neighborhoods and a high quality of life for all residents.

Objective:

To offer team and individual athletic programs to youth, adults, and senior adults through traditional, non-traditional and new and innovative programs.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of athletic program participants	15,970.00	16,769.00	17,607.00
# of athletic programs offered	1,292.00	1,357.00	1,424.00
# of youth athletic games scheduled	4,409.00	4,629.00	4,861.00

Objective:

To provide a wide variety of year round programs and activities in recreation centers and parks that reach a large segment of residents and to provide funding to non-profit organizations that provide a children's museum and arts programs.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of recreation program participants	24,140.00	25,347.00	26,614.00
# of recreation programs offered	1,672.00	1,756.00	1,843.00
# of swimming pool patrons	63,911.00	67,107.00	70,462.00

Parks, Recreation & Maintenance

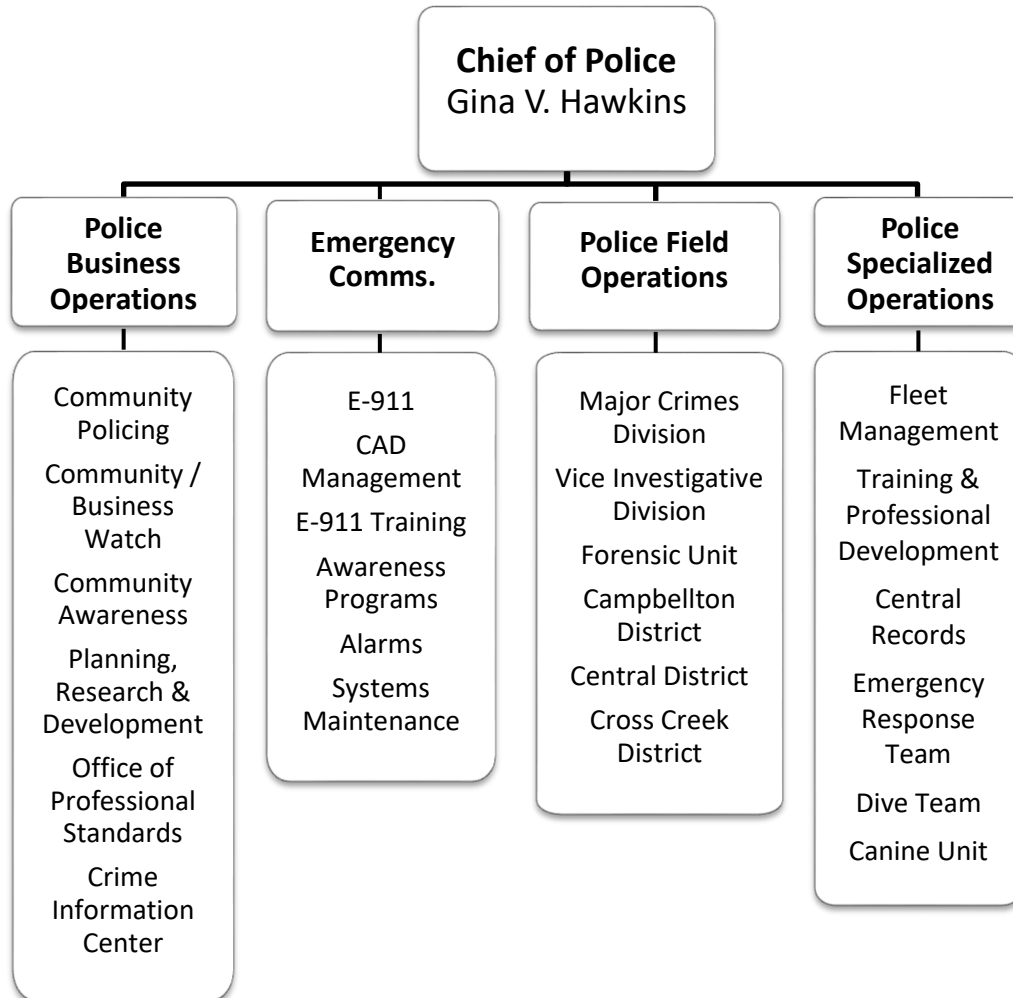
	2017-18 Actual	2018-19 Original Budget	2019-20 Recommended Budget	2019-20 Adopted Budget	% Change vs 2018-19 Original Budget
Expenditures by Program					
Facility Management	\$2,095,126	\$2,470,186	\$2,459,058	\$2,458,786	-0.5%
Grounds and Right-of-Way Maintenance	7,241,662	7,758,394	7,850,281	7,840,875	1.1%
Non-Program Expenditures	15,994	353,484	31,433	32,739	-90.7%
Parks Administration	2,483,095	4,579,111	4,834,953	4,833,925	5.6%
Recreation	5,398,840	5,698,383	6,214,574	6,214,368	9.1%
Total Expenditures	\$17,234,717	\$20,859,558	\$21,390,299	\$21,380,693	2.5%
Expenditures by Type					
Personnel Services	\$10,262,032	\$10,739,705	\$11,009,068	\$11,009,068	2.5%
Operating	4,607,591	5,049,679	5,309,006	5,298,094	4.9%
Contract Services	1,109,283	1,321,189	1,474,611	1,474,611	11.6%
Capital Outlay	564,962	691,400	867,000	867,000	25.4%
Transfers to Other Funds	448,349	2,166,847	948,477	948,477	-56.2%
Debt Service	0	255,956	1,470,859	1,470,859	474.7%
Other Charges	242,500	634,782	311,278	312,584	-50.7%
Total Expenditures	\$17,234,717	\$20,859,558	\$21,390,299	\$21,380,693	2.5%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$2,932,083	\$6,335,343	\$6,225,930	\$6,225,930	-1.7%
Other General Fund Funding	14,302,634	14,524,215	15,164,369	15,154,763	4.4%
General Fund Subtotal	17,234,717	20,859,558	21,390,299	21,380,693	2.5%
Total Funding Sources	\$17,234,717	\$20,859,558	\$21,390,299	\$21,380,693	2.5%
Full-Time Equivalent Positions					
Total Authorized FTEs	162.0	162.0	164.0	164.0	1.2%

Parks, Recreation & Maintenance

BUDGET HIGHLIGHTS

- Personnel includes the addition of a Maintenance Worker and an Assistant Recreation Center Supervisor effective March 1, 2020 for the Senior Center West, the reclassification of an Office Assistant II position to a Management Analyst position, the conversion of a Skilled Trades Technician position to a Senior Skilled Trades Technician position, and the conversion of a Custodian position to a Maintenance Worker position.
- Personnel also includes \$302,868 for employee pay adjustments, \$34,343 for medical benefit rate adjustments and \$84,272 for retirement rate adjustments.
- Operating costs include \$1,724,650 for utilities, \$1,338,378 for vehicle fuel and maintenance, and \$1,047,846 for supplies, including \$935,823 for general supplies, \$55,084 for uniforms and \$56,939 for food.
- Operating costs reflect increases for new facilities, including the Lake Rim Pool, the Skate Park and Senior Center West.
- Contract Services includes \$263,953 for recreation program instructor services, \$220,000 for sports officiating, \$255,924 for pool operation contracts with the YMCA for the Chalmers, Westover, Lake Rim and Bates pool, \$137,974 for alarm monitoring, \$65,000 for lot cleaning, \$24,039 for summer camp excursions, \$53,964 for portable toilets, \$65,886 for county landfill fees, \$42,100 for on-call maintenance services at the Airborne and Special Operations Museum (ASOM), \$34,143 for dumpster service, \$7,096 for credit card fees, \$29,720 for various sports contracts, \$5,750 for Arts Council Agreements, \$25,200 for background checks, and a variety of smaller and miscellaneous contracted services.
- Capital includes \$867,000 for vehicle and equipment replacements.
- Transfers to Other Funds reflects \$518,777 to be set aside for the capital funding plan for bond projects, \$429,700 for CIP projects, including \$60,000 for roof replacements, \$57,500 for building renovations, \$55,000 for concrete repairs, \$60,000 for the repaving of walking trails, \$17,200 for RecTrac maintenance, \$100,000 for playground repairs and refurbishing and \$80,000 for HVAC/boiler repairs and replacement.
- Debt Service reflects the estimated \$1,470,859 in principal and interest payments for the first Parks and Recreation bond issuance.
- Other Charges includes \$75,000 in funding for the Arts Council, \$48,000 for Friends of the Park, \$56,250 for the Airborne and Special Operations Museum, an indirect cost allocation to the county recreation district of \$60,000, and \$50,000 in projected expenditures contingent upon receipt of donations.
- Non-program expenditures consist of \$11,815 for retiree benefits for former district employees and the \$19,618 projected to balance District expenditures with District revenues.
- General Fund Functional Revenues primarily reflect participant fees and rental fees for parks and recreation centers, recreation tax proceeds from the County and Eastover, and payments for contracted maintenance services for the North Carolina Department of Transportation, the ASOM, and the Airport and Transit departments.
- This budget includes \$4,401,296 for the County Parks and Recreation District; funded by \$3,509,185 of District and Eastover recreation tax proceeds, \$842,111 of participant and facility rental fees, and \$50,000 of investment income.

Police



DEPARTMENT MISSION

The Fayetteville Police Department is dedicated to improving the quality of life by creating a safe and secure environment for the citizens we serve. We will always act with integrity to reduce crime, create partnerships, and build trust, while treating everyone with respect, compassion and fairness.

Program: Emergency Communications

General Fund \$4,285,720 / 62.8 FTEs

Emergency Telephone System Fund \$1,082,195 / 1.2 FTEs

Purpose Statement:

Communications provides communication support to law enforcement, fire and EMS agencies in delivering the most appropriate, timely and safe response to calls for service from citizens.

Highlights:

- The Communications Center completed the initial assessment for the Commission on Accreditation for Law Enforcement Agencies, Inc (CALEA). CALEA accreditation will assist the Communication Center in implementing international best practices and standards.
- The division averaged 52 employees for the year, ending the year with a 25% turnover rate for the FY 2018-2019.
- The Communication Center created the position of a Technology Analyst, which serves as an IT support position created to troubleshoot and resolve technology issues immediately prior to escalating up to the IT department.

City Goal:

The City of Fayetteville will be a safe and secure community.

Objective:

To maintain an effective response time for priority 1 calls.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019</u> <u>Estimated</u>	<u>FY 2020</u> <u>Target</u>
# of priority 1 calls for service (Police Department)	48,399.00	49,000.00	50,000.00
% of residents very satisfied or satisfied with how quickly police respond to emergencies per the biennial City Resident Satisfaction Survey	53.50%	54.00%	55.00%
Average police response time for priority 1 calls	388.00 seconds	400.00 seconds	480.00 seconds

Objective:

To maintain or decrease the "time to process" a 911 call.

Police

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
Average time from CAD entry to dispatch for priority one calls	156.00 seconds	150.00 seconds	160.00 seconds

Program: Police Business Operations

General Fund \$3,317,831 / 32.5 FTEs

Purpose Statement:

The Office of the Chief is responsible for providing business operation support to the Chief of Police, while effectively managing the Office of Professional Standards, Community Affairs Unit, Legal Division, Planning, Research & Development, and the Crime Information Unit. The Community Affairs Unit is the direct link between the Chief of Police and the citizens of the City of Fayetteville. This unit provides an avenue to report all vital information from the Fayetteville Police Department directly to the public. The Planning, Research and Development Unit manages awarded grants, department's budget and works collaboratively with various City departments and/or external agencies. The Office of Professional Standards supports the mission and core beliefs of the Fayetteville Police Department and is dedicated to protecting the integrity of the department through ensuring adherence to ethical standards, performance criteria, and commitment to public service. The Office of Professional Standards is also responsible for recruiting the most qualified candidates to become officers for the Fayetteville Police Department.

Highlights:

- The Fayetteville Police Department investigated one officer involved shooting in 2018.
- The Fayetteville Police Department implemented the Citizens Police Academy. The purpose of the Police Citizens Academy is to provide a stronger citizen-police relationships, enhancing lines of communication, and the reduction of crime in the community.

City Goal:

The City of Fayetteville will be a safe and secure community.

Objective:

To increase level of community awareness through education.

Police

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of citizen complaints	42.00	30.00	20.00
# of departmental investigations	90.00	90.00	50.00
# of fire arm discharges annually	4.00	3.00	1.00
# of security assessments and safety briefings conducted	31.00	32.00	150.00
% of residents very satisfied or satisfied with Police efforts to prevent crime per the biennial City Resident Satisfaction Survey	54.00%	54.00%	54.00%

Objective:

To increase the level of community engagement through the formation of active residential and business community watch groups to achieve a positive impact on the overall feeling of safety in Fayetteville.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of active residential community watch groups	149.00	150.00	160.00
# of officers who left the department	28.00	29.00	30.00

<p><i>Program: Police Field Operations</i></p>

<p><i>General Fund \$37,417,816 / 406.5 FTEs</i></p>
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Purpose Statement:

The Field Operations Bureau is the largest and most visible of the department's three bureaus. The Field Operations Bureau has the responsibility of providing police services to the public. The Field Operations Bureau encompasses both the Patrol Operation Division and the Investigation Division. The Patrol Services Division is the largest and most visible division in the Fayetteville Police Department, overseeing the majority of the department's uniformed officers on patrol which is responsible for conducting a police response to emergency and non-emergency calls for service.

The Investigation Division has the responsibility for conducting all criminal investigations, protecting life and property, preparing incident reports, providing proactive patrols and special assignments. The Investigation Bureau conducts a huge number of cases each year that range from solving homicides and serious assaults, investigating robbery and burglary patterns, reducing organized auto theft, locating and apprehending suspects, dismantling narcotics operations, and breaking up gang and crew activity.

Police

Highlights:

- Total Part I Crimes decreased from 10,333 in 2017 to 9,139 in 2018.
- The City of Fayetteville experienced a decrease by more than 15% in robberies.
- In 2018, the Fayetteville Police Department investigated 22 homicide. The Fayetteville Police Department held a clearance rate of 100% which is 38.4 % higher in comparison to the national average and 35.3% higher than the metropolitan average for 2018.

City Goal:

The City of Fayetteville will be a safe and secure community.

Objective:

To maintain a clearance rate for property crimes at or above the national rate.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
Property Crime Clearance Rate	32.48%	34.50%	34.50%

Objective:

To maintain a clearance rate for violent crimes at or above the national rate.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
Violent Crime Clearance Rate	71.20%	56.00%	56.00%

Objective:

To reduce property crime.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of arsons (property crime)	43.00	45.00	45.00
# of larcenies (property crime)	6,577.00	6,947.00	6,947.00
# of motor vehicle thefts (property crime)	425.00	392.00	392.00
# of moving violations	11,190.00	16,000.00	16,000.00
# of residential burglaries (property crime)	1,841.00	1,872.00	1,872.00
# of total property crimes	8,809.00	9,211.00	9,211.00
% of residents very satisfied or satisfied with the frequency that police officers patrol their neighborhoods per the biennial City Resident Satisfaction Survey	54.00%	54.00%	54.00%

Objective:

To reduce violent crime.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of agg. Assaults (violent crime)	1,108.00	1,093.00	1,093.00
# of murders (violent crime)	24.00	31.00	31.00
# of rapes (violent crime)	104.00	97.00	97.00
# of robberies (violent crime)	292.00	327.00	327.00
# of total violent crimes	1,528.00	1,300.00	1,300.00
Total # of Part I Crimes	10,401.00	10,759.00	10,759.00

Program: Police Specialized Operations

General Fund \$9,457,612 / 101.5 FTEs

Purpose Statement:

The Specialized Services Bureau is entrusted with providing logistical and technical support to all units of the Fayetteville Police Department. The bureau consists of the Communications Division, Technical Support, Community Resource Division, Fleet Services Unit, Property and Evidence Unit, Records Central Unit and the Training Division.

The Specialized Support Bureau also provides effective deployment of specially trained units such as canine, motors, Police Activities League, special events management, downtown and park patrol, Emergency Response Team, Civil Emergency Management, Crisis Negotiator, Urban Search and Rescue Unit, and a crash reconstruction team. The Bureau has overall responsibility for the Police Department's Incident Command System (ICS) and is fully National Incident Management System (NIMS) compliant.

Highlights:

- The Fayetteville Police Department upgraded the in-car camera system in patrol vehicles.
- In 2018, Fayetteville Police Department received 743 total applicants for basic law enforcement training, 64 police officers were hired.
- The Police Activity League provided services to over 200 youths through a variety of activities such as sports, college geared programs, cooking courses which all have a focus on leadership and social skills.

City Goal:

The City of Fayetteville will be a safe and secure community.

Police

Objective:

To increase traffic safety and decrease fatal vehicle collisions through effective moving violation enforcement.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019</u> <u>Estimated</u>	<u>FY 2020</u> <u>Target</u>
# of traffic collisions resulting in 1 or more deaths	21.00	16.00	16.00
% of residents very satisfied or satisfied with enforcement of local traffic laws per the biennial City Resident Satisfaction Survey	53.50%	54.00%	54.00%
Total # of traffic stops annually	47,782.00	60,000.00	60,000.00

Objective:

To maintain an aggressive recruitment and retention strategy in an effort to achieve an average annual vacancy rate for funded sworn officer positions, which will support and sustain proactive policing methods.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019</u> <u>Estimated</u>	<u>FY 2020</u> <u>Target</u>
# of use of force incidents reviewed	56.00	40.00	40.00
% of minority sworn officers	32.40%	34.00%	35.00%
% of residents very satisfied or satisfied with the overall police relationship with the community per the biennial City Resident Satisfaction Survey	62.00%	62.00%	62.00%
% of residents very satisfied or satisfied with the overall quality of police protection per the biennial City Resident Satisfaction Survey	66.80%	67.00%	67.00%
% of women sworn officers	18.00%	19.00%	20.00%
Turnover rate for sworn officers	1.50%	1.50%	4.00%

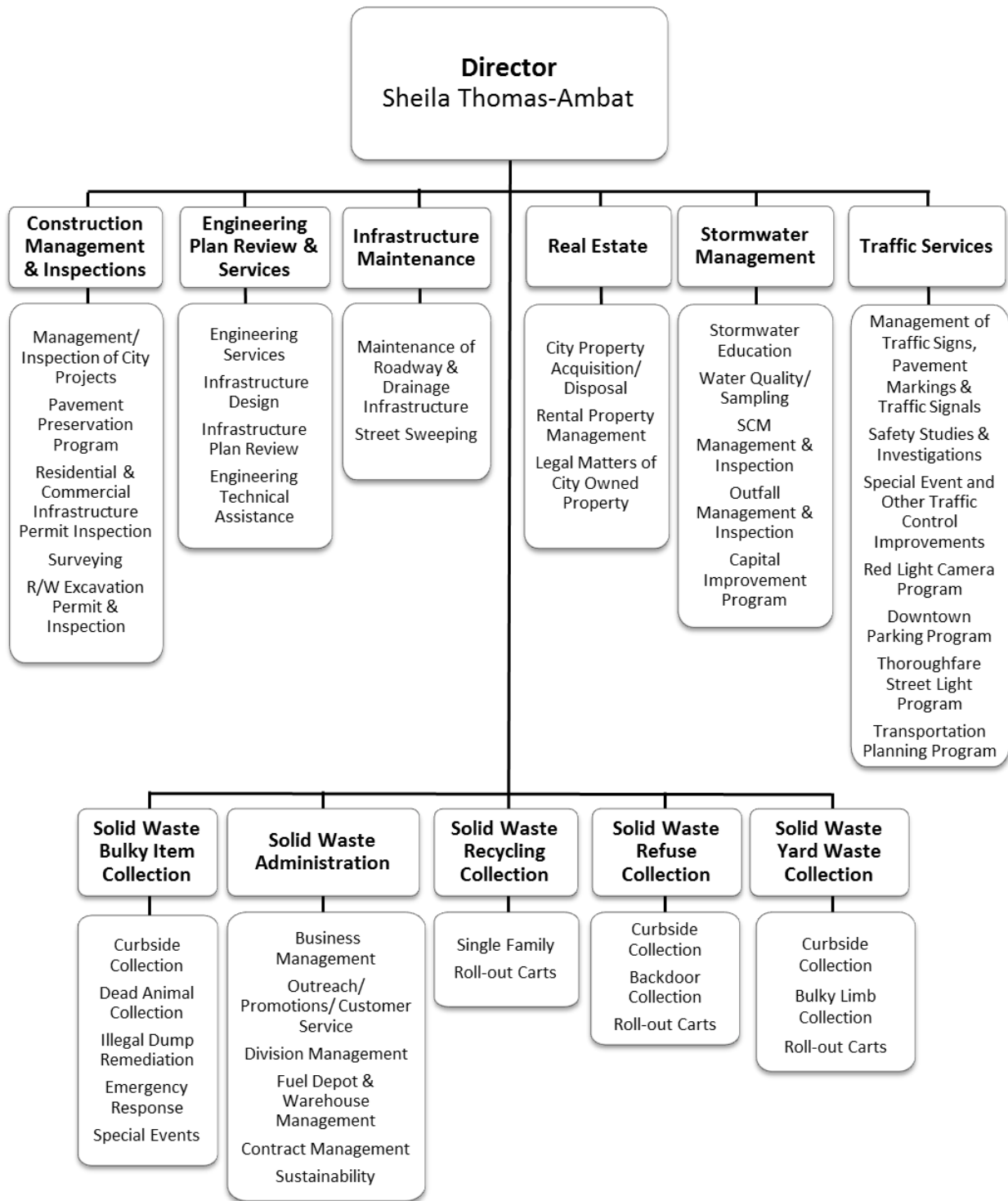
Police

	<u>2017-18 Actual</u>	<u>2018-19 Original Budget</u>	<u>2019-20 Recommended Budget</u>	<u>2019-20 Adopted Budget</u>	<u>% Change vs 2018-19 Original Budget</u>
Expenditures by Program					
Emergency Communications	\$4,690,039	\$5,373,483	\$5,367,931	\$5,367,915	-0.1%
Police Business Operations	2,897,456	3,245,086	3,317,872	3,317,831	2.2%
Police Field Operations	35,754,778	38,005,277	37,572,347	37,417,816	-1.5%
Police Specialized Operations	8,527,301	8,075,851	9,470,354	9,457,612	17.1%
Total Expenditures	\$51,869,574	\$54,699,697	\$55,728,504	\$55,561,174	1.6%
Expenditures by Type					
Personnel Services	\$42,647,408	\$44,083,638	\$44,979,843	\$44,979,843	2.0%
Operating	6,997,162	7,696,981	7,962,010	7,794,680	1.3%
Contract Services	748,018	923,947	407,275	407,275	-55.9%
Capital Outlay	1,247,167	1,686,236	2,222,842	2,222,842	31.8%
Transfers to Other Funds	12,151	71,799	12,151	12,151	-83.1%
Debt Service	97,371	97,371	0	0	-100.0%
Other Charges	120,297	139,725	144,383	144,383	3.3%
Total Expenditures	\$51,869,574	\$54,699,697	\$55,728,504	\$55,561,174	1.6%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$2,219,226	\$1,397,610	\$1,275,503	\$1,275,503	-8.7%
Other General Fund Funding	48,628,906	52,186,092	53,370,806	53,203,476	1.9%
General Fund Subtotal	50,848,132	53,583,702	54,646,309	54,478,979	1.7%
Emergency Telephone System Fund	1,021,442	1,115,995	1,082,195	1,082,195	-3.0%
Total Funding Sources	\$51,869,574	\$54,699,697	\$55,728,504	\$55,561,174	1.6%
Full-Time Equivalent Positions					
Total Authorized FTEs	602.5	604.5	604.5	604.5	0.0%

Police

BUDGET HIGHLIGHTS

- Personnel reflects the following changes:
 - The reclassification of two Office Assistant II positions to a RMS Database Specialist position and a PD Accreditation Specialist position
 - The reclassification of three Police Officer positions to three Police Sergeant positions
 - The reclassification of the 911 Training Officer position to a 911 Office Administrator position
- One position is appropriated in the Special Revenue Fund and is not included in the department FTE count.
- Personnel includes \$1,043,453 for employee pay adjustments, \$122,206 for medical insurance rate adjustments, \$372,681 for retirement rate adjustments, and \$160,226 for overtime and associated benefits for Woodpeckers baseball games.
- Operating includes \$2,847,640 for vehicle maintenance and fuel; \$1,793,418 for various maintenance, licensing and repair expenditures; \$1,027,815 for general supplies, uniforms and ammunition; and \$747,154 for other services for facility, equipment, tower space rent, and 800 MHz system hosting by the City of Durham.
- Contract Services includes \$66,825 for street naming and addressing services provided by Cumberland County, \$32,167 for location monitoring bracelets, \$51,565 for investigative records searches, \$25,000 to conduct assessment processes for Captain promotions, \$32,078 for transcription services, \$25,000 for services provided by the Child Advocacy Center, \$26,498 for towing services, \$46,071 for pre-employment screenings, \$21,200 for records storage and shredding, \$10,185 for accreditation services, and \$70,686 for a variety of small contracted services.
- Capital includes \$2,075,000 for 59 replacement vehicles, \$12,624 for two outboard motors for rescue boats, \$110,822 for a generator, and \$24,396 for a dispatch console.
- Transfers to Other Funds includes \$12,151 for local matches for State grants.
- Other Charges includes \$100,000 for confidential/evidence funds, \$3,000 to support CrimeStoppers, \$12,650 for employee appreciation, \$18,733 for community relations activities, and \$10,000 of funding to be released for expenditures as funded by anticipated donations.



Public Services

DEPARTMENT MISSION

To partner with residents to provide high quality engineering projects, safe and reliable roadway and stormwater infrastructure, and efficient solid waste and recyclables collection in a manner that protects the environment while transitioning toward a more sustainable community.

Program: Construction Management & Inspections

General Fund \$7,981,595/ 14.4 FTEs

Purpose Statement:

The Construction Management program ensures that City-owned streets are safe for travel and well maintained in an efficient and effective manner. This program provides project management and monitors work for compliance to standards. Data collection is used to support paving decisions. This program also provides inspection services for public infrastructure improvements and issues residential driveway and other permits for work within the public right-of-way.

Highlights:

- Prepared construction contract documents for projects issued to construction by Engineering within 2 weeks of request.
- Provided construction oversight and inspection services for the installation of over 7,500 LF of sidewalk, Downtown Streetscape, Golden Leaf Multi Creek Cleaning, Legend Ave Phase I, Resurfacing program, Kiwanis and Seabrook parking lot resurfacing, Yadkin Drainage improvements, Shoreline Culvert, Annexation Area 20, Annexation Area 21 and Norton Dr Spot Repair.
- Resurfaced 13 miles of streets at a cost of \$338,000/mile which represents a 10% increase from previous year (2017) and 35% increase from 5 years ago. Powell Bill funds are utilized for this maintenance.
- Surveyed over 30 sites for design, construction staking and easement mapping and acquisition at various levels of complexity.

City Goal:

The City of Fayetteville will be designed to include vibrant focal points and desirable industrial, commercial, and residential opportunities with high quality and sustainable infrastructure.

Objective:

To provide timely and accurate construction review and inspection services that sustains a favorable development climate; supports the growing need of infrastructure improvements; and, improves mobility and efficient connectivity by installing sidewalks and preserving our city streets.

Public Services

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019</u> <u>Estimated</u>	<u>FY 2020</u> <u>Target</u>
# of linear feet of sidewalk installed	2,849.00	4,550.00	3,000.00
# of miles maintained inside City limits	741.00	741.00	741.00
# of miles resurfaced	8.31	15.00	15.00
# of street cuts/degradations inspected	582.00	500.00	500.00

Program: Engineering Plan Review & Services

General Fund \$1,183,616 / 10.4 FTEs

Purpose Statement:

This program provides full-scale engineering and technical support services to City departments, agencies and citizens. Services provided include street design, sidewalks, trails, bridges and storm drainage facilities. This program ensures provision of design standards and the review of plans submitted for new development. The program also maintains the official City maps.

Highlights:

- Received and reviewed 68 infrastructure permit applications and 70 re-submittals for private developments across the City; 63% of the applications were reviewed in less than 20 days.
- Successfully completed the 2018 Powell Bill Statement for the maintenance of City Streets. The Powell Bill program provided funding to the City in the amount of \$5.2M based on this report.
- Completed review of 15 encroachment agreement applications; 100% completed in less than 20 days.
- Completed analysis and concept for alternate connectors in the Hollywood Heights community in response to community concerns of a single entrance while Louise St Bridge is closed. After presentation community elected not to implement the alternate connections.
- Completed design of Owen Dr. sidewalk, Ramsey St. sidewalk, bus stops at several locations, Downtown Streetscape, Ann St. Bridge, Legend Ave. I and II, Golden Leaf Multi-Creek Cleaning, Louise St. Bridge, Cape Fear River Trail (CFRT) Part C, Russell/Winslow employee parking lot and Sykes Pond Rd. bridge. In addition, Ann St. bridge, Russell/Winslow employee parking lot, Legend Ave I and II, Golden Leaf Multi Creek Cleaning and CFRT Part C were issued for construction.
- Issued and awarded the on-call contract for professional engineering and architectural services. The on-call list provides a menu of pre-qualified consultants from a variety of specialties and service areas.
- Successfully conducted an Engineering Day Fair with the primary goal of increasing awareness amongst employees, students and citizens of what function engineers have within the City.

Public Services

City Goal:

The City of Fayetteville will be designed to include vibrant focal points and desirable industrial, commercial, and residential opportunities with high quality and sustainable infrastructure.

Objective:

To provide timely and accurate permit review and approval issuance in an effort to sustain a favorable development climate and support the business environment; develop infrastructure improvement plans to an established target level of effectiveness and quality; and, identify and achieve efficiencies through innovation and technology utilization, by increasing data-driven decisions, using mapping and asset inventory.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of infrastructure permit applications (plan submittal)	65.00	60.00	50.00
# of infrastructure permit resubmittals (plan submittal)	114.00	70.00	70.00
# of project designs completed	15.00	10.00	6.00
% of plan reviews completed in 20 days or less (Peer benchmark is 80%)	53.67%	75.00%	90.00%

Program: Infrastructure Maintenance

General Fund \$2,796,807 / 26.4 FTEs

Stormwater Fund \$1,245,207 / 8.0 FTEs

Purpose Statement:

This program manages the maintenance of all City streets, sidewalks and stormwater infrastructure. It provides safe and efficient traffic flow through immediate response to urgent maintenance requests and timely response to routine service requests. To project a positive image of the City and maintain safe streets and stormwater quality, this program provides street sweeping service for all streets within Fayetteville. In addition, this program supports stormwater quality through creek cleaning efforts. The program is also responsible for non-routine repair and improvement of stormwater infrastructure and drainage.

Highlights:

- Provided data-driven analysis supporting accountable, long-range strategic resource planning for stormwater infrastructure maintenance. Report estimates an additional allocation of ~\$2M/yr. for operations and maintenance and ~\$7M to \$8M/yr. in capital infrastructure replacement depending on CoF’s scope of responsibility and level of service.

- Improved performance management and reporting for staff for consistency and accountability. Worked to create new performance results across 6 themes: attendance, safety, fleet maintenance, technology, values/work ethic, and job knowledge, plus metrics for each.
- Acted as first responders during Hurricane Florence. Crews provided 24 hour response and assisted in recovery efforts post Hurricane.
- Successfully completed a dry run of all of our snow fighting equipment in preparation of winter storms.
- Helped with educational items for the Citizen’s Academy which was located at Street Maintenance on Alexander St.
- Provided support to other departments by hauling materials to City project sites to include the new Baseball Stadium and Senior Center West, all of which are currently under construction. The Streets crew has hauled 13,679 tons of material to and from the baseball stadium.
- The spot repair crew is currently performing work on Norton Dr. that will enhance the effectiveness of the storm water system.

City Goal:

The City of Fayetteville will be designed to include vibrant focal points and desirable industrial, commercial, and residential opportunities with high quality and sustainable infrastructure.

Objective:

To provide efficient and effective maintenance of the stormwater conveyance within the public right-of-way in an effort to reduce flooding and to optimize the maximum useful life of stormwater assets.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019</u> <u>Estimated</u>	<u>FY 2020</u> <u>Target</u>
# of linear feet of closed conveyance jet rodded	34,176.00	42,000.00	48,000.00
% of residents very satisfied or satisfied with cleanliness of stormwater drains and creeks in neighborhoods per the biennial City Resident Satisfaction Survey	37.10%	37.10%	37.10%

Objective:

To provide for safe and consistent roadways and sidewalks through effective preventative maintenance and timely response to residents' requests.

Public Services

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of curb lane miles swept	15,766.00	12,000.00	16,000.00
% of residents very satisfied or satisfied with the condition of sidewalks per the biennial City Resident Satisfaction Survey	39.60%	39.60%	39.60%
% of residents very satisfied or satisfied with the overall maintenance of City streets per the biennial City Resident Satisfaction Survey	33.00%	33.00%	33.00%
Linear feet of crack seal material placed	89,906.00	90,000.00	92,500.00
Tons of Asphalt placed for potholes and street repairs	896.20	900.00	1,000.00

Program: Real Estate

General Fund \$259,688 / 3.0 FTEs

Purpose Statement:

This program provides services to City departments in the acquisition of real property for rights-of-way, police and fire facilities, greenways, parks, community development and other special projects and community needs. These acquisitions may be in the form of easements, encroachment agreements or in fee simple. In addition, our staff manages City leases, the City's real property inventory and is responsible for street closing procedures.

Highlights:

- Completed all related title research for Development Services requests.
- Continued to manage the leased properties for the City.
- Provided Real Estate Services to all departments within the City limits to include Fire, Transit, Legal Division and Parks and Recreation.
- Continued to negotiate and acquire needed easements for rights-of-way, sidewalks and bus stops.
- Continued to meet with property owners and acquired needed permission forms for Stormwater projects and creek cleanings.
- Completed all the related title research needed for Community Development loan, acquisition and demolition programs.
- Prepared nine GIS pipe inventory maps, and prepared 109 Special Project Maps.
- Prepared and mailed 1,412 notification letters for creek cleaning, sidewalk and resurfacing projects.

City Goal:

The City of Fayetteville will be designed to include vibrant focal points and desirable industrial, commercial, and residential opportunities with high quality and sustainable infrastructure.

Objective:

To provide accurate and timely services to the City and the public for property management and the acquisition and disposal of real properties.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
% of title research requests completed in 10 days or less	78.58%	82.00%	85.00%

Program: Solid Waste Administration

Environmental Services Fund \$803,327 / 7.7 FTEs

Purpose Statement:

Administration manages department resources to ensure service to all households in the most efficient and effective manner. Data collected through FayWorx, RouteSmart, FleetMind, and FayFixIt is evaluated to set goals, improve or enhance customer service, increase division efficiency, control costs, and determine budget needs.

Highlights:

- Completed comprehensive RFP for outsourcing of division in accordance with Council Target for Action. Division staff and other City staff evaluated the bids submitted and presented information to Council for consideration.
- Improved FleetMind accountability through additional staff training and communication with vendor to clarify product expectations. Tool usage grew from <25% to 95%. Created long-term operation and maintenance, and capital replacement program for proper resource management.
- Hosted three facility tours of Solid Waste Division for new Council members.
- Improved performance management and reporting for consistency and accountability. Created new performance results across 6 themes: attendance, safety, fleet maintenance, technology, values/work ethic, and job knowledge for all staff.
- Solid Waste Division employee placed 3rd in the Automated Side Loader category of the Solid Waste Association of North American NC Road-eo.

City Goal:

The City of Fayetteville will be a highly desirable place to live, work, and recreate with thriving neighborhoods and a high quality of life for all residents.

Objective:

To develop highly motivated, well-trained employees and maintain a safe environment for employees and residents.

Public Services

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
Average # of training hours per employee	10.16	8.22	15.65

Program: Solid Waste Bulky Item Collection

Environmental Services Fund \$577,548 / 5.7 FTEs

Purpose Statement:

The bulky item program was established for single family households to collect items placed curbside that will not fit in a cart or in bags. These items may include: Furniture, mattresses, construction debris and metal items, such as swing sets, grills and bicycles. The trucks used for this operation have a grapple boom and an open bed measuring from 20 to 40 cubic yards. The employees and equipment in this program are essential during weather-related events. These are the first responders dispatched to remove debris from the streets, clearing the way for public safety vehicles to respond in a timely manner. Personnel in this program also mitigate illegal dumpsites throughout the city limits. Employees in this program provide collections for special events, such as the Fayetteville Beautiful annual citywide cleanup, the Dogwood Festival, the International Folk Festival, the All-American Marathon and many more.

Highlights:

- Cityworks has been integrated with FleetMind to dispatch bulky item work orders and eliminate unnecessary printing and waste of paper.
- Household crews used FleetMind equipment installed on trucks to document identified bulk trash piles to expedite a more timely collection of items.
- Employees put in an excess of 5,000 man hours towards the Hurricane Florence clean-up relief effort.

City Goal:

The City of Fayetteville will be a highly desirable place to live, work, and recreate with thriving neighborhoods and a high quality of life for all residents.

Objective:

To provide scheduled collection of bulky items, to include furniture, appliances, metals and other items too large to be placed in carts.

Public Services

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019</u> <u>Estimated</u>	<u>FY 2020</u> <u>Target</u>
# of bulky collection points serviced	61,234.00	61,409.00	61,585.00
# of illegal dump sites identified and mitigated	515.00	186.00	300.00
# of tons of bulky items collected	2,474.41	2,844.75	2,900.00
% of surveyed residents that are very satisfied or satisfied with bulky collection services per biennial city survey	53.20%	51.40%	51.40%

Program: Solid Waste Recycling Collection

Environmental Services Fund \$2,566,272 / 1.0 FTEs

Purpose Statement:

This environmentally valuable program consists of curbside residential collection of recyclables, the collection of recycling from City-owned buildings and provision of recycling cart delivery/maintenance. These commodities return valuable resources back into the production stream to produce new products. By keeping this program viable, the City is extending the life of the Cumberland County Landfill and potentially delaying an inevitable increase in cost for hauling garbage to an out-of-county landfill. This program also manages scheduling and logistics of cart repairs and delivery of recycling carts for residents.

Highlights:

- Curbside recycling and City-owned building recycling are provided through a vendor contract. A new contract was awarded in 2017 for this service. It is a 5 year contract that allows up to two additional two year extensions.
- 7,698.84 tons were collected in FY 2017 from single family residences and City-owned facilities.
- Encouraged residents to recycle more by offering an exchange of small blue carts for larger blue carts for a minimal fee of \$20.
- Engaged in a recycle advertising campaign with Waste Management, Inc. to educate the public on proper recycling techniques.

City Goal:

The City of Fayetteville will be a highly desirable place to live, work, and recreate with thriving neighborhoods and a high quality of life for all residents.

Objective:

To provide safe, regularly scheduled curbside collection and processing of household recyclables and to educate the public about the benefits of recycling.

Public Services

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of recycling collection points serviced	61,234.00	61,409.00	61,585.00
# of recycling tons collected	7,366.82	8,584.91	7,500.00
% of surveyed residents very satisfied or satisfied with recycling services per biennial city survey	73.90%	72.00%	72.00%
Diversion rate (# of tons recycled as % of total tons of refuse and recyclables)	33.00%	30.00%	32.00%

Program: Solid Waste Refuse Collection

Environmental Services Fund \$5,988,114 / 34.4 FTEs

Purpose Statement:

The residential waste collection program is responsible for daily pickup of curbside garbage generated by single family household residents. This program manages the logistics for the daily operations of garbage collection crews and the associated equipment needed to serve over 61,000 residential households per week. This program includes collection staff, route supervision, cart maintenance functions and the associated equipment to quickly resolve collection related customer concerns in the field. The employees in this program strive to provide excellent customer service.

Highlights:

- The division maintained a 99.98% collection accuracy.
- Upgraded all household collection vehicles with the new FleetMind digital video recording system to offer more reliable and visual service verification.

City Goal:

The City of Fayetteville will be a highly desirable place to live, work, and recreate with thriving neighborhoods and a high quality of life for all residents.

Objective:

To provide regularly scheduled collection of municipal solid waste and to ensure adequate resources to complete the work.

Public Services

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of damaged trash bins	5,185.00	5,866.00	5,500.00
# of residential waste collection points serviced	61,234.00	61,409.00	61,585.00
# of tons of refuse (does not include yard waste, bulky and recycling) collected per 1000 collection points	798.45	867.80	811.89
# of tons of residential refuse collected (does not include yard waste, bulky, or recycling)	48,892.04	53,290.52	50,000.00
% of surveyed residents that are very satisfied or satisfied with solid waste collection services per biennial city survey	74.20%	74.80%	74.80%

Program: Solid Waste Yard Waste Collection

Environmental Services Fund \$2,166,141 / 26.0 FTEs

Purpose Statement:

The residential yard waste collection program is responsible for daily pickup of curbside containerized yard & leaf debris and bulky limbs generated by our single family household residents. The program provides logistics to manage the necessary personnel and equipment to service over 61,000 residential households per week. The personnel in this program respond to all resident requests related to yard waste and bulky limb collections. The employees in this program use rear-loading and knuckle boom trucks for collection. The program is heavily impacted in the fall due to leaf debris. These crews must complete collections every week of the year despite inclement weather and holidays.

Highlights:

- The division maintained a 99.96% collection accuracy.
- Upgraded all yard waste collection vehicles with the new FleetMind digital video recording system to offer more reliable and visual service verification.
- Employees put in an excess of 5,000 man-hours towards the Hurricane Florence clean-up relief effort.

City Goal:

The City of Fayetteville will be a highly desirable place to live, work, and recreate with thriving neighborhoods and a high quality of life for all residents.

Objective:

To safely and efficiently provide regularly scheduled containerized yard waste collection.

Public Services

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of residential yard waste collection points serviced	61,234.00	61,409.00	61,585.00
# of tons of yard waste collected per 1,000 collection points	298.11	296.25	349.11
# of tons yard waste collected	18,254.72	18,192.31	21,500.00
% of surveyed residents that are very satisfied or satisfied with yard waste collection service per biennial city survey	65.70%	62.70%	62.70%

Program: Stormwater Management

Stormwater Fund \$10,589,582 / 43.9 FTEs

Purpose Statement:

This program is a comprehensive stormwater management program, providing engineered drainage infrastructure to protect property, health and safety. The program includes outreach efforts to educate the public on stormwater issues and how stormwater quality impacts the quality of life of the community. We educate the public on preservation methods and benefits to the environment. This program is also designed to be responsive and sensitive to the needs of residents and property owners and responds to customer inquiries regarding drainage and flooding issues in the city. The stormwater quality ensures compliance with National Pollutant Discharge Elimination System permit requirements and environmental regulations for the City of Fayetteville.

Highlights:

- Received the renewed 2018-2023 National Pollutant Discharge Elimination System (NPDES) permit from the North Carolina Department of Environmental Quality.
- Inspected 385 restaurants facilities for Stormwater compliance; 95% of the facilities were in compliance and the remaining 5% were successfully rehabilitated within 7 days of the inspection.
- Completed the design of three stormwater capital improvement projects (Roxie Avenue Phase I Drainage Improvements, Yadkin Phase II Drainage Improvements, Spruce Street Phase II Drainage Improvements), two spot repair projects (Blackfriars Road Drainage Improvements, Forest Lake Drive Drainage Improvements), and three hurricane recovery projects (Mirror Lake Dam Repair, Shawcroft Road Permanent Repair, Shoreline Drive Culvert Repair).
- Completed the construction of Coventry Culvert and Floodplain Bench, Godfrey Outfall Drainage Improvements, Ferncreek Norwood Drainage Improvements, Markethouse Drainage Improvements, and North Cool Spring Street Bridge Repair.
- Anticipate completion of Beaver Creek 2 Watershed Study FY 2019.
- Completed a review of the stormwater program with the assistance of Raftelis. Improvements identified were included as part of an implementation plan for enhancements in the stormwater program as a whole with a focus on regulatory review. All actions related to regulatory review have been implemented successfully.

- Developed a request for proposals for a consultant and program manager for a comprehensive citywide stormwater watershed master plan. The program manager selection process has been completed, along with the development of a comprehensive scope of work. High level analysis of all watersheds within the City limits will commence before the end of FY 2019.

City Goal:

The City of Fayetteville will be designed to include vibrant focal points and desirable industrial, commercial, and residential opportunities with high quality and sustainable infrastructure.

Objective:

To improve stormwater systems to an established target level of effectiveness and quality in compliance with the National Pollutant Discharge Elimination System (NPDES) by achieving a reduction in pollution of our creeks and streams through continuous public education, monitoring, pollution identification and treatment.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of drainage investigations completed	16.00	16.00	16.00
# of stormwater outreach participants	25,748.00	20,000.00	20,000.00
% of NPDES required samples collected and analyzed	100.00%	100.00%	100.00%
Average # of business days from IDDE request to investigation	3.62	3.00	3.00

Program: Traffic Services

General Fund \$3,669,303 / 19.4 FTEs

Parking Fund \$1,189,873 / 0.0 FTEs

Purpose Statement:

The Traffic Services Division provides a variety of traffic control and traffic engineering services to the community, including maintenance of traffic signs, pavement markings and traffic signals, as well as, the daily operation of the citywide computerized traffic signal system. They also provide temporary traffic control for road closures and special events. Other services include traffic engineering support to other departments and agencies, completion of traffic study requests, administration of downtown parking, the red light camera system, thoroughfare streetlights, traffic calming, and the commercial driveway permit program.

Highlights:

- Installed traffic control for many special events including the Christmas Parade, Veterans’ Day Parade, Dogwood Festival, Zombie Walk, International Folk Festival, Dr. Martin Luther King, Jr. Parade and the All American Marathon.

Public Services

- Performed preventive maintenance inspections on 230 traffic signals in the computerized traffic signal system; responded to 436 North Carolina 811 requests for underground utility marking; and, conducted nighttime sign surveillance of traffic signs on approximately 150 miles of City maintained roadways.
- Monitored traffic flow and implemented traffic signal timings to reduce delay for motorists traveling along our most congested corridors, including Raeford Road, Bragg Boulevard, Santa Fe Drive, Cliffdale Road, Reilly Road, Ramsey Street and US 401 Bypass (Skibo Road/Country Club Drive/Pamalee Drive).
- Received a grant from the NC Department of Commerce to complete a downtown parking study and implemented pay event parking in the downtown area.
- Received a grant from NCDOT to initiate a Comprehensive Bicycle Plan throughout the City and completed the Citywide Comprehensive Pedestrian Planning Study named Walking Fayetteville!
- Completed the construction of sidewalk projects along Skibo Road (3,000 ft.), Sycamore Dairy Road (1,450 ft.), Grove Street (1,600 ft.) and Santa Fe Drive (3,530 ft.). These projects totaled 9,580 ft. (1.81 miles) of sidewalk. Completed the design of sidewalk projects along Owen Drive (9,163 ft.), Ramsey Street (950 ft.) and Rosehill Road (6,864 ft.). These project designs totaled 16,977 ft. (3.22 miles) of sidewalk.
- Coordinated the installation of streetlights on Reilly Road between Cliffdale Road and Morganton Road and completed City Council’s Target for Action to develop a Unified Streetlight Plan.

City Goal:

The City of Fayetteville will be designed to include vibrant focal points and desirable industrial, commercial, and residential opportunities with high quality and sustainable infrastructure.

Objective:

To ensure that annual signal maintenance and timing analyses provides for dependable operation, reduced unscheduled maintenance and improved traffic flow.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
% of residents very satisfied or satisfied with timing of traffic signals per the biennial City Resident Satisfaction Survey	32.00%	32.00%	32.00%
% of traffic signal intersection equipment inspected twice annually	99.00%	100.00%	100.00%
% of traffic signal intersection timing requests investigated and responded to in 1 day	72.08%	85.00%	90.00%

Objective:

To provide clear and concise communication to motorists for safe usage of the City's maintained streets through effective and efficient maintenance of traffic signs and markings in accordance with all federal, state and local laws and regulations.

Public Services

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
% of residents very satisfied or satisfied with the overall flow of traffic in the City per the biennial City Resident Satisfaction Survey	26.30%	26.30%	26.30%
% of signs/markings work orders completed within five working days	83.67%	90.00%	90.00%

Public Services

	<u>2017-18 Actual</u>	<u>2018-19 Original Budget</u>	<u>2019-20 Recommended Budget</u>	<u>2019-20 Adopted Budget</u>	<u>% Change vs 2018-19 Original Budget</u>
Expenditures by Program					
Construction Management & Inspections	\$9,728,896	\$6,364,177	\$7,981,804	\$7,981,595	25.4%
Engineering Plan Review & Services	789,603	768,974	1,183,632	1,183,616	53.9%
Infrastructure Maintenance	3,455,877	3,777,995	4,048,410	4,042,014	7.0%
Non-Program Expenditures	1,157,087	1,543,070	1,893,175	1,516,189	-1.7%
Non-Program Expenditures	1,305,576	3,206,327	1,797,463	1,358,255	-57.6%
Real Estate	225,893	243,886	259,699	259,688	6.5%
Solid Waste Administration	688,511	772,404	803,365	803,327	4.0%
Solid Waste Bulky Item Collection	650,964	795,405	578,353	577,548	-27.4%
Solid Waste Recycling Collection	2,429,749	2,524,142	2,566,289	2,566,272	1.7%
Solid Waste Refuse Collection	4,213,632	5,294,425	6,003,676	5,988,114	13.1%
Solid Waste Yard Waste Collection	2,472,567	2,263,951	2,169,807	2,166,141	-4.3%
Stormwater Management	6,309,467	6,861,821	8,317,047	10,589,582	54.3%
Traffic Services	3,990,636	4,507,968	4,782,269	4,859,176	7.8%
Total Expenditures	\$37,418,458	\$38,924,545	\$42,384,989	\$43,891,517	12.8%
Expenditures by Type					
Personnel Services	\$10,483,372	\$11,145,138	\$12,114,431	\$12,507,129	12.2%
Operating	5,179,482	5,936,535	6,009,943	6,052,780	2.0%
Contract Services	4,414,209	5,035,925	5,698,073	5,792,529	15.0%
Capital Outlay	1,627,823	1,878,160	2,436,700	2,284,200	21.6%
Transfers to Other Funds	13,327,037	10,297,777	12,567,826	14,503,326	40.8%
Debt Service	1,320,610	1,678,760	1,542,415	1,605,055	-4.4%
Other Charges	1,065,925	2,952,250	2,015,601	1,146,498	-61.2%
Total Expenditures	\$37,418,458	\$38,924,545	\$42,384,989	\$43,891,517	12.8%

Public Services

	2017-18 <u>Actual</u>	2018-19 <u>Original Budget</u>	2019-20 <u>Recommended Budget</u>	2019-20 <u>Adopted Budget</u>	% Change vs 2018-19 <u>Original Budget</u>
Funding Sources					
General Fund					
General Fund Functional Revenues	\$1,829,290	\$1,871,150	\$1,770,194	\$1,770,194	-5.4%
Other General Fund Funding	14,943,689	12,135,016	14,125,283	14,120,815	16.4%
General Fund Subtotal	16,772,979	14,006,166	15,895,477	15,891,009	13.5%
Environmental Services Fund	11,612,510	13,193,397	14,014,665	13,617,591	3.2%
Parking Fund	349,128	510,880	1,112,625	1,189,873	132.9%
Stormwater Fund	8,683,841	11,214,102	11,362,222	13,193,044	17.6%
Total Funding Sources	\$37,418,458	\$38,924,545	\$42,384,989	\$43,891,517	12.8%
Full-Time Equivalent Positions					
Total Authorized FTEs	186.2	186.2	193.3	200.3	7.6%

Public Services

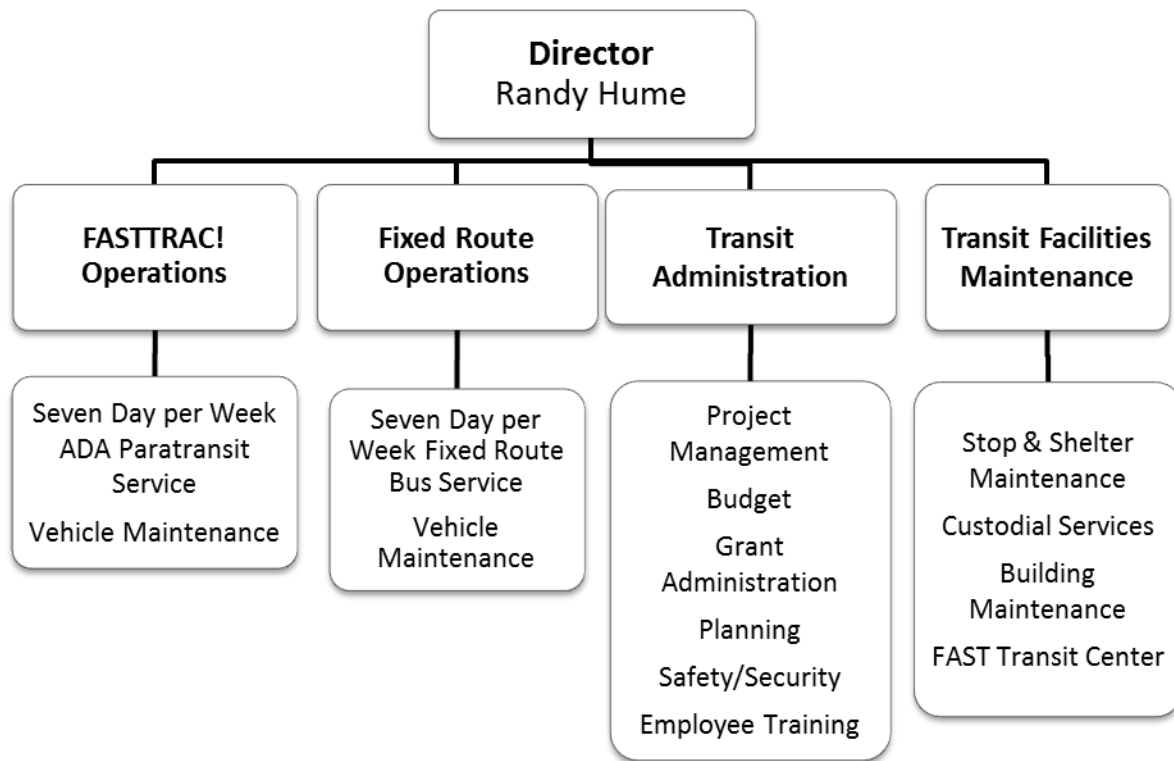
BUDGET HIGHLIGHTS

- Personnel reflects an FTE increase from 186.2 to 200.3. During FY 2019, 6 positions were added: one Engineering Technician position, one Engineering Inspector position, one Engineer II position, one Watershed Modeling Engineer position, and two Stormwater Project Manager positions. FY 2020 includes the addition of one Pavement Preservation Program Manager position, funded by State Powell Bill allocations, the reclassification of two Equipment Operator III positions to two Crew Supervisors positions and a Right-of-Way Repair Crew consisting of two Equipment Operator II positions, one Equipment Operator III position, one Maintenance Worker position, one Skilled Trades Technician position, one Engineering Technician Supervisor position and one Engineer II position.
- Personnel also includes \$392,440 for employee pay adjustments, \$47,276 for medical insurance rate adjustments and \$99,129 for retirement rate adjustments.
- Operating includes \$3,723,022 for vehicle maintenance and fuel; \$394,199 for utilities, including \$258,900 for streetlights; \$1,103,745 for supplies and uniforms, including: \$480,000 for supplies and materials for street maintenance, signals, signs and street markings and \$369,298 for garbage, recycling and yard waste roll-out-carts; \$291,260 for general maintenance, including: \$52,255 for FleetMind software maintenance and RouteSmart on solid waste trucks, \$138,314 for general software maintenance for the parking deck on Franklin Street and Hay Street and \$100,961 for miscellaneous maintenance contracts; \$170,892 for projected insurance and claims costs for the Environmental Services, Parking, and Stormwater Funds; and \$133,323 for travel, training, memberships and dues.
- Contract Services includes \$2,438,958 for contracted curbside recycling collection for an estimated 61,585 households, \$1,042,200 for the safelight program, \$507,573 for downtown parking enforcement and management of the parking deck on Franklin Street and Hay Street, \$311,360 for County landfill fees and stormwater billing services, \$255,000 for professional engineering services, \$130,000 for concrete and asphalt repairs, \$45,000 for signal maintenance, \$60,000 for pavement markings, \$35,000 for jetrodding, \$43,571 for railroad crossing maintenance agreements, \$50,000 for an organizational management study, \$250,000 for the development of an asset management plan, \$75,000 for a facility needs assessment at Alexander Street, \$69,000 USGS stream gauge management agreement, \$100,000 for standard operation procedures manuals for the Environmental Services and Stormwater divisions, and \$75,000 for a Fort Bragg Intergovernmental Support Agreement study.
- Capital includes \$1,773,500 for 9 vehicles; \$509,700 for equipment replacements, including \$250,000 a parking pay system in the Parking Fund, \$92,000 for a paving machine, \$66,000 for an asphalt roller, \$27,000 for a Tack Tank Trailer, \$37,500 for a GPS Navigation AVL System, \$12,000 for GPS survey equipment, \$25,200 FleetMind Equipment; and \$1,000 for minor rights-of-way purchases.
- Transfers to Other Funds includes \$4,310,000 for street resurfacing, \$4,361,394 for drainage improvements, \$1,800,000 for Stormwater Drainage Assistance Program, \$1,000,000 for Sykes Pond Road Repair, \$652,000 for sidewalk improvements, \$421,500 to replace four pieces of stormwater equipment, \$257,631 for Cape Fear River Trail extension, \$350,000 for municipal agreements, \$222,746 for Ray Avenue Repair, \$172,500 for facility improvements at 333 Alexander Street,

\$158,726 transferred to the General Fund from the Parking Fund, \$135,500 new additions of stormwater equipment, \$130,956 for intersection improvements, \$111,373 for Ray Avenue stormwater drainage improvements, \$100,000 for a bridge preservation program, \$75,000 for downtown streetscape, \$94,000 for parking lot resurfacing, \$50,000 for thoroughfare streetlights, \$50,000 for a dam safety and preservation program and \$50,000 for multi-use lane markings.

- Debt Service includes \$921,094 in debt service payments for the stormwater revenue bonds and state loans, \$621,321 for vehicle financing for solid waste trucks and the share of debt repayment for the 800 MHz system upgrade and \$62,640 for parking system financing for parking deck on Franklin Street.
- Other Charges includes \$1,033,900 for indirect cost allocations to the Stormwater and Environmental Services Funds and a \$75,000 HazMat program cost redistribution.
- Non-Program expenditures encompasses those costs not directly associated with any one program and includes retiree benefits, indirect costs, insurance and claim settlements and debt services.
- The stormwater fee is proposed to remain at \$6 per equivalent residential unit per and the residential solid waste fee is proposed to remain at \$190 per single-family homes and residential units in multi-family properties of 7 units or less.

Transit



DEPARTMENT MISSION

To provide safe, efficient, reliable, courteous and innovative public transportation.

Program: FASTTRAC! Operations

Transit Fund \$2,198,977 / 26.0 FTEs

Purpose Statement:

The FASTTRAC! program provides service to persons eligible under the Americans with Disabilities Act (ADA) using a fleet of 18 vehicles. This service operates on the same days and hours as our fixed route service within 3/4 mile of those routes. FASTTRAC! is a reservation based system provided to those persons who are unable to use fixed route buses due to a disability.

Highlights:

- Updated the ADA Paratransit Plan to comply with Federal Transit Administration (FTA) guidelines and improve scheduling efficiencies.
- Revised the ADA Paratransit eligibility process to expedite certification process.
- Reached out to ADA constituent and advocacy groups to improve communications with disabled residents.
- Continued to make modifications to new scheduling software to improve responsiveness and on-time performance.

City Goal:

The City of Fayetteville will be a highly desirable place to live, work, and recreate with thriving neighborhoods and a high quality of life for all residents.

Objective:

To make efficient use of the phone system software to reduce customer wait times to less than one minute.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019</u> <u>Estimated</u>	<u>FY 2020</u> <u>Target</u>
# of FASTTRAC! calls received for reservations	37,168.00	38,790.00	40,000.00

Objective:

To provide efficient FASTTRAC! service by utilizing schedule optimization software to reduce the number of trip denials and no-shows and increase passengers per revenue hour.

Transit

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of FASTTRAC! passengers	62,984.00	62,193.73	65,030.00
# of FASTTRAC! revenue hours	32,366.00	31,456.00	32,680.00
% of trips provided which operate on time	83.00%	88.00%	90.00%

Program: Fixed Route Operations

Transit Fund \$6,427,768 / 66.5 FTEs

Purpose Statement:

Fixed Route Operations provides fixed route bus service using a fleet of 29 buses. Fixed route service runs from 5:30 a.m. to 10:30 p.m. Monday through Friday, 7:30 a.m. to 10:30 p.m. on Saturday and 7:00 a.m. to 7:00 p.m. on Sunday. Connection points are located at University Estates, Cross Creek Mall, Food Lion on Ireland Drive, Walter Reed Road, Cliffdale Road & 71st School Road, Methodist University, Walmart on Ramsey Street, Walmart on Skibo Road, the Veterans Affairs Medical Center and the FAST Transit Center.

Highlights:

- Replaced video surveillance cameras on all buses and FASTTRAC! vehicles.
- Relocated all shelters from old transfer station to on-street stop locations.
- Added 2 shelters and 4 benches.
- Added 18 ADA accessible bus stops.
- Provided rescue and recovery transportation services before, during and after Hurricane Florence.

City Goal:

The City of Fayetteville will be a highly desirable place to live, work, and recreate with thriving neighborhoods and a high quality of life for all residents.

Objective:

To increase total fixed route ridership.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of Fixed Route passengers	1,378,291.00	1,436,686.28	1,454,650.00
# of Fixed Route revenue hours	95,569.73	95,485.41	97,509.00
% of fare recovery (total passenger fare revenue/by total operating cost)	13.30%	11.10%	11.30%

Objective:

To provide reliable fixed route service by maintaining on-time performance.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of valid customer complaints related to on-time performance	32.00	25.00	20.00
% of routes which operate on time	47.00%	40.00%	66.00%

Program: Transit Administration

Transit Fund \$1,321,143 / 9.0 FTEs

Purpose Statement:

The Transit Administration program provides leadership, planning, workplace safety training, security, personnel management, fiscal stewardship and other support services for FAST employees.

Highlights:

- Updated and submitted Title VI and Disadvantaged Enterprise Program updates to FTA.
- Restructured bus accident/incident tracking and reporting system.
- Ensured compliance with FTA Drug and Alcohol Program requirements.
- Completed Greyhound leased space construction.
- Continued to close-out FAST Transit Center construction project.
- Continued to seek food service tenants for the FAST Transit Center.
- Continued outreach and marketing efforts to grow transit ridership.

City Goal:

The City of Fayetteville will be a highly desirable place to live, work, and recreate with thriving neighborhoods and a high quality of life for all residents.

Objective:

To reduce preventable vehicle accidents and passenger incidents.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of vehicular accidents per 100,000 miles	2.44	1.91	1.90

Transit

Program: Transit Facilities Maintenance

Transit Fund \$776,024 / 20.5 FTEs

Purpose Statement:

The Facilities Maintenance program provides routine maintenance, repairs and cleaning services for all FAST facilities, including our administrative offices, maintenance facility, FAST Transit Center, and stops/shelters throughout the service area.

Highlights:

- Completed Transit Asset Management (TAM) Plan as required by FTA.
- Maintained all bus stops, benches and shelters around the FAST System.
- Ensured all systems at the FAST Transit Center are maintained to full function and efficiency, including elevators, automatic doors, information systems, lighting, plumbing and HVAC.
- Installed propane tanks and fueling station at Grove Street facility.
- Installed new bus lift.
- Repainted interior Grove Street facility.

City Goal:

The City of Fayetteville will be a highly desirable place to live, work, and recreate with thriving neighborhoods and a high quality of life for all residents.

Objective:

To increase the number of bus shelters and ADA accessible bus stops.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019</u> <u>Estimated</u>	<u>FY 2020</u> <u>Target</u>
% of ADA accessible bus stops	40.36%	44.80%	46.00%

Transit

	2017-18 Actual	2018-19 Original Budget	2019-20 Recommended Budget	2019-20 Adopted Budget	% Change vs 2018-19 Original Budget
Expenditures by Program					
FASTTRAC! Operations	\$1,896,820	\$1,700,722	\$2,198,977	\$2,198,977	29.3%
Fixed Route Operations	5,725,166	5,558,121	6,427,768	6,427,768	15.6%
Non-Program Expenditures	30,172	64,208	26,858	26,858	-58.2%
Transit Administration	890,038	1,194,078	1,321,143	1,321,143	10.6%
Transit Facilities Maintenance	584,511	1,648,302	776,024	776,024	-52.9%
Total Expenditures	\$9,126,707	\$10,165,431	\$10,750,770	\$10,750,770	5.8%
Expenditures by Type					
Personnel Services	\$6,159,428	\$6,710,017	\$7,089,630	\$7,089,630	5.7%
Operating	2,028,999	2,212,927	2,246,142	2,246,142	1.5%
Contract Services	295,067	343,972	368,592	368,592	7.2%
Capital Outlay	0	17,680	9,800	9,800	-44.6%
Transfers to Other Funds	0	186,460	339,200	339,200	81.9%
Debt Service	0	0	0	0	0.0%
Other Charges	643,213	694,375	697,406	697,406	0.4%
Total Expenditures	\$9,126,707	\$10,165,431	\$10,750,770	\$10,750,770	5.8%
Funding Sources					
Transit Fund	\$9,126,707	\$10,165,431	\$10,750,770	\$10,750,770	5.8%
Total Funding Sources	\$9,126,707	\$10,165,431	\$10,750,770	\$10,750,770	5.8%
Full-Time Equivalent Positions					
Total Authorized FTEs	125.0	124.0	122.0	122.0	-1.6%

Transit

BUDGET HIGHLIGHTS

- Personnel reflects the addition of a Transit Dispatcher position, funded by a decrease in overtime; and the addition of a Technical Equipment Specialist position, funded 80% by federal grants; offset by the reduction of four bus operator positions to fund overtime for Sunday service delivery.
- Personnel also includes \$192,992 for employee pay adjustments, \$27,433 for medical benefit rate adjustments and \$57,173 for retirement rate adjustments.
- Operating includes \$713,480 for vehicle parts and contracted maintenance, \$825,860 for fuel costs, \$181,008 for general equipment maintenance and software licenses and maintenance, \$36,810 for uniforms, \$17,681 for computer equipment, \$112,209 for supplies and small equipment, and \$129,615 for insurance and claim settlements.
- Contract Services includes \$15,000 for contracted legal services, \$6,320 for medical services, \$35,000 for bus shelter maintenance services to be performed by the Parks, Recreation and Maintenance Department, \$220,820 for contracted security services for the new Transit Center and \$37,100 for security services on buses, \$9,100 for system map and talking bus updates for route adjustments, \$1,400 for landscaping, \$8,232 for contracted garbage collection, \$5,520 for entrance mat cleaning, \$2,200 for Holmes Security monitoring, \$4,160 for background checks, \$3,270 for fees for contracted pass sales, \$2,300 for reverse 911 services, \$12,600 for collection of vehicle license taxes by the NCDMV, and \$5,570 for a variety of smaller and miscellaneous contracted services.
- Transfers to Other Funds includes \$339,200 for required local match funds for capital and planning grants.
- Other Charges includes \$899,900 for indirect cost allocations, offset by a \$220,447 cost redistribution to the planning grant.
- Non-program expenditures consist of \$26,858 for retiree benefits.
- Revenue for fiscal year 2020 includes rent payments of \$10,800 from American Coach Lines, \$60,000 from a food vendor at the new Transit Center, and \$151,067 from Greyhound.



Support Services & Administration

Support Services & Administration

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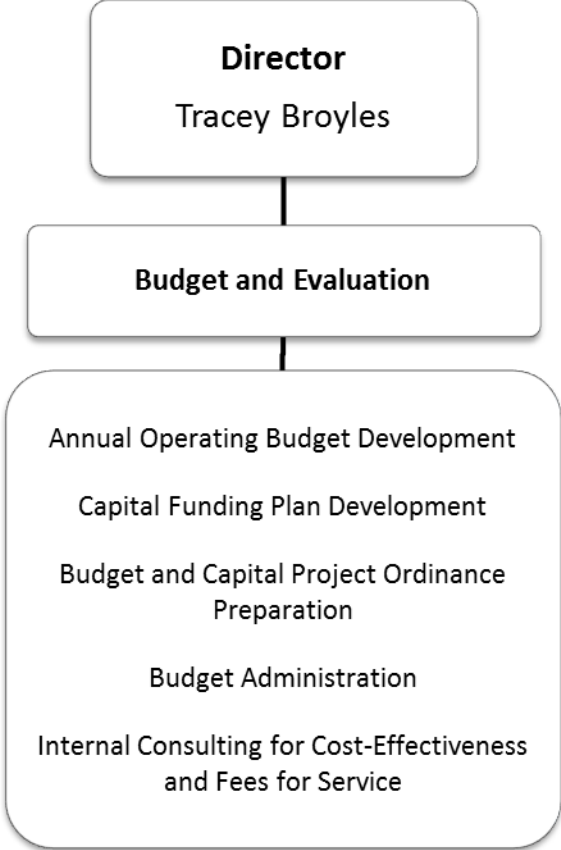
Support Services & Administration

	<u>2017-18 Actual</u>	<u>2018-19 Original Budget</u>	<u>2019-20 Recommended Budget</u>	<u>2019-20 Adopted Budget</u>	<u>% Change vs 2018-19 Original Budget</u>
Expenditures by Department					
Budget & Evaluation	\$480,600	\$491,621	\$502,169	\$502,169	2.1%
City Attorney's Office	1,359,344	1,431,891	1,455,459	1,333,700	-6.9%
City Manager's Office	2,142,466	2,383,249	2,269,670	2,269,665	-4.8%
Corporate Communications	885,117	930,602	920,394	920,374	-1.1%
Finance	5,167,943	7,022,378	13,573,021	13,503,568	92.3%
Human Resources Development	17,642,370	20,298,019	22,084,927	22,084,927	8.8%
Information Technology	5,053,498	6,156,900	6,320,406	6,320,379	2.7%
Mayor, Council & City Clerk	915,615	804,831	1,080,921	1,080,921	34.3%
Total Expenditures	\$33,646,953	\$39,519,491	\$48,206,967	\$48,015,703	21.5%
Expenditures by Type					
Personnel Services	\$9,561,712	\$10,000,219	\$10,291,601	\$10,171,342	1.7%
Operating	21,612,715	25,109,283	33,093,225	33,022,220	31.5%
Contract Services	1,876,935	2,375,372	2,517,977	2,517,977	6.0%
Capital Outlay	133,189	0	52,000	52,000	100.0%
Transfers to Other Funds	510,149	1,541,550	2,115,659	2,115,659	37.2%
Debt Service	0	0	0	0	0.0%
Other Charges	(47,747)	493,067	136,505	136,505	-72.3%
Total Expenditures	\$33,646,953	\$39,519,491	\$48,206,967	\$48,015,703	21.5%

Support Services & Administration

	2017-18 <u>Actual</u>	2018-19 <u>Original Budget</u>	2019-20 <u>Recommended Budget</u>	2019-20 <u>Adopted Budget</u>	% Change vs 2018-19 <u>Original Budget</u>
Funding Sources					
General Fund					
General Fund Functional Revenues	\$108,700	\$101,000	\$107,000	\$107,000	5.9%
Other General Fund Funding	14,068,401	16,280,708	16,260,531	16,138,720	-0.9%
General Fund Subtotal	14,177,101	16,381,708	16,367,531	16,245,720	-0.8%
Fleet Maintenance Fund	0	0	7,137,300	7,067,847	100.0%
Risk Management Fund	19,469,852	23,137,783	24,702,136	24,702,136	6.8%
Total Funding Sources	\$33,646,953	\$39,519,491	\$48,206,967	\$48,015,703	21.5%
Full-Time Equivalent Positions by Department					
Budget & Evaluation	5.1	5.1	5.1	5.1	0.0%
City Attorney's Office	9.0	9.0	9.0	8.0	-11.1%
City Manager's Office	17.9	17.9	17.9	17.9	0.0%
Corporate Communications	9.5	9.5	9.0	9.0	-5.3%
Finance	25.0	26.0	27.0	27.0	3.8%
Human Resources Development	18.0	18.0	18.0	18.0	0.0%
Information Technology	27.0	28.0	29.0	29.0	3.6%
Mayor, Council & City Clerk	3.0	3.0	3.0	3.0	0.0%
Total Authorized FTEs	114.5	116.5	118.0	117.0	0.4%

Budget & Evaluation



DEPARTMENT MISSION

To provide timely and accurate financial information and analysis to aid City Management and the City Council in the allocation of public resources to meet the service, facility and infrastructure needs of the community.

Program: Budget and Evaluation

General Fund \$502,169 / 5.1 FTEs

Purpose Statement:

Budget and Evaluation manages the development, communication and administration of the City's annual operating budget and capital funding plans and serves as an internal consultant to evaluate service delivery plans, including fees for service and cost-effectiveness.

Highlights:

- Supported City Management and City Council during the development of the FY 2019 Annual Operating Budget that was adopted by the City Council in June, 2018.
- Received the Government Finance Officers Association Distinguished Budget Presentation Award for the FY 2019 Annual Operating Budget.
- Led the FY 2020-2024 Capital Improvement Plan (CIP) development process, including presentation of the recommended project document and funding plan, including bond issuance options, to Council in February, 2019; continuing to amend the plan based on Council direction not to pursue a bond referendum in November, 2019; revised plan scheduled for Council adoption in June, 2019.
- Providing continuing support for the budget development process for the FY 2020 Annual Operating Budget, beginning December, 2018 and concluding in June, 2019.
- Providing continuing support for departments with preparation of multi-year project appropriations, including the parks and recreation bond projects, downtown stadium and redevelopment projects.
- Provided assistance to City Management and City Council in the development of funding plan revisions for the stadium project, and the extension of the interlocal agreement for distribution of sales tax revenues with Cumberland County.
- Provided budgetary analysis in support of cross-departmental teams focused on transitioning fleet maintenance services to a private contractor, and on feasibility studies for contracted solid waste service delivery and for an intergovernmental service agreement (IGSA) with Fort Bragg to provide custodial and grounds maintenance services.

City Goal:

The City of Fayetteville will have unity of purpose and sustainable capacity across the organization.

Objective:

To provide timely and accurate financial data to inform resource allocation decisions and planning and to ensure budgetary compliance.

Budget & Evaluation

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of General Fund portfolios or other funds that exceed annual budget appropriation	0.00	0.00	0.00
% variance in General Fund actual expenditures, year-end encumbrances and assignments vs. budgeted expenditures (excluding other financing uses)	(2.51%)	(4.42%)	(3.00%)
% variance in General Fund vs. budgeted revenues (excluding other financing sources)	(0.02%)	(0.59%)	3.00%
General Fund unassigned fund balance as a % of the subsequent year's budget	11.86%	13.87%	12.00%

Budget & Evaluation

	<u>2017-18 Actual</u>	<u>2018-19 Original Budget</u>	<u>2019-20 Recommended Budget</u>	<u>2019-20 Adopted Budget</u>	<u>% Change vs 2018-19 Original Budget</u>
Expenditures by Program					
Budget and Evaluation	\$480,600	\$491,621	\$502,169	\$502,169	2.1%
Total Expenditures	\$480,600	\$491,621	\$502,169	\$502,169	2.1%
Expenditures by Type					
Personnel Services	\$468,041	\$474,686	\$484,004	\$484,004	2.0%
Operating	11,954	16,145	17,440	17,440	8.0%
Contract Services	550	650	580	580	-10.8%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	55	140	145	145	3.6%
Total Expenditures	\$480,600	\$491,621	\$502,169	\$502,169	2.1%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	480,600	491,621	502,169	502,169	2.1%
General Fund Subtotal	480,600	491,621	502,169	502,169	2.1%
Total Funding Sources	\$480,600	\$491,621	\$502,169	\$502,169	2.1%
Full-Time Equivalent Positions					
Total Authorized FTEs	5.1	5.1	5.1	5.1	0.0%

Budget & Evaluation

BUDGET HIGHLIGHTS

- Personnel includes \$8,974 for employee pay adjustments, \$1,035 for medical insurance rate adjustments, and \$4,643 for retirement rate adjustments.
- Operating includes general office supplies, software maintenance fees, telephone, printing and photo copier expenditures, memberships and dues, and travel and training.



City Attorney's Office

DEPARTMENT MISSION

To provide high quality legal support services to the City Council and City departments in a timely and efficient manner.

Program: Legal Reviews, Advice and Opinions

General Fund \$664,309 / 5.0 FTEs

Purpose Statement:

The Legal Reviews, Advice and Opinions Program provides services to City Council, the City Manager's Office, City departments and boards and commissions in the form of contract reviews and approvals; enforcement of ordinance violations; drafting and approval of legal documents; ordinance, resolution and legislative drafting and reviews; and any other reviews that may be required under this program. These services are provided in a timely and effective manner and form the basis for many City initiatives and actions. The City Council, City Manager's Office, City departments and boards and commissions depend upon the advice and opinions provided by this program.

Highlights:

- In an effort to move the City forward with the baseball stadium economic development project for downtown, the City Attorney's office provided timely review and advice on the private development agreements surrounding the baseball stadium.
- Provided timely review of contracts while assuring all contracts met requirements for legal compliance.
- Provided advice and opinions to all departments, boards and commissions, and government board in a timely manner.

City Goal:

The City of Fayetteville will have unity of purpose and sustainable capacity across the organization.

Objective:

To provide legal reviews, advice, and opinions in a timely manner.

City Attorney's Office

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of full-time attorneys providing advice and opinion services	6.00	6.00	6.00
% of documents reviewed within 10 days of receipt	97.00%	97.00%	97.00%
% of reported staff hours expended for advice and opinions for governing body	7.08%	6.97%	6.97%
% of reported staff hours expended for advice and opinions for operations departments	38.35%	36.01%	36.01%
% of reported staff hours expended for advice and opinions for the administration and support services departments	30.81%	34.26%	34.26%
% of reported staff hours expended for advice and opinions for the community investment departments	23.76%	22.76%	22.76%

Program: Litigation

General Fund \$669,391 / 3.0 FTEs

Purpose Statement:

The Litigation Program provides litigation services in state and federal courts for suits initiated for or against the City. These suits are typically initiated in the areas of contracts, code enforcement, zoning and personal injury. The program also provides litigation services for employment claims initiated by present and past employees and environmental court cases for code violations. The program provides high quality professional representation, typically resulting in favorable results. The avoidance of litigation through the negotiation of claims and disputes is often as successful and important to the City as is litigation. Litigation is handled by in-house counsel and outside counsel as the need arises.

Highlights:

- In an effort to move forward with the development of the Centre City project, the City completed condemnation proceedings on property owners who own or claim an interest in the properties being condemned.
- In an effort to move forward with the development of the Catalyst Site project, the City completed condemnation proceedings on property owners who own or claim an interest in the properties being condemned.
- In the best interest of the City, the City Attorney's Office provided litigation services in a timely, professional, and effective manner through in-house and outside counsel.

City Goal:

The City of Fayetteville will have unity of purpose and sustainable capacity across the organization.

City Attorney's Office

Objective:

To provide litigation support in State, Federal, and environmental courts and in employment claims.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019</u> <u>Estimated</u>	<u>FY 2020</u> <u>Target</u>
# of employment claims open	3.00	2.00	2.00
# of environmental court cases open	313.00	273.00	273.00
# of full-time attorneys providing litigation services	6.00	6.00	6.00
# of State/Federal cases open	37.00	15.00	15.00
% of employment claims closed	33.00%	50.00%	50.00%
% of environmental court cases closed	36.00%	38.00%	38.00%
% of litigation represented in-house	94.00%	98.00%	98.00%
% of State/Federal cases closed	73.00%	27.00%	27.00%

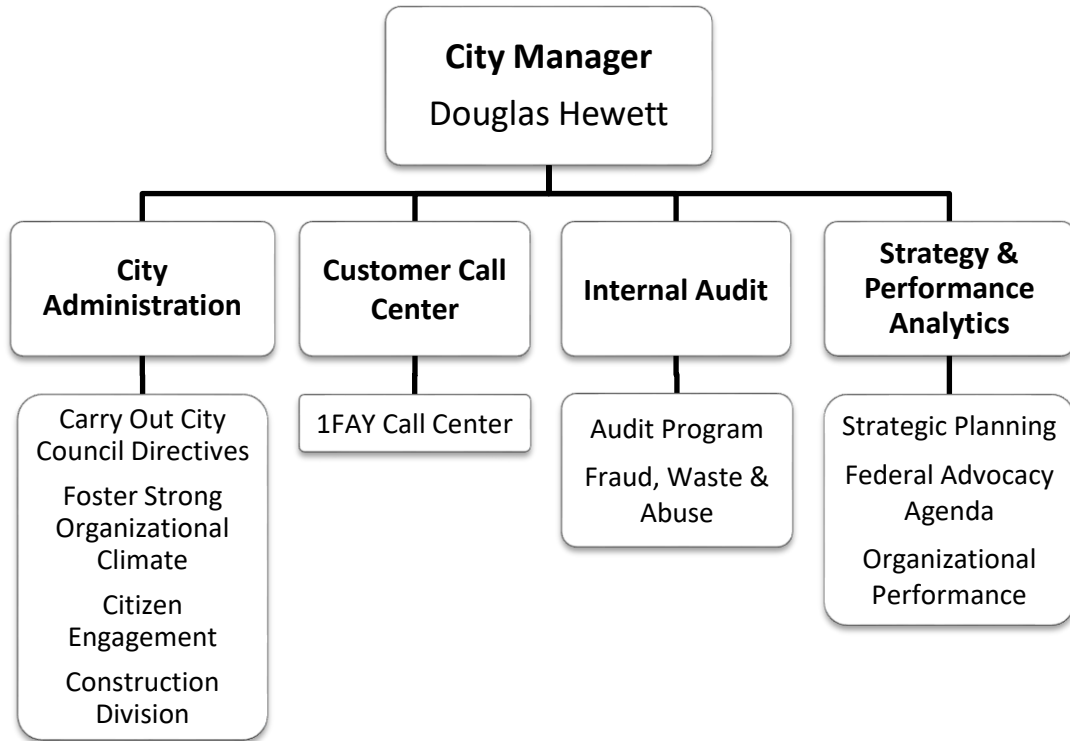
City Attorney's Office

	2017-18	2018-19	2019-20	2019-20	% Change
	<u>Actual</u>	<u>Original</u>	<u>Recommended</u>	<u>Adopted</u>	<u>vs 2018-19</u>
		<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Original</u>
					<u>Budget</u>
Expenditures by Program					
Legal Reviews, Advice and Opinions	\$721,257	\$721,544	\$737,410	\$664,309	-7.9%
Litigation	638,087	710,347	718,049	669,391	-5.8%
Total Expenditures	\$1,359,344	\$1,431,891	\$1,455,459	\$1,333,700	-6.9%
Expenditures by Type					
Personnel Services	\$999,915	\$967,044	\$1,030,668	\$910,409	-5.9%
Operating	70,176	64,148	70,445	68,945	7.5%
Contract Services	288,681	400,100	353,747	353,747	-11.6%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	572	599	599	599	0.0%
Total Expenditures	\$1,359,344	\$1,431,891	\$1,455,459	\$1,333,700	-6.9%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	1,359,344	1,431,891	1,455,459	1,333,700	-6.9%
General Fund Subtotal	1,359,344	1,431,891	1,455,459	1,333,700	-6.9%
Total Funding Sources	\$1,359,344	\$1,431,891	\$1,455,459	\$1,333,700	-6.9%
Full-Time Equivalent Positions					
Total Authorized FTEs	9.0	9.0	9.0	8.0	-11.1%

City Attorney's Office

BUDGET HIGHLIGHTS

- Personnel reflects a frozen Police Attorney position.
- Personnel includes \$16,139 for employee pay adjustments, \$1,624 for medical insurance rate adjustments, and \$8,622 for retirement rate adjustments.
- Operating includes \$42,121 for supplies, which primarily consists of case research reference materials, and \$15,509 for employee travel and training.
- Contract Services consists of \$353,647 for contracted legal services.



City Manager's Office

DEPARTMENT MISSION

The City Manager's Office provides leadership, defined by responsible stewardship of resources, innovation, and transparency, that results in operational excellence.

Program: 1FAY Call Center

General Fund \$273,696 / 5.0 FTEs

Purpose Statement:

The 1Fay Call Center serves as the focal point for providing residents with an efficient customer service experience for non-emergency public service requests and a coordinated resource to resolve city-related concerns via telephone, email, online or the FayFixIt app.

Highlights:

- Projected to respond to nearly 30,000 customer inquiries in FY 2019, primarily related to Solid Waste (e.g. pickups, complaints and roll cart maintenance). Although staffing levels were down part of the year, the Call Center continued to support operational departments during the Hurricane Florence emergency.
- Directed customer calls to appropriate departments based upon service inquiries (e.g. Development Services, Parks & Recreation, Engineering and Infrastructure and Finance). Common requests include code enforcement, loose leaf pickup, right-of-way maintenance, street maintenance, stormwater services and traffic services.
- Introduced new performance metrics to support benchmarking performance with industry standards.

City Goal:

The City of Fayetteville will have unity of purpose and sustainable capacity across the organization.

Objective:

To provide courteous and timely customer service experiences.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of 1FAY calls/client interactions	44,162.00	47,800.00	50,000.00
# of total FayFixIt tickets	8,420.00	10,300.00	10,800.00
% of abandoned calls	26.00%	31.00%	24.00%
1FAY Call Center customer satisfaction rating	94.00%	95.00%	90.00%
Average talk time per call for the 1FAY call center	202.00 seconds	225.00 seconds	210.00 seconds
Average wait time per call for the 1FAY call center	158.00 seconds	180.00 seconds	180.00 seconds

Program: City Administration

General Fund \$1,331,170 / 7.3 FTEs

Purpose Statement:

The City Administration program provides the daily executive leadership, inspiration, strategic planning, administrative policy guidance, personnel oversight and fiscal management necessary to establish a data-driven, results-based organization capable of accomplishing the City Council's vision and priorities.

Highlights:

- Completed SEGRA Stadium in time for the new Fayetteville Woodpeckers 2019 minor league baseball home opener, ushering in a major transformation of downtown. The City signed a 30 year contract with the Houston Astros for the stadium to house their Class A-Advance team.
- In response to Hurricanes Florence and Michael, the City exhibited both preparation and resiliency in facing a natural disaster. In conjunction with assistance from FEMA, the City quickly responded to the event by collecting storm-related debris soon after the storm and resumed full operations in three days.
- Standard and Poor's Rating Services affirmed the City's AA+ General Obligation credit rating and Moody's Investors Service has assigned a Aa1 rating; both signifying the City's strong credit history and sound financial planning.
- Agreed to host the 2019-2021 Big South Conference Baseball Championships at SEGRA Stadium with the Houston Astros organization.
- Ranked as the top overall performer in a national assessment for high performing cities and was named the most innovative city in the country by Governing Magazine and the Living Cities in April 2018. City Council subsequently adopted a resolution to support high performance and government innovation with a foundation in open and transparent practices in FY 2019. The resolution will also guide the City of Fayetteville as the organization continues to build on the culture already established for high performance and open government.
- Launched a new webpage for public record requests that will make the record request process easier and more efficient as a part of the continuing effort to enhance transparency and accountability.
- Released results of the biannual Citizen Survey to gauge resident satisfaction with City services and help leadership identify areas in need of additional emphasis.
- Presented state delegation with a legislative agenda that best meet the needs, concerns and interests of Fayetteville residents. The 2019 legislative priorities included Legislative support to grant local recall elections; secure our community by providing an option to destroy obtained weapons; fund roads and infrastructure; and fund groundwater remediation and pilot testing activities at Texfi site.
- Facilitated agreement on a new interlocal agreement with Cumberland County for distribution of sales tax proceeds.

City Goal:

The City of Fayetteville will have unity of purpose and sustainable capacity across the organization.

City Manager's Office

Objective:

To increase the employee survey mean response of employee job satisfaction.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
Mean response of employees satisfied with their job (0 = very dissatisfied, 6 = very satisfied)	4.58	4.58	4.58

Objective:

To increase the employee survey mean response of employees who plan to continue working for the City.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
Mean response of employees who plan to stay with the City (0 = very dissatisfied, 6 = very satisfied)	4.75	4.75	4.75

Objective:

To increase the employee survey mean response of employees who think the City is well managed.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
Mean response of employees who think the City is well managed (0 = strongly disagree, 6 =strongly agree)	3.91	3.91	3.91

Objective:

To increase the positive response rate in the City's biennial Resident Survey with the level of public involvement in City government.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
% of residents satisfied with the level of public involvement in City Government	33.65%	33.65%	35.00%

Objective:

To increase the positive response rate in the City's biennial Resident Survey with the overall quality of customer service provided by employees.

City Manager's Office

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
% of residents satisfied with overall quality of customer service	58.00%	58.00%	60.00%

Objective:

To increase the positive response rate in the City's biennial Resident Survey with the overall quality of services provided by the City of Fayetteville.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
% of residents satisfied with the overall quality of services provided	57.00%	57.00%	58.00%

Objective:

To maintain a strong general obligation bond rating.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
General obligation bond ratings	AAA/Aaa	AAA/Aaa	AAA/Aaa

<p><i>Program: Internal Audit</i></p>
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<p><i>General Fund \$325,849 / 3.1 FTEs</i></p>

Purpose Statement:

The Internal Auditor Office is an independent appraisal function designed to establish and monitor effective internal controls, which seek to ensure accuracy and compliance with requirements of City policies, North Carolina General Statutes, laws and regulations, contracts and grant requirements, and to reduce the possibility of fraud, waste and abuse. The Internal Audit Office's work is vital to maintaining citizen trust and confidence the City resources are used effectively and honestly. The office maintains a confidential Fraud, Waste and Abuse Hotline to help ensure fiscal responsibility and accountability throughout the organization.

Highlights:

- Emphasized increased monitoring and internal control implementation through a combination of compliance and performance audits along with comprehensive reviews for activities that included City-wide Travel and Training Compliance Follow-up; Performance Measures; Parks, Recreation and Maintenance Nonresident Fees Implementation; Police Department Confidential Funds, WEX Fuel Cards, and Code Enforcement Violation Collections.
- Maintained and supported the City's hotline through employee education and investigation of claims through the hotline.

City Manager's Office

- Participated in new employee on-boarding process by presenting information at bi-weekly new employee orientation sessions outlining the internal audit function and describing possible ways fraud could affect City operations.
- Continued training and career development plans for Internal Audit staff, to include the pursuit of professional designation as Certified Internal Auditor; and attendance at the Association of Local Government Auditors 2019 Annual Conference in Kansas City, MO in May 2019.
- Coordinated and conducted the Audit Committee onboarding process to include individual meetings with newly appointed members of the Audit Committee to address roles and responsibilities.
- Coordinated and held quarterly Audit Committee meetings in October 2018, January 2019 and April 2019 where the City-wide Travel and Training Compliance Follow-up, Performance Measures; Parks, Recreation and Maintenance Non-Resident Fees Implementation; Police Department Confidential Funds, and WEX Gas Cards compliance audits and related action plans were presented. In addition, the FY 18 Comprehensive Annual Financial Report was presented to the Audit Committee at the December 2018 Audit Committee meeting.
- Prepared the Internal Audit Annual Report presented to City Council on February 11, 2019.
- Continued to research and refine the Office of Internal Audit quality control policies and procedures for compliance with Generally Accepted Government Auditing Standards.
- Developed, with staff, the risk based audit plan and researched best practices to complement and augment the risk-based audit work plan process.
- Continued to provide support for the Finance Department during the FY 2018 closing of funds and annual audit.
- Continued departmental development strategies to improve employee satisfaction and group cohesion within the department by participating in team oriented activities.

City Goal:

The City of Fayetteville will have unity of purpose and sustainable capacity across the organization.

Objective:

To increase awareness about fraud, waste, and abuse by communicating the need for ethical behavior regarding City financial transactions and relationships with employees.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of fraud, waste, and abuse allegations investigated	11.00	11.00	11.00

Objective:

To provide independent and objective assurance and consulting services that enhance the efficiency and effectiveness of the City's services and ensure resources are used in accordance with established laws and regulations.

City Manager's Office

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
% of Internal Audit recommendations accepted by management	98.00%	98.00%	100.00%

Program: Strategy & Performance Analytics

General Fund \$338,950 / 2.5 FTEs

Purpose Statement:

The Strategic Performance & Analytics Office provides strategic planning and organizational performance oversight, which aligns resources to the City's Strategic Plan, maximizing performance for a positive impact on citizens. The program seeks to provide the information needed for City leaders to resource the organization for success, compare performance over time, review trend analysis, evaluate and benchmark results and continuously improve the organization.

Highlights:

- Received the International City/County Management Association Certificate of Excellence award for Performance Management.
- Partnered with the Sunlight Foundation to enhance the City's Open Data Program.
- Facilitated a cross-departmental team to improve the City's contracting process.
- Conducted the City's first Employee Engagement and Empowerment Summit.
- Conducted one-on-one departmental meetings to refine and improve each department's organizational performance management portfolio.
- Partnered with the 96th Civil Affairs Battalion from Ft. Bragg to study the civil impacts of the I-295 loop.
- Partnered with GIS students and faculty from Fayetteville State University to augment City staff GIS capacity.

City Goal:

The City of Fayetteville will have unity of purpose and sustainable capacity across the organization.

Objective:

To build a high performing organizationl by training employees in quality tools and methodologies.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of employees trained in quality tools and methodologies	78.00	90.00	90.00

Objective:

To enhance data driven decisions and maximize performance through effective performance reports.

City Manager's Office

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019</u> <u>Estimated</u>	<u>FY 2020</u> <u>Target</u>
% of organizational strategy and performance reports approved by City Council	100.00%	96.00%	96.00%

Objective:

To provide positive technical assistance and consulting experiences to City operations, employees, and residents.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019</u> <u>Estimated</u>	<u>FY 2020</u> <u>Target</u>
% agree or strongly agree with the statement "Overall, this was a positive engagement" on the SPA customer survey	89.00%	89.00%	90.00%

City Manager's Office

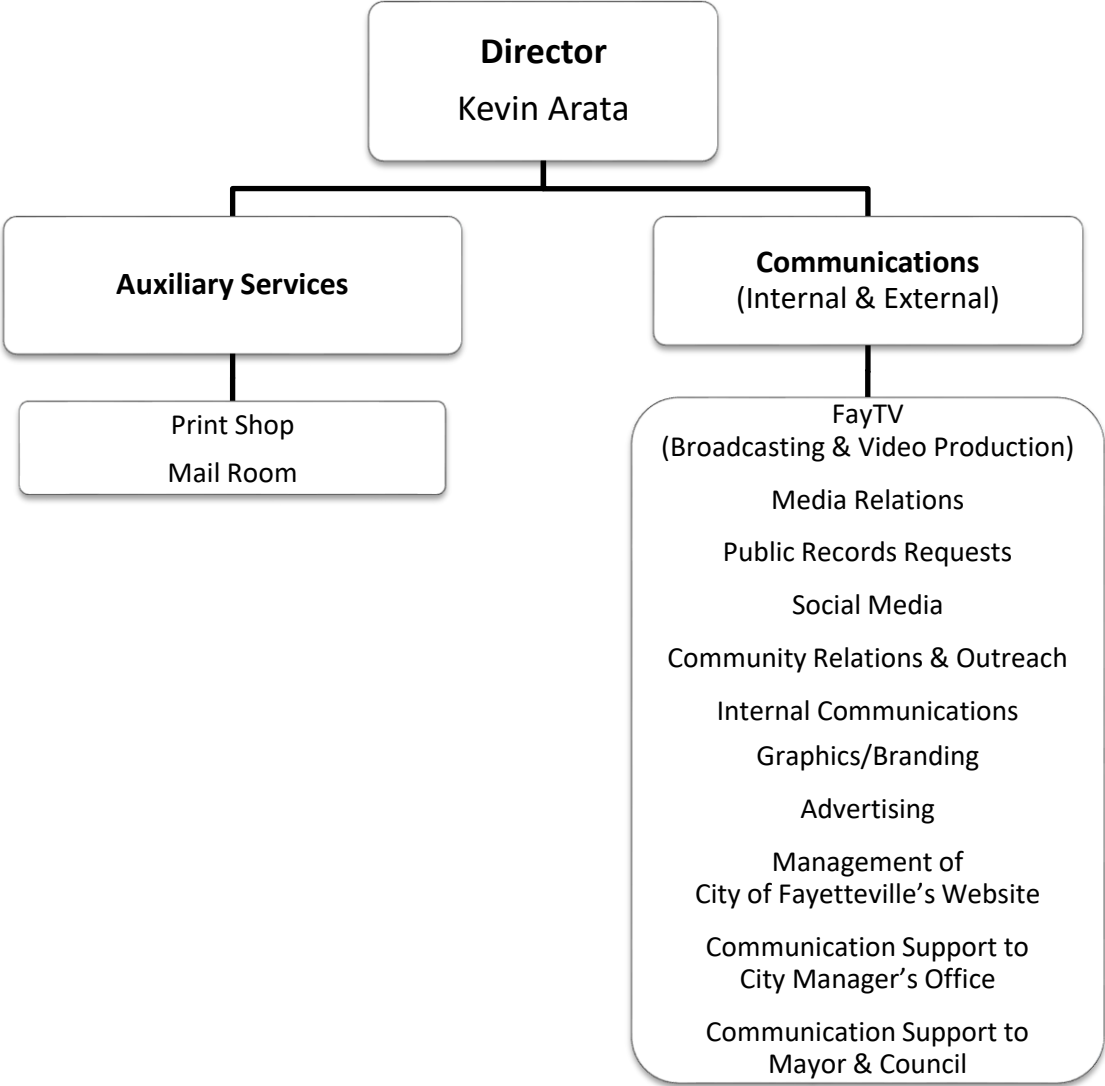
	2017-18	2018-19	2019-20	2019-20	% Change
	<u>Actual</u>	<u>Original</u>	<u>Recommended</u>	<u>Adopted</u>	<u>vs 2018-19</u>
		<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Original</u>
					<u>Budget</u>
Expenditures by Program					
1FAY Call Center	\$256,489	\$276,670	\$273,696	\$273,696	-1.1%
City Administration	1,234,758	1,489,230	1,331,175	1,331,170	-10.6%
Internal Audit	325,351	325,843	325,849	325,849	0.0%
Strategy & Performance Analytics	325,868	291,506	338,950	338,950	16.3%
Total Expenditures	\$2,142,466	\$2,383,249	\$2,269,670	\$2,269,665	-4.8%
Expenditures by Type					
Personnel Services	\$1,858,764	\$1,819,972	\$1,919,380	\$1,919,380	5.5%
Operating	100,787	128,795	141,091	141,086	9.5%
Contract Services	180,997	181,332	154,274	154,274	-14.9%
Capital Outlay	0	0	52,000	52,000	100.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	1,918	253,150	2,925	2,925	-98.8%
Total Expenditures	\$2,142,466	\$2,383,249	\$2,269,670	\$2,269,665	-4.8%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	2,142,466	2,383,249	2,269,670	2,269,665	-4.8%
General Fund Subtotal	2,142,466	2,383,249	2,269,670	2,269,665	-4.8%
Total Funding Sources	\$2,142,466	\$2,383,249	\$2,269,670	\$2,269,665	-4.8%
Full-Time Equivalent Positions					
Total Authorized FTEs	17.9	17.9	17.9	17.9	0.0%

City Manager's Office

BUDGET HIGHLIGHTS

- Personnel includes funding for a Management Fellow through the University of North Carolina School of Government Lead for North Carolina (LFNC) program, \$42,777 for employee pay adjustments, \$3,634 for medical insurance rate adjustments, and \$17,704 for retirement rate adjustments.
- Personnel costs and FTE counts for four positions for the newly formed Construction Division are fully funded by Capital Project Fund Ordinances and are, therefore, not reflected in the annual budget appropriation.
- Operating includes \$13,638 for memberships and dues, \$21,500 for general supplies, and \$58,841 for travel and training.
- Contract Services includes \$45,000 for strategic planning and senior management retreat consulting, \$35,000 for potential studies, \$7,572 for the fraud hotline, \$22,702 for shared services provided by PWC for the Customer Call Center, \$15,000 for the Dogwood Festival, \$5,000 for organizational development, \$23,000 for the biennial citizen survey, and \$500 for contracted services with the Arts Council.
- Capital includes \$52,000 for two vehicles for the Construction Division.

Corporate Communications



Corporate Communications

DEPARTMENT MISSION

To inform and engage citizens, strengthen and expand the City's reputation and foster community pride and cooperation. This is achieved by being a transparent provider of timely and accurate information to the public, by consistent internal communications across all departments, brand and reputation management, quality customer service, public outreach and citizen engagement.

Program: Auxiliary Services

General Fund \$132,069 / 2.0 FTEs

Purpose Statement:

The Auxiliary Services program provides a full range of postal and printing needs to all City departments, providing the highest quality service in the most cost-efficient manner and with the highest degree of customer satisfaction.

Highlights:

- Participated in the request for proposal process with the Information Technology department to help solicit bidders to upgrade the Print Shop equipment and technology to better serve customers; new software will redirect print requests to the print shop as appropriate for cost savings.
- Engaging with Fayetteville State University MBA students for a review of print shop service delivery processes to take advantage of the upgraded equipment and technology to provide print services in the most cost effective manner.

City Goal:

The City of Fayetteville will continue to develop and expand strong and active community connections.

Objective:

To increase in internal customer satisfaction in Print Shop and Mail Room services (based on internal customer survey).

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019</u> <u>Estimated</u>	<u>FY 2020</u> <u>Target</u>
# of print impressions	910,447.00	790,000.00	750,000.00
% of internal customers very satisfied or satisfied with Print Shop services	92.00%	80.00%	82.00%

Program: Communications

General Fund \$788,305 / 7.0 FTEs

Corporate Communications

Purpose Statement:

Communications includes both internal and external communications. Internal communications provides services to City departments that aid them in their communications with employees and their media relations. The program will inform staff about key strategic messages, work to boost employee morale and keep employees connected to the organization. External communications provides brand and reputation management, citizen engagement and public outreach and marketing and public relations services through various Corporate Communications functions, including, but not limited to monitoring media outlets, FayTV, graphic design, social media, marketing plans, media relations, crisis communications, sponsorships and citizen engagement tools.

Highlights:

- Contracted with Next Request to allow citizens to more easily and quickly request a public record by clicking on the Transparency and Accountability button on the homepage and clicking Request A Public Record.
- The 7-person communications staff from Corporate Communications staffed the Joint Information Center (JIC), along with the County's Public Information Office, for a 24/7 period over five days up to, during and following Hurricane Florence to ensure citizens received the most up-to-date information possible about City and County services and the impact of the hurricane upon our region. The JIC staff wrote and released 40+ press releases, coordinated and staffed 10+ press events, conducted 50+ print, TV and radio interviews and answered 500+ media queries with local and national media in that 5-day window.
- The City App, launched in April 2018, has been downloaded more than 10,500 times from Google Play and the Apple Store, greatly increasing citizen access to City information.
- Contracted with CBS-17 for a corporate-level social media promotional campaign to help promote the City's App. In just one week of our 90-day campaign we amassed almost 600 additional App downloads. We will continue to explore the feasibility and return on investment on this type of advertising.
- The City has partnered with 11 organizations, to include the County and the Fayetteville Cumberland Economic Development Corporation, and hired a national firm, North Star Ideas, to rebrand our region with a more unified approach to communicating our area's strengths, assets, diversity, vision and potential.
- City Conversations, a FayTV-produced interview-style show featuring City departments and City-sponsored or related organizations, continues to be filmed at Fayetteville State University using their TV production studio. Launched in December 2017, we have produced 18 shows that are featured each month on FayTV, YouTube and social media.
- Continuing to develop relationships and ties with the Fort Bragg community, primarily through routine attendance at the monthly Garrison Commander's Community Information Exchange, attended by 100+ Family Readiness Group representatives installation-wide, as well as at the every-other-month 82nd Airborne Division newcomer's spouse brief. The intent is to share information about the City with the Fort Bragg community to ensure they are aware of the City resources and events.

Corporate Communications

- FayTV staff created a new weekly video update to provide a short overview of important City-related topics of interest to citizens. This has proven to be a simple yet effective way to get information to our citizens quickly on FayTV and on social media.
- Citizens Academy is now beginning its 2nd year in the new quarterly one-day format that involves more hands-on citizen visits to departments with boots on the ground employees, reaching 100+ citizens per year.
- Created and maintained a website for keeping citizens updated on the baseball stadium construction process (FayettevilleNC.gov/baseball), to include documenting the construction process through videos and photographs.
- Working with Information Technology department and Vision Internet to redesign the City’s website. The last redesign, completed in 2015, transformed our website into a mobile-friendly site. This new design will make it even more user-friendly and allow for better access to city information and records, thus continuing to increase our transparency with the public.
- Working with Information Technology department and Vision Internet to redesign the Airport’s website into a stand-alone mobile friendly site that will be much more information-laden than the previous site.
- The City applied for and was awarded a \$25,000 grant with the Cumberland County Tourism Development Authority to help advertise the Big South baseball tournament in May that will be hosted in SEGRA Stadium.

City Goal:

The City of Fayetteville will continue to develop and expand strong and active community connections.

Objective:

To increase both media engagement (press releases) and resident satisfaction with City communications per City biennial resident survey.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019</u> <u>Estimated</u>	<u>FY 2020</u> <u>Target</u>
# of Citizens' Academy graduates	79.00	100.00	100.00
# of press releases	157.00	155.00	165.00
% of residents very satisfied or satisfied with the availability of information about City programs and services per the biennial City Resident Satisfaction Survey	56.00%	58.00%	60.00%

Objective:

To increase FayTV viewership (based on biennial resident survey) and YouTube views.

Corporate Communications

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of programs aired on FayTV	296.00	310.00	326.00
# of YouTube subscribers gained	256.00	269.00	282.00
# of YouTube views	99,736.00	105,000.00	110,000.00
% of residents indicating they receive information about the City via FayTV per the biennial City Resident Satisfaction Survey	30.00%	30.00%	30.00%

Objective:

To increase social media engagement on Corporate Communications-maintained Facebook and Twitter platforms.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of followers on the City of Fayetteville Instagram account	995.00	2,030.00	2,300.00
# of followers on the City of Fayetteville Twitter account	8,502.00	10,000.00	11,500.00
# of likes on the City of Fayetteville Facebook page	24,795.00	30,200.00	33,500.00
# of views on Social Media videos	545,200.00	430,000.00	451,500.00

Objective:

To increase total webpage views (Fayettevillenc.gov and FCPR.us).

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of downloads of City App	625.00	11,250.00	12,375.00
# of total webpage views (FayettevilleNC.gov)	2,542,357.00	2,750,000.00	3,000,000.00
# of website visits (FayettevilleNC.gov)	945,225.00	925,000.00	950,000.00

Corporate Communications

	<u>2017-18 Actual</u>	<u>2018-19 Original Budget</u>	<u>2019-20 Recommended Budget</u>	<u>2019-20 Adopted Budget</u>	<u>% Change vs 2018-19 Original Budget</u>
Expenditures by Program					
Auxiliary Services	\$137,575	\$153,940	\$132,069	\$132,069	-14.2%
Communications	747,542	776,662	788,325	788,305	1.5%
Total Expenditures	\$885,117	\$930,602	\$920,394	\$920,374	-1.1%

Expenditures by Type					
Personnel Services	\$701,247	\$702,068	\$695,961	\$695,961	-0.9%
Operating	173,292	184,473	177,607	177,587	-3.7%
Contract Services	12,502	19,476	69,476	69,476	256.7%
Capital Outlay	21,439	0	0	0	0.0%
Transfers to Other Funds	0	53,485	0	0	-100.0%
Debt Service	0	0	0	0	0.0%
Other Charges	(23,363)	(28,900)	(22,650)	(22,650)	-21.6%
Total Expenditures	\$885,117	\$930,602	\$920,394	\$920,374	-1.1%

Funding Sources					
General Fund					
General Fund Functional Revenues	\$91,750	\$99,000	\$85,000	\$85,000	-14.1%
Other General Fund Funding	793,367	831,602	835,394	835,374	0.5%
General Fund Subtotal	885,117	930,602	920,394	920,374	-1.1%
Total Funding Sources	\$885,117	\$930,602	\$920,394	\$920,374	-1.1%

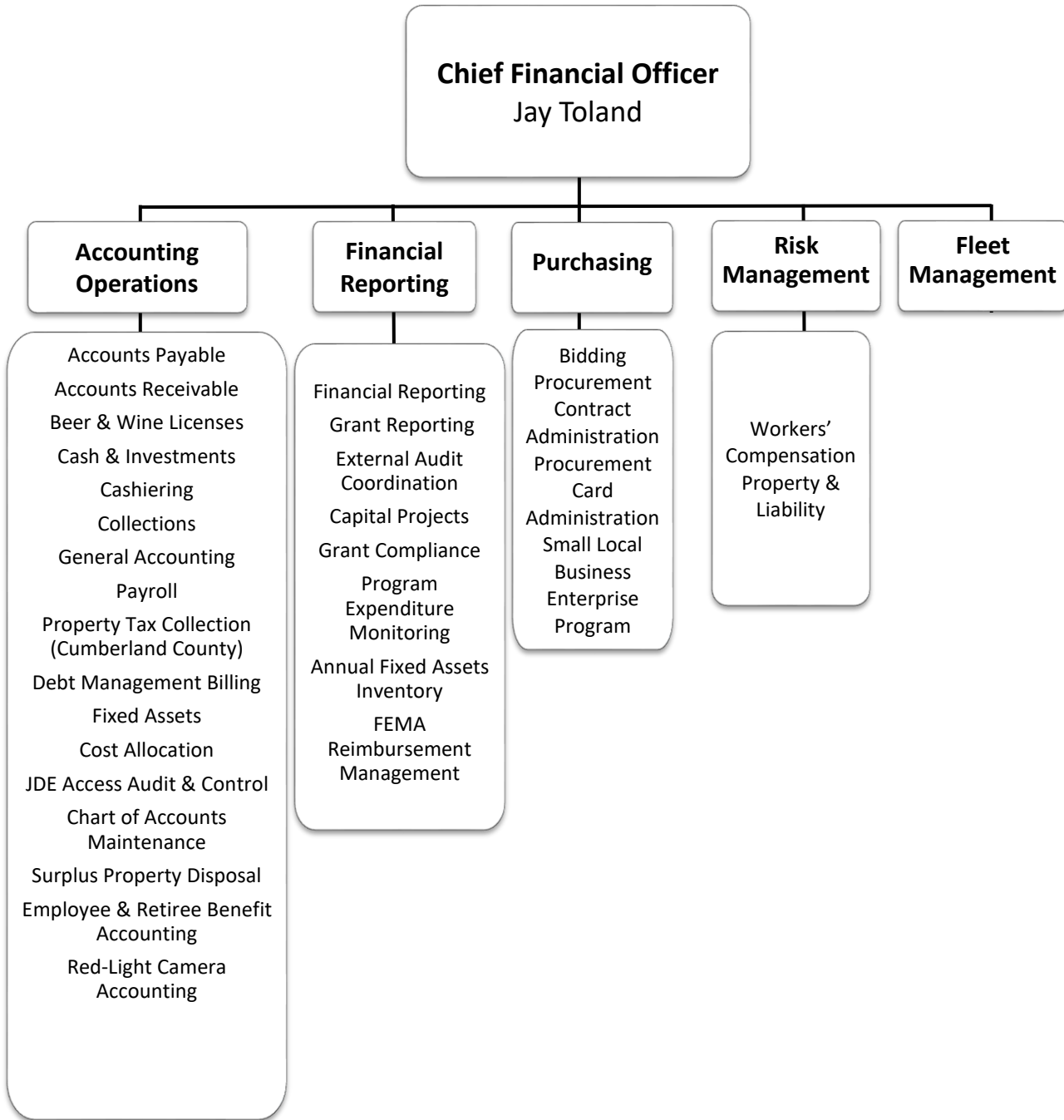
Full-Time Equivalent Positions					
Total Authorized FTEs	9.5	9.5	9.0	9.0	-5.3%

Corporate Communications

BUDGET HIGHLIGHTS

- Personnel reflects the reduction a of part-time Office Assistant I position.
- Personnel also includes \$16,963 for employee pay adjustments, \$1,827 for medical insurance rate adjustments and \$6,498 for retirement rate adjustments.
- Operating includes \$51,598 for advertising expenditures; \$31,860 for photocopier expenditures, which are primarily for print shop operations; \$25,329 for equipment maintenance and software licenses and maintenance; \$19,992 in other services for print shop and mail room equipment leases; \$11,350 for training and local mileage reimbursements; \$14,100 for supplies, including \$4,000 for one-time supplies, \$2,150 for food for the Citizens Academy, \$550 for uniforms, and \$7,400 for general supply items; and \$8,223 for small equipment and computer accessories.
- Contract Services includes \$50,000 for coordinated rebranding efforts with other local agencies, \$7,300 for closed captioning services, \$7,176 for social media archiving, and \$5,000 for contracted photography and video production services.
- Other Charges reflects \$100,400 for postage and printing inventories, offset by \$123,400 in service charges to other departments.

Finance



DEPARTMENT MISSION

To serve as stewards of the City's financial resources and provide timely and meaningful financial information to allow City management to maximize those resources in service to the community.

Program: Accounting Operations

General Fund \$1,734,134 / 15.6 FTEs

Purpose Statement:

The Accounting Operations program processes and records financial transactions, including payroll, cost and insurance allocation, bank account reconciliations, assessments, treasury function, accounts payable, collections, and accounts receivable. Accounting Operations also provides capital asset accounting and disposal, and administers the interlocal property tax collection contract with Cumberland County.

Highlights:

- External auditors issued an unmodified opinion on the FY 2018 Comprehensive Annual Financial Report (CAFR).
- FY 2018 investment of idle cash earned an additional \$600,000 over the budgeted amount.
- In FY 2018, total City cash receipts amounted to over \$38.9 million, 95% of which were cash and checks. The Finance Department collected 93%, or a total of 45,040 transactions.
- In FY 2018, the Accounts Receivable (A/R) division processed over 3,060 A/R invoices totaling over \$24.8 million. A/R invoiced and collected over \$146,035 in lot cleaning, demolition and street assessments and associated interest in FY 2018.
- For FY 2018, the Accounts Payable (A/P) division processed over 49,100 vouchers. A/P has started enrolling vendors for electronic payments; approximately 25% of vendor payments are now being processed by EFT making funds available to the City's vendors on the next business day. A/P is also increasing automatic draft usage with service providers.
- In CY 2018, the City received payments for 146 debts in the amount of \$15,797 using the NC Department of Revenue's Debt Setoff Program to collect payments that may otherwise be uncollectible.
- Staff completed a \$52 million limited obligation bond issuance to finance the Downtown Baseball Stadium/Entertainment Venue and Parking Garage. An additional \$3.7 million vehicle installment financing was also completed during FY 2018. Staff is preparing for issuance of \$13.9 million in general obligation bonds for Parks and Recreation construction projects to include a Senior Center and Skateboard Park; a \$2.5 million vehicle installment financing; a \$3.1 million installment financing for a pool at Lake Rim Park; a refunding of existing general obligation bonds which has the potential to save \$25,000 per year.
- Staff worked with PWC to issue \$83.6 million in City of Fayetteville, North Carolina Public Works Commission Revenue Bonds, Series 2018. These revenue bonds were issued through a reverse auction which lowered interest costs by \$3 million from initial projections. There was also a refunding of previous years revenue bonds which offered a projected cash flow savings of \$800K.

Finance

- In FY 2018, the City transferred over \$2.2 million of Red Light Citation proceeds to Cumberland County Schools.
- One staff member was recognized on two separate occasions in the City Manager’s Newsletter for outstanding customer service.
- During FY 2018, staff attended the following courses at the UNC School of Government: Fund Accounting, Governmental Accounting and Financial Reporting and the NC Local Government Finance Summer Conference.
- During FY 2018, staff attended the following trainings offered by the City: Supervisory Operational Skills Certification Program and the Certified Administrative Professional Certificate Series.
- During FY 2018, staff attended additional trainings including: North Carolina Sales and Use Tax, Administrative Assistant’s Conference, Debt Setoff Workshop, Managing Public Records, Annual NC PRIMA Conference, Payroll Law Update, and the Annual Payroll Association Conference.

City Goal:

The City of Fayetteville will have unity of purpose and sustainable capacity across the organization.

Objective:

To ensure that the County tax collector and NC Department of Motor Vehicles maintain a combined property tax collection rate of 99.0% in the year of assessment.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
% of property tax collection in the year of assessment	99.27%	99.27%	99.00%

Objective:

To maximize the City’s return on investment on the City’s idle cash and timely and accurate revenue recording.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of debt payments processed late	0.00	0.00	0.00
% of available cash invested	N/A	90.00%	90.00%
Dollar amount of interest earned	\$2,009,416.00	\$2,672,688.00	\$2,857,011.00

Objective:

To provide timely account reconciliation, cost and insurance allocation(s), payment to vendors, assessments, and account receivable collection.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of days cost allocations posted past due date	45.00	0.00	0.00
# of monthly bank account reconciliations past due date	12.00	7.00	3.00

Program: Financial Reporting

General Fund \$482,134 / 4.9 FTEs

Purpose Statement:

The Financial Reporting program is responsible for reporting on the City's financial condition, including preparation of the City's Comprehensive Annual Financial Report (CAFR) and periodic revenue and expenditure reports for City Council. This program ensures that revenues and expenditures are properly recorded in accordance with generally accepted accounting principles and governmental accounting standards. In addition, this program administers special revenue and capital project funds, as well as capital asset accounting for the enterprise and capital project funds, provides grant financial compliance oversight, maintains the City's cost allocation plan, and ensures the timely closeout of completed projects. To facilitate the management of these funds, the department establishes and maintains collaborative relationships with City departments and grantor agencies. The program reviews contracts and agreements for departments and provides any necessary feedback prior to execution. The financial reporting department also provides customer service to other departments including assistance with financial monitoring visits by grantor agencies and providing day-to-day guidance and training on proper classification of expenditures. The program completes required financial reports for federal, state and other agencies and project closeouts in a timely and efficient manner.

Highlights:

- External auditors issued an unmodified opinion on the FY 2018 Comprehensive Annual Financial Report (CAFR).
- Received the Certificate of Achievement for Excellence in Financial Reporting for the FY 2017 Comprehensive Annual Financial Report (CAFR).
- Prepared the FY 2018 CAFR and submitted it for consideration for the Certificate of Achievement for Excellence in Financial Reporting.
- Successfully administered 107 federal, state and local grants, with over \$25.5 million in grant revenue in FY 2018, with no single audit findings.
- Continued to monitor over 208 capital and special revenue projects totaling over \$250 million in total budget.
- Instrumental in completing bond and financing draws totaling over \$15 million as of June 30, 2018.
- Assisted departments by providing a JDE training session on expenditure and world writer reports.
- One staff member was recognized at the NC Government Finance Officers Association winter conference and received the North Carolina Local Government Finance Officer certification.

Finance

- During FY 2018, staff attended the following courses offered by the UNC School of Government: Introduction to Local Government Finance, Governmental Accounting and Financial Reporting, and Capital Financing in Local Government.

City Goal:

The City of Fayetteville will have unity of purpose and sustainable capacity across the organization.

Objective:

To provide accurate and timely financial information.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of days past due date for quarterly financial statement	0.00	0.00	0.00
# of days past due date for submission of CAFR to LGC	0.00	0.00	0.00
# of financial compliance findings reported in prior year audit	0.00	0.00	0.00
# of project ordinances closed	28.00	20.00	40.00
Did the CAFR achieve GFOA award in prior year?	Yes	Yes	Yes
Was the audit opinion unmodified in prior year?	Yes	Yes	Yes

<p><i>Program: Fleet Management</i></p>
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<p><i>Fleet Maintenance Fund \$7,067,847 / 1.0 FTEs</i></p>

Purpose Statement:

The fleet management program is responsible for acquisition, maintenance, and disposal of the City’s fleet assets. The program aims to reduce overall fleet maintenance costs, improve vehicle and equipment availability, increase overall fleet operating efficiency, reduce capital expenditures for fleet assets, and improve services offered to City departments using fleet vehicles and equipment.

Highlights:

- In FY 2019, the City successfully contracted out the management, maintenance and repair of its vehicle and equipment fleet to Vector Fleet Management. The City’s ongoing objective is to maintain a safe and operational reliable fleet of vehicles so that departments can provide the most efficient and effective public services to the citizens of Fayetteville.
- A long term agreement has been finalized and Vector will begin operations at a leased facility on Pepsi Lane starting July 1, 2019.
- Vector will provide preventative fleet maintenance, including parts inventory acquisition, towing and remedial repairs, as well as fleet management for 1,289 units including fire and police vehicles, sanitary vehicles and equipment, heavy equipment, snow and lawn equipment and bucket trucks.
- The City is also recruiting for a full-time fleet manager to assist in coordination, accountability, and cost management.

City Goal:

The City of Fayetteville will have unity of purpose and sustainable capacity across the organization.

Objective:

To provide industry best practice fleet management services to obtain the maximum functional and economic service from fleet and equipment, resulting in the optimal period of retention and lowest life cycle costs.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
% of fleet preventative maintenance performed within 10 days of established schedule	N/A	N/A	95.00%
% of fleet preventative maintenance turnaround within set standards	N/A	N/A	90.00%
% of fleet work orders requiring re-work	N/A	N/A	1.00%
Fleet average monthly % downtime	N/A	N/A	4.00%
Fleet daily average % availability	N/A	N/A	92.00%

Program: Purchasing

General Fund \$322,752 / 4.0 FTEs

Purpose Statement:

This program provides procurement services for supplies, materials, and equipment, performs contract administration, and facilitates the Small Disadvantaged Business Enterprise program for the City.

Finance

Highlights:

- The Purchasing division facilitated Local, Small and Disadvantaged Enterprise Program (LSDBE) outreach efforts in conjunction with the Fayetteville Public Works Commission on “How to do Business with the City of Fayetteville”; information sessions and a natural disaster outreach session were held in conjunction with the Economic and Community Development Office.
- The Purchasing division administered new vendor registrations, assisted vendors seeking technical assistance, and provided assistance to local, small and disadvantaged businesses in their efforts to become certified DBE or HUB vendors. During FY 2018, 73 vendors were registered, of which 68% are from the local area.
- Purchasing actively supported the “Small Local Business Enterprise Program” and tracked and reported on local spending. Over \$26 million in prime construction contracts were awarded to local vendors. 38% of purchase orders and 37% of P-card spending occurred in the local Metropolitan Statistical Area (Cumberland and Hoke Counties), putting over \$4.5 million back into the local economy. An additional 29%, or \$4.9 million, remained within North Carolina.
- Purchasing is tracking and managing contracts for ongoing projects including: \$35 million in Baseball related projects, \$15 million for Airport Terminal Renovations, \$5 million for a Senior Center, \$3.5 million for Splash Pads, and \$2 million for the Ann Street Bridge.
- Purchasing hosted the update for Uniform Guidance, which was attended by Finance Staff.
- Two staff have completed the Carolinas Association of Governmental Purchasing and the UNC School of Government’s Basic Principles of Local Government Purchasing courses.
- One staff member successfully completed the UNC School of Government’s Governmental Accounting and Financial Reporting course.
- One staff member received the City’s Core Values Award during FY 2018.

City Goal:

The City of Fayetteville will have unity of purpose and sustainable capacity across the organization.

Objective:

To complete the purchasing cycle (both routine and non-routine) within 2 days 90% of the time.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019</u> <u>Estimated</u>	<u>FY 2020</u> <u>Target</u>
Average number of days to process a purchase order (City)	3.00	2.00	2.00

Program: Risk Management

Risk Management Fund \$3,884,014 / 1.5 FTEs

Purpose Statement:

This program provides management of the City's workers' compensation, property and liability claims processes, as well as associated insurance policies.

Highlights:

- Risk Management continues to enforce the City of Fayetteville light duty program for Workers' Compensation employees in order to reduce the number of loss time claims. These claims are six times more expensive to manage than medical only claims. To date in FY 2019, 100% of loss time claims have been processed through the light duty program.
- Staff continue to utilize the DOT database to monitor all essential drivers employed by the City, reducing the time previously required to run and review driver history reports. Staff have been able to detect various licensing issues and assist or advise employees of a way and means to correct such issues, reducing liability for the City and ensuring essential drivers are able to continue to perform their duties.
- The City continues to see a downward trend in workers comp and general liability claims as a result of increased training, increased departmental accountability, and continuing vigilance in mitigating open claims in a timely manner to minimize cost.

City Goal:

The City of Fayetteville will have unity of purpose and sustainable capacity across the organization.

Objective:

To minimize the number of Property and Liability claims and reduce the cost of these claims by the third party administrator.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019</u> <u>Estimated</u>	<u>FY 2020</u> <u>Target</u>
Average cost to administer a Liability Claim	\$394.00	\$455.00	\$455.00
Property and liability closing ratio (# claims closed / # new claims)	88.00%	76.00%	76.00%

Objective:

To minimize the number of Workers' Compensation claims and reduce the cost of these claims by the third party administrator.

Finance

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
Average cost to administer a Medical Only Claim	\$198.00	\$398.00	\$398.00
Workers' compensation closing ratio (# claims closed / # new claims)	68.00%	78.00%	78.00%

Finance

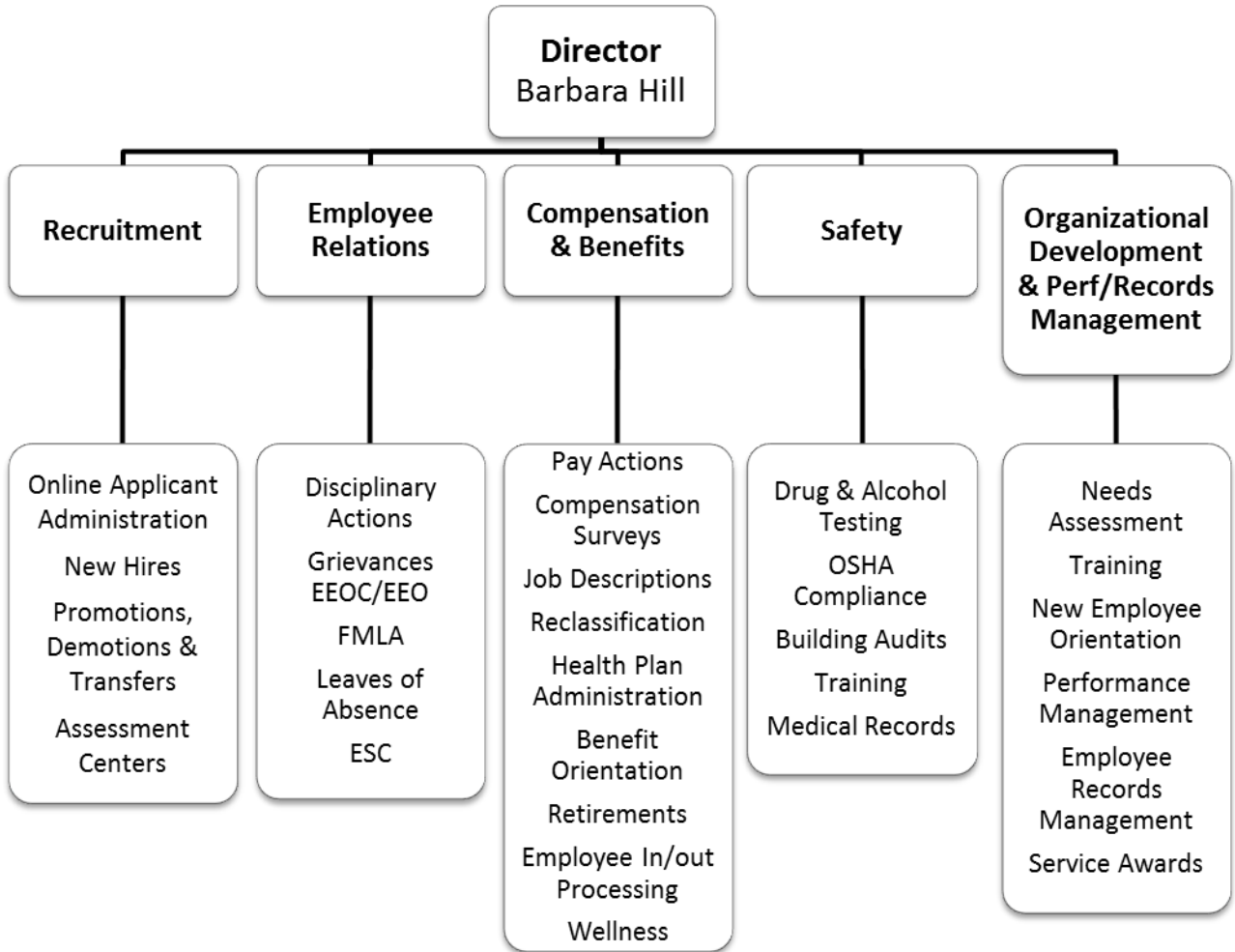
	2017-18 Actual	2018-19 Original Budget	2019-20 Recommended Budget	2019-20 Adopted Budget	% Change vs 2018-19 Original Budget
Expenditures by Program					
Accounting Operations	\$1,396,739	\$1,945,591	\$1,734,134	\$1,734,134	-10.9%
Financial Reporting	490,906	592,143	482,134	482,134	-18.6%
Fleet Management	0	0	7,137,300	7,067,847	100.0%
Non-Program Expenditures	72	0	12,687	12,687	100.0%
Purchasing	330,889	396,761	322,752	322,752	-18.7%
Risk Management	2,949,337	4,087,883	3,884,014	3,884,014	-5.0%
Total Expenditures	\$5,167,943	\$7,022,378	\$13,573,021	\$13,503,568	92.3%
Expenditures by Type					
Personnel Services	\$1,690,822	\$1,937,439	\$1,925,988	\$1,925,988	-0.6%
Operating	2,863,532	4,018,939	10,791,940	10,722,487	166.8%
Contract Services	612,541	818,580	753,020	753,020	-8.0%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	246,625	40,700	40,700	-83.5%
Debt Service	0	0	0	0	0.0%
Other Charges	1,048	795	61,373	61,373	7,619.9%
Total Expenditures	\$5,167,943	\$7,022,378	\$13,573,021	\$13,503,568	92.3%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$20,000	\$20,000	100.0%
Other General Fund Funding	2,218,534	2,934,495	2,519,020	2,519,020	-14.2%
General Fund Subtotal	2,218,534	2,934,495	2,539,020	2,539,020	-13.5%
Fleet Maintenance Fund	0	0	7,137,300	7,067,847	100.0%
Risk Management Fund	2,949,409	4,087,883	3,896,701	3,896,701	-4.7%
Total Funding Sources	\$5,167,943	\$7,022,378	\$13,573,021	\$13,503,568	92.3%
Full-Time Equivalent Positions					
Total Authorized FTEs	25.0	26.0	27.0	27.0	3.8%

Finance

BUDGET HIGHLIGHTS

- Personnel reflects the addition of a Fleet Manager position to administer contracted fleet maintenance operations; the addition of a Systems Analyst position effective January 1, 2020 to support the replacement ERP system; the removal of the Special Assistant to the City Manager for Finance position; the reclassification of the Purchasing Agent/LSDBE position to a Buyer position; and, the reclassification of an Office Assistant II position to an Accounting Technician position.
- One Accounting Technician position remains frozen and unfunded.
- Personnel also includes \$50,616 for employee pay adjustments, \$5,278 for medical benefit rate adjustments and \$17,544 for retirement rate adjustments.
- Operating includes \$36,000 for utilities at the Fleet Maintenance facility; \$220,450 for rent of the Fleet Maintenance facility; \$1,849,000 for claims administration, payments, and reinsurance costs for workers' compensation; \$1,635,392 for property and liability insurance, claims administration, and settlements; \$180,000 for repairs to city vehicles and property to be subrogated against responsible parties; \$35,671 for employee training and local mileage reimbursements; \$6,777,480 for vehicle maintenance, \$6,647,480 of which is for Fleet Maintenance; and \$30,201 for equipment and software maintenance agreements.
- Contract Services includes \$415,400 for property tax collection services, \$25,000 for asset disposal services, \$61,500 for broker services for property and liability coverage, \$92,600 for the annual financial audit, \$27,600 for contracted administration of community development loans, \$20,000 for medical service bill reviews, \$7,500 for environmental monitoring at Festival Park, \$25,000 for armored car services, \$20,000 for a financial advisor, \$20,000 for a FEMA consultant, \$5,000 for bank fees, \$6,500 for the paystub and W2 online portal and \$8,000 for development of the cost allocation plan.
- Transfers to Other Funds consists of \$40,700 for temporary services support for the replacement Enterprise Resource Planning (ERP) system capital project.
- Other Charges includes \$48,000 for Fleet Maintenance indirect cost allocations, \$626 for employee appreciation, \$132 for community relations and \$12,615 in miscellaneous expenditures to balance expenditures to revenues.
- Non-program expenditures reflect costs for benefits for retirees from the Risk Management fund.

Human Resources Development



Human Resources Development

DEPARTMENT MISSION

To attract and retain a skilled and diverse workforce by offering competitive and comprehensive compensation and benefits, opportunities for personal development and training, a safe work environment and clearly defined expectations allowing employees to provide high-quality services.

Program: Compensation/Benefits

General Fund \$356,153 / 4.9 FTEs

Risk Management Fund \$19,363,476 / 1.7 FTEs

Purpose Statement:

Compensation and Benefits offers competitive compensation and benefits to assist with attracting and retaining highly skilled individuals. This program offers services that encourage higher levels of performance and offers health and wellness programs that assist with promoting a healthy workforce.

Highlights:

- Completed a comprehensive wage survey of benchmark jurisdictions to provide continued guidance towards more competitive pay. This is an integral component for recruiting and retaining quality employees.
- Reviewed benefit plans for maximum value for our employees while controlling costs to the City. Renewed and enhanced benefits with only a single digit increase to the health plan and no increase to the dental or vision plan.
- Conducted a Health & Safety Fair to increase employee awareness regarding wellness and safety.
- Delivered monthly Lunch 'n Learns on various topics to guide employees on various dimensions of overall wellness.
- Provided guidance to staff on benefit plans and on compensation matters to ensure compliance with federal and state laws in such areas as the Fair Labor Standards Act (FLSA), the Department of Labor's Wage and Hour provisions (DOL), Section 125 of the IRS code, and the Affordable Care Act.

City Goal:

The City of Fayetteville will have unity of purpose and sustainable capacity across the organization.

Objective:

To administer a comprehensive and cost-effective benefits package and to ensure competitiveness, affordability and compliance with Healthcare Reform.

Human Resources Development

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
% change in annual health plan renewal cost	8.00%	10.00%	10.00%
Mean response of employees that are satisfied with employee benefits provided (0 = very dissatisfied, 6 = very satisfied)	4.00	4.00	4.00

Objective:

To administer a market competitive pay system and timely pay actions.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
% of positions reviewed for marketplace competitive	79.00%	25.00%	25.00%
Mean response of employees that are satisfied with their pay (0 = very dissatisfied, 6 = very satisfied)	3.00	3.50	3.50
Mean response of employees that feel they are paid fairly for the work they do (0 = very dissatisfied, 6 = very satisfied)	3.00	3.50	3.50

Objective:

To educate employees on their benefit options through bi-weekly and annual benefits enrollment, consult with employees regarding their benefit and retirement savings options, and consult with employees regarding retirement options.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of 401(k) and 457 information sessions offered	29.00	30.00	30.00
Mean response of employees that understand what employee benefits provide (0 = very dissatisfied, 6 = very satisfied)	5.00	4.50	4.50

<p><i>Program: Employee Relations</i></p>
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<p><i>General Fund \$178,178 / 2.1 FTEs</i></p>

Purpose Statement:

Employee Relations maintains an employer-employee relationship that contributes to efficient and consistent resolution of issues, satisfactory productivity and successful performance.

Human Resources Development

Highlights:

- Areas managed within this program include disciplinary actions, considerations of dismissal (CODs), performance improvement plans (PIPs), dismissals, initial intake of employee complaints, resolution of workplace issues, serious incident investigations, coordination of grievance and appeal hearings and ensuring the wider workforce is aware of City policies and procedures.
- This critical, high-volume function within HRD provides guidance for efficient resolution of employee issues by ensuring the fair and consistent treatment of all employees. It involves frequent inquiries from supervisors and managers related to City requirements, policies/procedures and best practices.
- Responsible for a high volume of intake for continuous and intermittent leaves of absence and for educating departments and employees about the requirements for such leave and return to work processes.
- Ensures documentation for the Division of Employment Security is completed by required deadlines and ensures compliance with matters and reporting that fall under the Equal Employment Opportunity Commission (EEOC), Americans with Disabilities Act (ADA), and the Family and Medical Leave Act (FMLA).

City Goal:

The City of Fayetteville will have unity of purpose and sustainable capacity across the organization.

Objective:

To provide a work environment where employees understand expectations; employees not meeting expectations are counseled/disciplined and given the opportunity to improve; consistent application of policy is applied; and, employees are retained based upon successful performance.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019</u> <u>Estimated</u>	<u>FY 2020</u> <u>Target</u>
# of CODs processed per FTE	16.66	11.00	12.00
Retention rate	87.00%	90.00%	90.00%

Program: Recruitment

General Fund \$371,550 / 3.3 FTEs

Purpose Statement:

Recruitment attracts, selects and efficiently hires a highly skilled workforce dedicated to delivering high quality services to the community in support of the City's mission.

Human Resources Development

Highlights:

- A high volume of applications are processed annually (average 13,000). Staff continues to partner with Fort Bragg, local high schools, colleges/universities, other local agencies, and attends job fairs to announce and promote vacancies.
- Comprehensive assessment centers are conducted for promotional processes and executive level positions.
- This program also ensures all hiring practices are consistent citywide and comply with EEO requirements.

City Goal:

The City of Fayetteville will have unity of purpose and sustainable capacity across the organization.

Objective:

To attract and efficiently hire highly qualified applicants by working with departments to improve time-to-fill rate.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019</u> <u>Estimated</u>	<u>FY 2020</u> <u>Target</u>
# of employment applications received per year	12,274.00	12,000.00	12,000.00
# of hires per month	28.00	30.00	30.00
# of job postings per year	203.00	180.00	175.00
# of positions filled per year	341.00	340.00	340.00
% of positions filled at or before 60 days (from initial posting date to start date)	33.00%	30.00%	30.00%
Average city-wide fill time in days (from posting date to new hire start date)	86.00	90.00	90.00

Program: Safety

Risk Management Fund \$286,524 / 2.3 FTEs

Purpose Statement:

The Safety program provides targeted employee safety training to increase overall safety awareness and reduce the frequency of injuries/accidents.

Human Resources Development

Highlights:

- Safety Audits were completed in all City buildings, helping to ensure a safe workplace for employees.
- Conducted OSHA 10-Hour General Industry classes to educate employees on the OSHA standards.
- Provided on-site hazard assessments to reduce exposures and prevent illness and injuries.
- Ensured a drug free workplace through random drug and alcohol testing programs.
- Maintained compliance with the Federal Occupational Safety and Health Act (OSHA) parts 1910 and 1926, North Carolina Department of Transportation Regulations, North Carolina Controlled Substances Act, and American Health Insurance Portability and Accountability Act (HIPAA).

City Goal:

The City of Fayetteville will have unity of purpose and sustainable capacity across the organization.

Objective:

To manage an OSHA compliant safety program that promotes workplace safety and a work environment free from recognized hazards likely to cause physical harm to employees.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of employees attending safety training classes	945.00	650.00	750.00
% reduction of workplace injuries	0.06%	11.00%	10.00%
DART Score (Days Away, Restriction or Transfer)	3.90%	4.25%	3.56%

Program: Training and Organizational Development
General Fund \$373,611 / 3.7 FTEs

Purpose Statement:

Provide training opportunities that enhance work-related skills and abilities allowing employees to provide more efficient and effective services as well as manage employee recognition programs.

Highlights:

- Developed certification series offering intermediate skill sets to the City Administrative staff.
- Promoted employee appreciation and recognition through semi-annual service awards, Core Value Awards ceremonies, and employee appreciation luncheon.
- Made coaching staff more accessible to City departments by offering onsite training courses, specific to their individual needs.
- Ensured employees receive training for career growth and performance improvement by offering more than 100 classes annually to over 1,500 employees at various career development levels.
- Offered compliance training to employees to confirm they are compliant with City policies and procedures as well as federal and state laws.

Human Resources Development

- Conducted supervisory development training to provide the knowledge, skills and abilities (KSAs) required to effectively lead others.
- Provided classes in Six Sigma to expand knowledge of performance based data analytics to drive improvement in providing city services.
- Worked in collaboration with Fire Department to develop and deliver courses specific to the needs of leadership development within the department focusing on skill sets, diversity, and inclusion.

City Goal:

The City of Fayetteville will have unity of purpose and sustainable capacity across the organization.

Objective:

To manage an employee recognition program that recognizes individual employees for length of service and their outstanding contributions to the City's mission and values.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of Core Value Award recipients	23.00	23.00	23.00
% of positive responses from employees attending annual picnic	75.00%	70.00%	70.00%

Objective:

To manage the performance management system designed to communicate performance expectations to employees and evaluate their performance against established performance standards and service needs.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of employee job results received from departments	1,500.00	1,500.00	1,500.00
Mean response of employees that believe the organization deals effectively and consistently with employees who have poor job performance (0 = strongly disagree, 6 =strongly agree)	3.00	3.50	3.50
Mean response of employees that feel performance is fairly evaluated and delivered in a timely manner (0 = strongly disagree, 6 =strongly agree)	4.00	4.50	4.50
Mean response of employees that understand how the City's performance evaluation system works (0 = strongly disagree, 6 = strongly agree)	4.00	4.50	4.50

Human Resources Development

Objective:

To provide a cost-effective training program that provides convenient training opportunities and results in enhanced employee performance and service to residents.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019</u> <u>Estimated</u>	<u>FY 2020</u> <u>Target</u>
# of course hours per month (Measure was changed)	54.00	60.00	65.00
# of employees completing compliance training programs	1,247.00	1,250.00	1,250.00
# of training programs offered	53.00	55.00	58.00

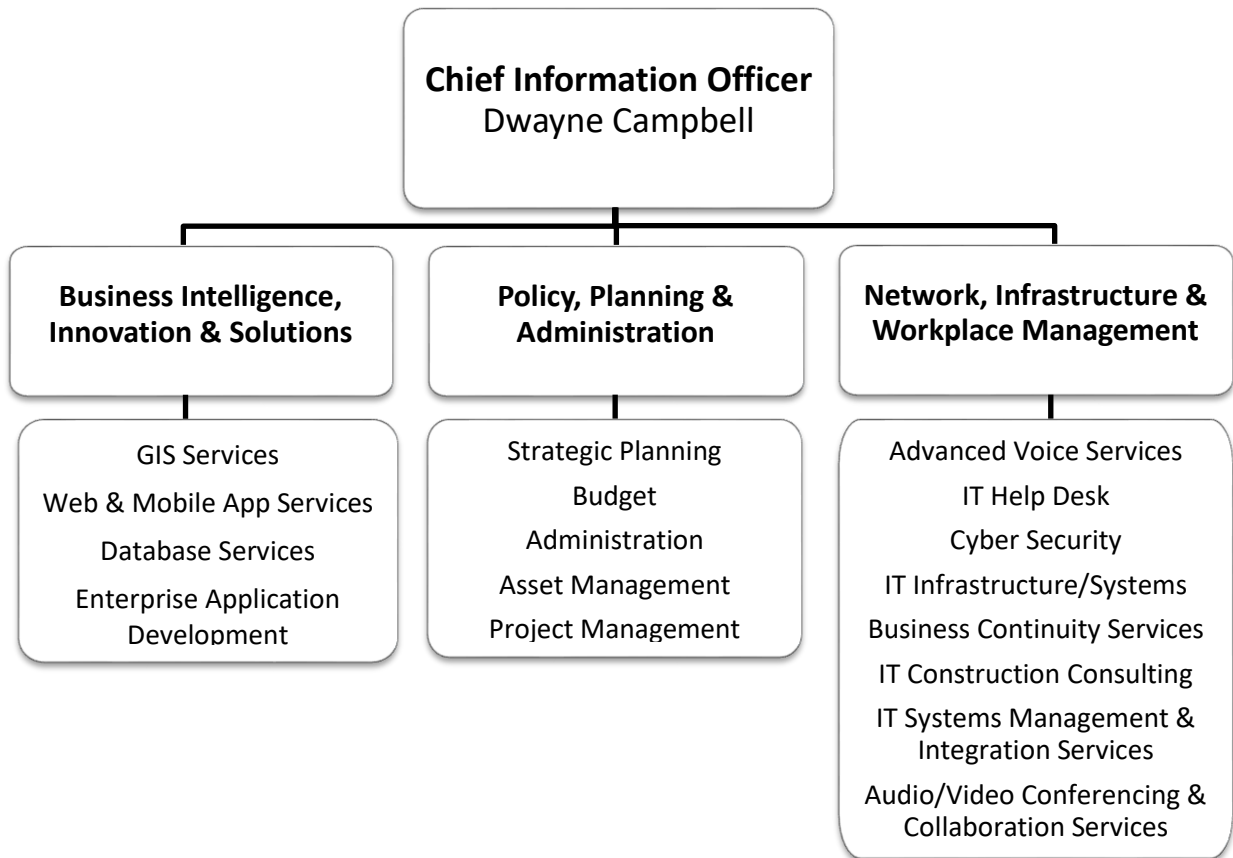
Human Resources Development

	<u>2017-18</u> <u>Actual</u>	<u>2018-19</u> <u>Original</u> <u>Budget</u>	<u>2019-20</u> <u>Recommended</u> <u>Budget</u>	<u>2019-20</u> <u>Adopted</u> <u>Budget</u>	<u>% Change</u> <u>vs 2018-19</u> <u>Original</u> <u>Budget</u>
Expenditures by Program					
Compensation/Benefits	\$16,592,526	\$18,527,891	\$19,719,629	\$19,719,629	6.4%
Employee Relations	175,420	172,044	178,178	178,178	3.6%
Non-Program Expenditures	10,722	608,020	1,155,435	1,155,435	90.0%
Recruitment	332,767	330,637	371,550	371,550	12.4%
Safety	230,523	262,404	286,524	286,524	9.2%
Training and Organizational Development	300,412	397,023	373,611	373,611	-5.9%
Total Expenditures	\$17,642,370	\$20,298,019	\$22,084,927	\$22,084,927	8.8%
Expenditures by Type					
Personnel Services	\$1,257,353	\$1,304,068	\$1,371,519	\$1,371,519	5.2%
Operating	16,116,772	18,071,184	19,217,675	19,217,675	6.3%
Contract Services	230,569	266,911	274,724	274,724	2.9%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	330,000	1,066,300	1,066,300	223.1%
Debt Service	0	0	0	0	0.0%
Other Charges	37,676	325,856	154,709	154,709	-52.5%
Total Expenditures	\$17,642,370	\$20,298,019	\$22,084,927	\$22,084,927	8.8%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	1,121,927	1,248,119	1,279,492	1,279,492	2.5%
General Fund Subtotal	1,121,927	1,248,119	1,279,492	1,279,492	2.5%
Risk Management Fund	16,520,443	19,049,900	20,805,435	20,805,435	9.2%
Total Funding Sources	\$17,642,370	\$20,298,019	\$22,084,927	\$22,084,927	8.8%
Full-Time Equivalent Positions					
Total Authorized FTEs	18.0	18.0	18.0	18.0	0.0%

Human Resources Development

BUDGET HIGHLIGHTS

- Personnel includes \$44,907 for employee pay adjustments, \$3,654 for medical benefit rate adjustments and \$12,304 for retirement rate adjustments.
- Operating includes \$19,014,570 for claims administration, payments and reinsurance costs for employee and retiree health, life and dental benefits; \$38,663 for supply items; \$25,560 for safety shoe and boot replacements; \$77,313 for travel and development, including \$60,262 for city-wide internal development and training; and \$3,941 for small computer equipment.
- Contract Services includes \$25,000 for the Employee Assistance Program, \$33,217 for flexible spending account administration, \$52,672 for medical services related to employee health and safety, \$106,200 for healthcare plan consulting, \$3,000 for wellness initiatives and \$52,800 for benefit enrollment administration and Affordable Care Act reporting services.
- Other Charges includes \$8,000 for Affordable Care Act fees; \$52,580 for employee relations activities, including the employee picnic and the service award program; \$875 for community relations expenditures and \$93,254 to balance projected expenditures to revenues for the Risk Management Healthcare Fund.
- Transfers to Other Funds consists of \$1,050,000 for an interfund loan from the Risk Management Fund to the General Fund for the stadium funding plan and \$16,300 to provide temporary services support for the replacement Enterprise Resource Planning (ERP) system capital project.



Information Technology

DEPARTMENT MISSION

Provide quality, cost effective technology solutions and services that facilitate the creation of dynamic partnerships between the citizens, the business community and City employees.

Program: Business Intelligence, Innovation and Solutions

General Fund \$1,467,392 / 10.4 FTEs

Purpose Statement:

The Business Intelligence, Innovation and Solutions program (BIIS) encompasses GIS, Web, Database and Application Development and Support personnel. The members of this program develop and implement department and enterprise level business software solutions, provide application maintenance and support to existing software systems, maintain database environments, and provide general application administration, maintenance, security, data integrity, data backup and data recovery. They assist in business intelligence data gathering, compilation and reporting. This group also develops and maintains productive vendor and agency relationships.

Highlights:

- Assisted with National Incident-Based Reporting System (NIBRS) conversion for the Police department.
- Completed TracStat customization efforts to enhance citizen accessibility to performance data.
- Hosted GIS Day 2018 “Discovering Fayetteville Through GIS”.
- Completed Technical Review Committee and Fire applications for electronic plan review process.
- Completed Cityworks upgrade to enhance security of the FayWorx enterprise work order system.
- Completed installation for Workforce Telestaff to upgrade the Fire department scheduling system.
- Completed citywide SQL report builder training for city staff.
- Successfully developed and hosted ICON online internship form.
- Completed Fayetteville Beautiful 2019 manager upgrades to enhance website security.
- Completed Event Day Parking Map for citizens.

City Goal:

The City of Fayetteville will have unity of purpose and sustainable capacity across the organization.

Objective:

To support end user ability to meet City objectives by developing, implementing and/or maintaining technology solutions as defined in the City of Fayetteville IT Service Level Agreement.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of technology solutions developed, implemented and supported	58.00	60.00	64.00

Information Technology

Program: Information Technology Policy, Planning and Administration

General Fund \$2,267,329 / 7.4 FTEs

Purpose Statement:

The policy, planning and administration program partners with City departments in technology project planning by utilizing a standard project management methodology across multiple project types, managing project resource allocations and mitigating risk factors associated with project implementations. This group maintains vendor relations, provides consultation in regards to automation technology and facilitates procurement of IT technology resources in accordance with City and state law. This program also provides general management oversight and resource management for the Information Technology department and facilitates policy creation and updates.

Highlights:

- Launched Cityworks and IDT Plans Review Web portal with Payeezy Payment.
- Implemented automated document delivery capabilities.
- Launched Environmental Services Code Enforcement cases and letters in FayWorx.
- Completed TRACStat update project.
- Conducted complete computer inventory of several departments.
- Crafted IT Access Control, Security and Change Control Policies.
- Successfully executed the 7th Annual IT Tech Day.
- Conducted Cityworks training for Parks & Recreation for backflow preventer inspection and work orders.
- Completed the Accounts Payable Direct Deposit improvement project (AP ACH).
- Launched the Police Department internal purchase form.
- Launched the Police Department Forensic Unit request form.
- Successfully negotiated the managed print services contract.

City Goal:

The City of Fayetteville will have unity of purpose and sustainable capacity across the organization.

Objective:

To identify and achieve enterprise efficiency via business process improvement initiatives.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019</u> <u>Estimated</u>	<u>FY 2020</u> <u>Target</u>
# of process improvement initiatives completed through IT	25.00	15.00	20.00

Information Technology

Program: Network, Infrastructure, and Workplace Management

General Fund \$2,585,658 / 11.2 FTEs

Purpose Statement:

The Network, Infrastructure and Workplace Management program serves as the primary point of contact for technology infrastructure and support. The members perform installation, updates, training and support of City technology infrastructure, including data and voice networks (wired and wireless), servers, Internet and Intranet connectivity, email, desktops, laptops, tablets, phones and other related computer hardware and system software. They oversee security monitoring of City technology resources to prevent unauthorized access, alteration or destruction of these resources. They also perform backups of data and provide for disaster recovery of systems and data. This program also includes Client Services which is the primary point of contact for end user departments when they have a need for IT services. Client Services collects service request data from the end users, assigns a priority to the request, and then acts to either resolve the issue based on priority or assign the request to the appropriate IT personnel. Client Services staff work directly with end user departments to install new computers, peripherals and other computing related devices. Client Services also performs analysis on service request data to identify trends which can then be used to improve IT responsiveness and overall system performance.

Highlights:

- Constructed a City Command Center operation in response to Hurricane Matthew.
- Successfully engineered network infrastructure design and pathways to ensure the successful relocation of Airport TSA services during the Airport renovation project.
- Completed the Public Safety Security Gap Analysis for Criminal Justice Information Services (CJIS) and Security Incident Response.
- Completed incident response tabletop top exercises.
- Hurricane Florence preparation, active and recovery states and created Damage Assessment dashboard for Hurricane Florence relief efforts.
- Completed computer replacement for 911 Communications and other departments.
- Improved security posture by implementing additional endpoint protection.
- Hardened our security environment by adding tighter controls to our perimeter security (firewall).
- Crafted new security policies to address the governance of the organization.
- Developed a new security awareness program "IT Security Awareness Tuesday".
- Successfully completed a security architecture review in collaboration with our security vendor.
- Created new performance metrics to track our security posture.
- Successfully contained a Trojan outbreak without any breach of data or denial of service.

City Goal:

The City of Fayetteville will have unity of purpose and sustainable capacity across the organization.

Information Technology

Objective:

To support end user ability to meet City objectives by maintaining a safe and secure network environment.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
% of compliance with quarterly security audits	43.00%	89.00%	92.00%
% uptime of network connected devices and applications	99.98%	99.94%	99.99%

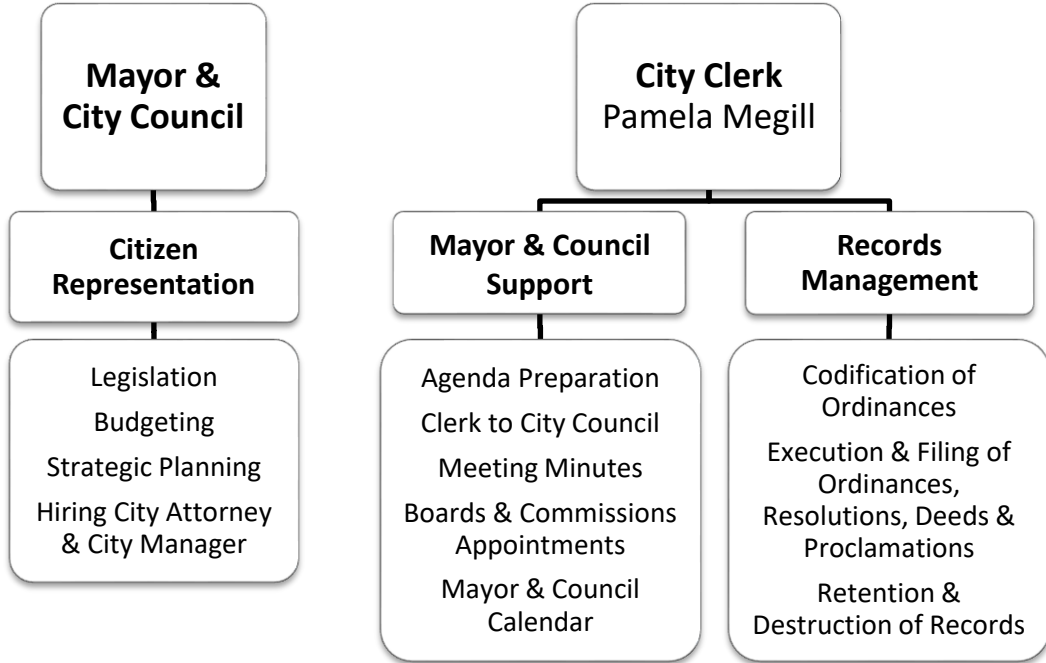
Information Technology

	<u>2017-18 Actual</u>	<u>2018-19 Original Budget</u>	<u>2019-20 Recommended Budget</u>	<u>2019-20 Adopted Budget</u>	<u>% Change vs 2018-19 Original Budget</u>
Expenditures by Program					
Business Intelligence, Innovation and Solutions	\$862,316	\$1,160,767	\$1,467,392	\$1,467,392	26.4%
Information Technology Policy, Planning and Administration	2,239,514	2,421,215	2,267,356	2,267,329	-6.4%
Network, Infrastructure, and Workplace Management	1,951,668	2,574,918	2,585,658	2,585,658	0.4%
Total Expenditures	\$5,053,498	\$6,156,900	\$6,320,406	\$6,320,379	2.7%
Expenditures by Type					
Personnel Services	\$2,112,778	\$2,268,536	\$2,328,742	\$2,328,742	2.7%
Operating	2,054,259	2,408,917	2,435,465	2,435,438	1.1%
Contract Services	334,824	632,723	613,756	613,756	-3.0%
Capital Outlay	111,750	0	0	0	0.0%
Transfers to Other Funds	510,149	911,440	1,008,659	1,008,659	10.7%
Debt Service	0	0	0	0	0.0%
Other Charges	(70,262)	(64,716)	(66,216)	(66,216)	2.3%
Total Expenditures	\$5,053,498	\$6,156,900	\$6,320,406	\$6,320,379	2.7%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$4,900	\$2,000	\$2,000	\$2,000	0.0%
Other General Fund Funding	5,048,598	6,154,900	6,318,406	6,318,379	2.7%
General Fund Subtotal	5,053,498	6,156,900	6,320,406	6,320,379	2.7%
Total Funding Sources	\$5,053,498	\$6,156,900	\$6,320,406	\$6,320,379	2.7%
Full-Time Equivalent Positions					
Total Authorized FTEs	27.0	28.0	29.0	29.0	3.6%

BUDGET HIGHLIGHTS

- Personnel reflects the addition of an ERP Systems Administrator position effective January 1, 2020.
- Personnel also includes \$73,478 for employee pay adjustments, \$5,685 for medical benefit rate adjustments and \$20,935 for retirement rate adjustments.
- Operating includes \$1,943,581 for hardware and software maintenance and licensing, \$108,254 for a variety of small computer equipment, \$189,842 for telephone services and repairs, \$72,500 for departmental travel and training, and \$48,300 for technology training for user departments.
- Contract Services includes technical consulting and programming, telephone maintenance and wiring, and other support services. Significant contracts include \$69,000 for continued development of the FayWorx system, \$133,000 for contracted help-desk support services, \$148,656 for network security analysis and remediation, \$25,000 for exchange email maintenance, \$10,000 for iSeries server maintenance, \$45,000 for electronic forms workflow development, \$19,000 for TracStat software upgrades, \$45,000 for an enterprise-wide digital accessibility program, and \$45,000 for contracted support for the JD Edwards system.
- Transfers to Other Funds consists of transfers to capital project funds totaling \$1,008,659 for various TIP projects including \$249,659 for the computer replacement plan, \$305,000 for city domain migration, \$150,000 for a city wireless network expansion project, \$24,000 for an access control system, \$20,000 for public safety security compliance, \$160,000 for desktop virtualization, and \$100,000 for a centralized data warehouse.
- Other Charges includes a \$72,561 cost redistribution for a shared software license agreement with PWC and \$6,345 for employee appreciation and community relations expenditures.

Mayor, Council & City Clerk



DEPARTMENT MISSION

To uphold public trust, protect local democracy and provide access to matters of public interest by preparing agendas and meeting notices, maintaining accurate City and Council records and processing official documents.

Program: Citizen Representation

General Fund \$868,249 / 1.0 FTEs

Purpose Statement:

The Mayor and City Council represent citizens; to ensure a full range of quality municipal services are provided, which make Fayetteville a better place for all and are valued by our citizens. The Mayor and City Council also ensure the City is financially sound and services are delivered by a dedicated workforce in a cost-effective manner.

Highlights:

- Broke ground on multiple Parks and Recreation Bond Projects, such as splash pads and the Western Senior Center.
- Opened the Segra Baseball Stadium.
- Adopted the FY 2019 Strategic Plan and FY 2019 Annual Operating Budget.
- Prioritized nine Targets for Action which moved forward:
 - Redevelopment and business growth of the Murchison Road corridor
 - Job creation and retention for the local workforce through an internship program
 - Development of Smart City capacity, specifically through pursuit of broadband installation across the City
 - Development of a Young Adult Engagement Program with collaboration and empowerment
 - Management of the City's future growth through a comprehensive land use plan
 - Improvement of connectivity by assessing the feasibility of railroad crossing safety at at-grade crossings
 - Elevation of the conversation about how to combat poverty across the City
 - Advancement of community revitalization efforts, to include residential and commercial properties.

City Goal:

The City of Fayetteville will continue to develop and expand strong and active community connections.

Objective:

To increase residents' positive perceptions of life in the City of Fayetteville by effective and transparent governance.

Mayor, Council & City Clerk

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
% of residents that are very satisfied or satisfied with the overall quality of life per the biennial City Resident Satisfaction Survey	47.00%	47.00%	50.00%
% of residents that feel the City is moving in the right direction per the biennial City Resident Satisfaction Survey	49.00%	50.00%	50.00%

Program: Mayor & Council Support

General Fund \$160,547 / 1.5 FTEs

Purpose Statement:

The City Clerk's Office provides administrative support to the Mayor and the members of the City Council by recording all official actions, affording proper notice of all meetings and preparing agendas and meeting minutes. The office creates correspondence and ensures proper calendaring for the Mayor and City Council. The City Clerk's Office also produces proclamations and furnishes direction for citizen concerns.

Highlights:

- Provided minutes, agendas, and scheduling organization for work-sessions, regular, and special City Council meetings.
- Produced numerous proclamations, certificates of achievement, and letters of recommendation and support.
- Supported additional committees, boards, and organizations with minutes and agendas.
- Provided excellent customer service to the Mayor, City Council Members, residents and City staff.

City Goal:

The City of Fayetteville will continue to develop and expand strong and active community connections.

Objective:

To ensure an adequate number of qualified applicants for Board and Commission appointment.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of Boards and Commissions applicants	97.00	100.00	108.00
# of vacant boards and commissions seats filled annually	48.00	64.00	64.00

Objective:

To ensure information is distributed in a timely manner.

Mayor, Council & City Clerk

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
% of agenda packets provided to City Council and available to the public at least five days in advance of the Council meeting	90.63%	95.00%	98.00%

Objective:

To ensure minutes are prepared and approved by Council within three regular Council meetings.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
% of minutes prepared and presented for Council approval within scheduled time frame	84.38%	95.00%	100.00%

Objective:

To provide public notices in compliance with North Carolina General Statutes.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of meeting notices prepared	185.00	175.00	150.00

<i>Program: Records Management</i>

<i>General Fund \$52,125 / 0.5 FTEs</i>

Purpose Statement:

The City Clerk's Office archives permanent records and advises other departments on record retention. This office oversees the record facility on Grove Street and executes contracts and other documents as well as maintaining minutes, deeds, contracts and other official records in the legal vault. Records Management issues cemetery deeds, coordinates codification of the Fayetteville City Code, accepts public record requests, certifies documents and accepts appeal requests.

Highlights:

- Maintained City minutes, ordinances, resolutions, and contracts/agreements.
- Coordinated shredding of out of date records for all City departments.

City Goal:

The City of Fayetteville will continue to develop and expand strong and active community connections.

Objective:

To comply with North Carolina General Statutes for Records Management.

Mayor, Council & City Clerk

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of ordinances and resolutions prepared	130.00	120.00	125.00

Objective:

To reduce the City's liability by shredding records we are legally authorized to destroy.

Key Performance Measures:	<u>FY 2018</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Target</u>
# of boxes of out-of-date records destroyed	26.00	200.00	200.00

Mayor, Council & City Clerk

	<u>2017-18</u> <u>Actual</u>	<u>2018-19</u> <u>Original</u> <u>Budget</u>	<u>2019-20</u> <u>Recommended</u> <u>Budget</u>	<u>2019-20</u> <u>Adopted</u> <u>Budget</u>	<u>% Change</u> <u>vs 2018-19</u> <u>Original</u> <u>Budget</u>
Expenditures by Program					
Citizen Representation	\$711,021	\$605,432	\$868,249	\$868,249	43.4%
Mayor & Council Support	161,365	153,966	160,547	160,547	4.3%
Records Management	43,229	45,433	52,125	52,125	14.7%
Total Expenditures	\$915,615	\$804,831	\$1,080,921	\$1,080,921	34.3%
Expenditures by Type					
Personnel Services	\$472,792	\$526,406	\$535,339	\$535,339	1.7%
Operating	221,943	216,682	241,562	241,562	11.5%
Contract Services	216,271	55,600	298,400	298,400	436.7%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	4,609	6,143	5,620	5,620	-8.5%
Total Expenditures	\$915,615	\$804,831	\$1,080,921	\$1,080,921	34.3%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$12,050	\$0	\$0	\$0	0.0%
Other General Fund Funding	903,565	804,831	1,080,921	1,080,921	34.3%
General Fund Subtotal	915,615	804,831	1,080,921	1,080,921	34.3%
Total Funding Sources	\$915,615	\$804,831	\$1,080,921	\$1,080,921	34.3%
Full-Time Equivalent Positions					
Total Authorized FTEs	3.0	3.0	3.0	3.0	0.0%

Mayor, Council & City Clerk

BUDGET HIGHLIGHTS

- Personnel includes \$9,930 for employee pay adjustments, \$2,641 for medical insurance rate adjustments, and \$1,994 for retirement rate adjustments.
- Operating includes \$21,600 for supplies, including \$12,600 for food and refreshments at regular City Council meetings and events, and \$4,000 for food at the City Council inauguration; \$9,667 for software maintenance agreements; \$53,250 for travel, training and local mileage reimbursements; and \$139,915 for organizational memberships and dues.
- Contract Services includes \$50,000 for federal and state advocacy services, \$235,000 for the 2019 City Council elections, \$7,000 for shredding, \$3,000 for City Manager evaluation services, \$2,200 for City Council inauguration expenditures, and \$1,200 for other small contracted services.
- Other Charges consists of \$5,620 for funding of employee appreciation and community relations activities.



Other Appropriations

Other Appropriations

Other Appropriations includes expenditure appropriations for items that do not directly relate to department programs and services. Descriptions of the items recommended for funding for fiscal year 2020 are listed below by expenditure category.

Personnel Services

- \$1,690,695 to fund projected costs of health and death benefits for employees who retired from General Fund departments.
- \$1,132,400 to fund separation allowance payments for retired law enforcement officers.
- \$18,000 to fund unemployment insurance expenditures.
- \$200,000 to fund potential required contributions to the retirement system for pension benefits in excess of contribution-based benefit caps.
- \$14,623 to fund 25% of the Warehouse Coordinator position for duties associated with operating the City's fuel site.

Operating Expenditures

- \$1,365,899 for insurance and claim settlement funding for General Fund operations.
- \$211,100 for lease space for City departments in the Festival Park Plaza building.
- \$26,430 for miscellaneous utility expenditures and stormwater utility fees for General Fund facilities.
- \$31,698 for operating expenditures for the City's fuel site.

Contract Services

- \$72,500 for professional services for arbitrage calculations, bond counsel, financial advisors and sales tax reallocation services.
- \$16,000 for collection services.
- \$345 for miscellaneous inspection services for the City fuel site.

Transfers to Other Funds

- \$959,549 from the General Fund to the Environmental Services Fund for \$586,553 for debt service for vehicle financings and \$372,996 to support operations.
- \$290,727 from the General Fund to support operations in the Parking Fund.
- \$5,065,458 from the General Fund to the Transit Fund to support operations.
- \$82,500 from the Lake Valley Drive MSD Fund to the General Fund for an infrastructure improvement loan repayment.
- \$264,000 from the General Fund to a capital project fund for an employee parking project.
- \$358,008 from the General Fund to the Risk Management Fund for interfund loan repayments and \$610 to be set aside for the Stadium Capital Funding Plan for future debt service.

Other Appropriations

Debt Service

- \$10,628,933 for Capital Funding Plan debt service in the General Fund. Details of the debt service payments are included in Section J.

Other Charges

- \$8,067,858 for payments to the County and other municipalities for the sales tax agreement.
- \$151,926 for payments to Spring Lake for the Fort Bragg annexation agreement for sharing of state revenues (\$82,539 for Powell Bill proceeds, \$19,072 for Beer & Wine taxes, and \$50,315 for Video Programming utility taxes).
- \$1,330,000 for fuel inventory purchase for the City's fuel site, offset by \$1,387,000 in cost redistributions to City departments for fuel usage.
- \$2,218,200 for intergovernmental payments to the City's Public Works Commission for water and sewer assessments and associated interest payments assessed by the City on its behalf.
- \$124,050 for banking service charges for credit and debit card payments to the city.
- \$10,000 for anticipated taxes on newly acquired property.
- \$5,000 for property tax refunds.
- \$614,201 for the LEOSA Fund for expected increases to fund balance.

Other Appropriations

	<u>2017-18</u> <u>Actual</u>	<u>2018-19</u> <u>Original</u> <u>Budget</u>	<u>2019-20</u> <u>Recommended</u> <u>Budget</u>	<u>2019-20</u> <u>Adopted</u> <u>Budget</u>	<u>% Change</u> <u>vs 2018-19</u> <u>Original</u> <u>Budget</u>
Expenditures by Department					
Other Appropriations	\$32,023,475	\$33,720,550	\$33,034,051	\$33,563,710	-0.5%
Total Expenditures	\$32,023,475	\$33,720,550	\$33,034,051	\$33,563,710	-0.5%
Expenditures by Type					
Personnel Services	\$ 2,366,153	\$ 2,733,595	\$ 3,055,718	\$ 3,055,718	11.8%
Operating	1,130,677	1,742,781	1,635,127	1,635,127	-6.2%
Contract Services	55,087	520,880	88,845	88,845	-82.9%
Capital Outlay	49,161	0	0	0	0.0%
Transfers to Other Funds	9,271,717	5,960,418	6,357,129	7,020,852	17.8%
Debt Service	9,016,449	11,235,366	10,762,997	10,628,933	-5.4%
Other Charges	10,134,231	11,527,510	11,134,235	11,134,235	-3.4%
Total Expenditures	\$32,023,475	\$33,720,550	\$33,034,051	\$33,563,710	-0.5%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$ 5,918,871	\$ 564,065	\$ 1,310,177	\$ 1,310,177	132.3%
Other General Fund Funding	22,797,908	28,470,699	27,676,573	28,206,232	-0.9%
General Fund Subtotal	28,716,779	29,034,764	28,986,750	29,516,409	1.7%
Lake Valley Drive MSD Fund	51,531	55,532	82,500	82,500	48.6%
PWC Assessment Fund	2,388,839	3,036,000	2,218,200	2,218,200	-26.9%
LEOSSA Fund	866,326	1,594,254	1,746,601	1,746,601	9.6%
Total Funding Sources	\$32,023,475	\$33,720,550	\$33,034,051	\$33,563,710	-0.5%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	0.2	0.2	0.2	0.2	0.0%

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Fayetteville at a Glance

Fayetteville at a Glance

The City of Fayetteville is a thriving community located in the Sandhills region of southeastern North Carolina and is the seat of Cumberland County. The City is approximately 65 miles south of Raleigh, the State capital. The City of Charlotte, a major commercial center, is about 200 miles to the west. The City is located adjacent to Interstate Highway 95, a major north-south corridor that links the City to Washington D.C., Baltimore and New York to the north, and to Charleston, Orlando and Miami to the south. State highways also link the City to the beaches along the southeast coast of the State and to the mountains in the west.



The City encompasses portions of Fort Bragg Army Post and is adjacent to Pope Army Airfield, which together form one of the largest military complexes in the world. The bases add significantly to the Fayetteville area economy and to the culture of the community. Fort Bragg has traditionally been known as the home of the Army's XVIII Airborne Corps and the 82nd Airborne Division, as well as the U.S. Army Special Operations Command and the 3rd Special Forces Group. In 2011, Fort Bragg also became the headquarters for the Army's combat-ready conventional forces and army reserve following the move of U.S. Army

Forces Command and U.S. Army Reserve Command to the base.

Fayetteville has been recognized three times as an "All-America City" by the National Civic League and is known as a community of "History, Heroes and a Hometown Feeling". In 2012, the City celebrated the 250th anniversary of its founding. In 1762, the town of Campbellton, located on the Cape Fear River, was chartered by the colonial assembly. In 1778, Campbellton united with the neighboring town of Cross Creek to become Upper and Lower Campbellton. In 1783, the North Carolina General Assembly approved the town's official renaming to Fayetteville in honor of the Marquis de Lafayette, the French nobleman who served as a Major General in the Continental Army during the Revolutionary War.



There are three colleges and universities in the City. Fayetteville State University (FSU) is a historically black university (HBCU) and a part of the University of North Carolina System. FSU offers over 60 programs of study at the baccalaureate, masters and doctoral levels. Methodist University (MU) is a private university that was established by the North Carolina Conference of the United Methodist Church. MU offers bachelor's degrees in over 80 fields of study and six graduate degree

Fayetteville at a Glance

programs. Fayetteville Technical Community College (FTCC) is a member of the North Carolina Community College System. FTCC offers over 250 programs of study leading to the award of associate degree, certificate or diploma.

The City is the home of several attractions, including:

- The Airborne & Special Operations Museum (ASOM) is part of the United States Army Museum System and is located in historic downtown Fayetteville. It opened on August 16th, 2000, the 60th anniversary of the original United States Army's Test Platoon's first parachute jump, and its main gallery offers a self-guided tour, in chronological order, through the history of the airborne and special operations soldiers, from 1940 to the present.
- The Cape Fear Botanical Garden is a non-profit botanical garden founded in 1989. It is situated on 80 acres beside the Cape Fear River and just two miles from downtown Fayetteville.
- SEGRA Stadium, home to the Fayetteville Woodpeckers, opened to much fanfare in April 2019. The Houston Astros, owners of the Advanced Class A Woodpeckers team, signed a 30-year stadium lease with the City, ensuring their long-term commitment to our community. The team will play 70 home games during the 2019 season and many other large events will be held at the stadium throughout the year, from concerts, to weddings, to retirement ceremonies.
- The North Carolina Veterans Park (NCVP) is located adjacent to the ASOM and is the first state park dedicated to military veterans from all branches of the Armed Services. Features of the NCVP include a fused glass service ribbon wall, an interactive globe, a chandelier made from 33,500 "dog tags", a community lawn area and a story garden where you can listen to touching personal accounts of veteran's military experiences and their lives today.
- The Crown Complex is a county-owned, state-of-the-art, five-venue complex comprised of a 4,500-seat arena, a 9,200-square foot ballroom, a 10,880-seat coliseum, an exposition center with 60,000 square feet of unobstructed space and a 2,440-seat theatre. The Complex is home to the Fayetteville Marksmen hockey team (SPHL) and Cape Fear Heroes indoor football team (AAL) and hosts a variety of other sporting events, family shows, concerts and special productions year-round.

Fayetteville at a Glance

Demographic Characteristics

Estimated Population	207,583
Median Age*	30
Median Education*	26% with 4 or more yrs of college
Median Household Income*	\$43,439
Median Value of Owner Occupied Housing Unit*	\$128,500

*Source – U.S. Census Bureau, Bureau of Labor Statistics
2013-2017 American Community Survey Data for Fayetteville

Climate

Average Annual Sunny Days – 219
Average Annual Precipitation – 45.8 inches
Average Relative Humidity
Sunrise - 85%
Afternoon - 53%
Average Daily Temperature
January – 41.7° (F)
July – 80.4° (F)
October – 61.7° (F)
Annual – 61.2° (F)

Economy/Employment

Rates of Unemployment (February 2019)
Fayetteville – 5.4 %
North Carolina – 3.9 %
United States – 3.8 %

Building Construction

<u>Year</u>	<u># of Permits</u>	<u>\$ Value</u>
2009	2,555	175.4M
2010	3,202	264.6M
2011	3,655	351.3M
2012	4,177	305.4M
2013	4,063	253.4M
2014	2,621	249.4M
2015	2,544	262.4M
2016	2,483	360.6M
2017	1,695	198.9M
2018	1,442	303.9M

Major Civilian Employers**

U.S. Dept. of Defense (Civilian)	14,036
Cape Fear Valley Health System	7,000
Cumberland County Board of Ed	6,042
Wal-Mart Associates Inc.	3,956
Goodyear Tire & Rubber Company	2,500
Cumberland County Government	2,095
Veterans Administration	2,000
City of Fayetteville	1,776
Fayetteville Tech. Community Coll.	1,383
Fayetteville State University	885

Approximately 52,000 uniformed soldiers and airmen are stationed at Fort Bragg.

**Source: City of Fayetteville Comprehensive Annual Financial Report 2018

Fayetteville's Ten Largest Taxpayers**

<u>Name</u>	<u>Type of Enterprise</u>	<u>Assessed Valuation 01/01/17</u>	<u>% of Total Valuation</u>
Cross Creek Mall LLC	Investment Company	\$140,848,300	1.02%
Fayetteville VA Co LLC	Property Rental	91,131,584	0.66%
Wal-Mart	Retail	51,376,258	0.37%
Piedmont Natural Gas	Utility	48,102,064	0.35%
Carolina Telephone	Utility	30,948,342	0.22%
Westlake at Morganton LLC	Property Rental	27,641,499	0.20%
Independence Place West Fay	Property Rental	26,254,501	0.19%
DDRM Fayetteville Pavilion, LLC	Real Estate	25,790,300	0.19%
West Park Apartments	Property Rental	24,541,700	0.18%
Hidden Creek Village	Property Rental	23,663,800	0.17%

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Fiscal Information

What is a Budget?

The City of Fayetteville is a full-service, chartered municipality governed by the general statutes of the State of North Carolina.

The City provides a wide variety of services for its estimated 207,583 residents. Municipal services are financed through a variety of taxes, fees, intergovernmental assistance and charges for services. The City adopts an annual budget to plan for effective delivery of services, and to efficiently manage the revenues which support those services.

Constituencies often ask governmental entities, "What is a budget?" The answer to this question can have different meanings to different cities, counties, states or agencies. All governmental agencies prepare a budget. Only the number of governmental entities that prepare a budget limits the variety of budgetary systems and philosophies. Fayetteville's budget should be viewed as a tool to help plan, manage and control expenditures for the coming year. Using the budget as a guide, residents of Fayetteville can see how resources are allocated and which programs are to receive priority funding.

A Policy and Planning Tool

The annual budget is the City's service and financial plan for the year ahead - a strategic tool that matches the services desired by the community with the resources required to provide those services. As such, the budget is a plan of financial operation incorporating estimates of proposed expenditures for a given period and the proposed means of financing. The effective period of a budget is a single fiscal year. The budget should be looked upon as more than a financial plan, however, for it represents the process by

which legislative and administrative controls are established.

While the budget provides a legal framework for the expenditure of funds, it also provides a basis for fiscal procedures, a systematic reexamination of internal operations for improved efficiency and economy, a delegation of operating authority and responsibility, and a basis for central controls. Therefore, in addition to the budget's usefulness in planning, it becomes the basis for monitoring and controlling both the City's fiscal position and the levels of service provided as the fiscal year unfolds.

So, the budget is much more than just a legal requirement or a financial plan for raising and spending money. It is City Council's primary mechanism for describing the scope of services to be performed and the improvements to be made during the year. The budget is the major fiscal policy document of the City.

The budget process does not end with the adoption of the budget. It continues throughout the fiscal year. Budget preparation and implementation is a year round process of review, analysis and reassessment.

Development of the Budget

The annual budget process is completed over a five- to six-month period and begins with a review of the City Council policy agenda and the City management goals and priorities in support of that agenda. These goals and priorities provide guidance to departments as they develop work plans for the coming fiscal year to implement the direction provided by Council through its policy agenda.

Anticipated year-end revenues and expenditures for the current fiscal year are

Basics of Budgeting

developed using current receipts and actual expenditures in comparison to the adopted budget. From this basis, available revenues and beginning fund balances are projected for the upcoming fiscal year.

Departments review program priorities with the City Manager, propose new initiatives, and develop work plans and budget requests consistent with City Council's goals. Budget requests are developed based on numerous considerations including compliance with federal, state and local regulations, known cost factors for operating expenditures, proposed changes in the employee compensation plan, cost increases in various employee benefits, and a conservative projection of general economic fluctuations.

Prior to the development of the annual budget, capital improvement and technology improvement project needs are proposed by departments and prioritized by management. The resulting Capital Improvement and Technology Improvement Plans are proposed to the City Council and provide the basis for major capital expenditures to be included in the annual operating budget.

Once all anticipated expenditures have been taken into consideration, the challenge becomes adjusting expenditures to available revenues. This process typically involves cutting some requested new initiatives while expanding others to meet the community's priorities. The City Manager then formulates a recommended budget designed to maintain services and meet Council policy goals during the next fiscal year.

Budget Approval

The North Carolina Local Government Budget and Fiscal Control Act governs the annual budget calendar, preparation, submission and review of the budget. The fiscal year begins on July 1st. The City's budget calendar, which is on the following page, is somewhat more restrictive than the Act requires.

Under the Act, the City Manager, who also serves as budget officer, is required to submit the budget with a budget message to the City Council not later than June 1st. Following budget submission, the City Council receives public testimony and reviews the service and expenditure proposals contained in the proposed budget. During this period, copies of the budget are filed with the City Clerk, public library and news media. The City Council holds an advertised public hearing and may make further changes to the budget.

City Council may adopt the budget and establish appropriations not earlier than 10 days after having received the budget from the City Manager and after it has held the required public hearing. The budget must be adopted before July 1st each year because the appropriations are the legal authority to spend money in the new fiscal year.

Basics of Budgeting

December	January	February	March & April
<ul style="list-style-type: none"> • Budget and Evaluation prepares budget instructions and conducts budget workshops for department heads and budget representatives • Department requests for capital improvement and technology improvement projects reviewed 	<ul style="list-style-type: none"> • Departments prepare current year estimates and new year base operating requirements • Departments prepare capital requests, new initiatives and program priorities • Capital and technology project requests prioritized to develop recommended 5-year Capital and Technology Improvement Plans 	<ul style="list-style-type: none"> • Recommended Capital Improvement and Technology Improvement Plans presented to City Council • City Council strategic planning retreat • Revision of departmental budget requests, as needed, to address new or expanded Council priorities 	<ul style="list-style-type: none"> • Department heads meet with the City Manager’s Office to review current year estimates and new year base budget and initiative requests • City Manager and his staff review budget requests • City Manager determines program priorities and develops recommended budget
May	May & June		July
<ul style="list-style-type: none"> • City Manager presents the recommended budget to the City Council 	<ul style="list-style-type: none"> • City Council conducts workshops to review the recommended budget • City Council holds a public hearing on the budget • City Council formally adopts the budget ordinance for the next fiscal year 		<ul style="list-style-type: none"> • Beginning of the new fiscal year • Budget for the new fiscal year implemented

Budget Implementation and Monitoring

Once the City’s budget is adopted it must be implemented, closely monitored and professionally managed. Monthly reports and monitoring procedures and various accounting checks and balances are utilized to ensure legal compliance with the appropriation authorizations.

The budget contains estimated revenues to be received and anticipated expenditures. Revenues are monitored throughout the fiscal year to detect significant fluctuations in receipts.

If upon close examination of the budget, it is discovered that revenues are not sufficient to support planned expenditures or planned expenditures are exceeding original projections, City administration reports such to the Mayor and City Council. City staff also makes recommendations for addressing the budget imbalance. If an unforeseen spending need arises or revenues are not sufficient to support planned expenditures, the City may transfer money from other activities or appropriate money from its reserves.

Basics of Budgeting

Basis of Budgeting

The City budgets revenues and expenditures on a modified accrual basis. Revenues are recognized in the accounting period in which they become measurable and available.

Expenditures are recognized in the accounting period in which the liability is incurred, except for bond principal and interest, which are reflected as expenditures when due. This basis of budgeting is used for all funds of the City - governmental and proprietary.

Budgetary Amendment and Control

The General Fund is appropriated at the following portfolio grouping levels: Community Investment; Operations; Support Services and Administration; and Other Appropriations. Appropriation authorizations are adopted at the fund level for all other annual operating funds.

Departments are aligned in portfolio groups as follows:

Community Investment

- Development Services
- Economic and Community Development
- Human Relations

Operations

- Airport
- Fire and Emergency Management
- Parks, Recreation and Maintenance
- Police and Emergency Communications
- Public Services
- Transit

Support Services and Administration

- Budget and Evaluation Office
- City Attorney's Office
- City Manager's Office
- Corporate Communications
- Finance
- Human Resource Development
- Information Technology
- Mayor, Council and City Clerk

Other Appropriations

- Other Appropriations

Prior year carryover encumbrances and assigned funds are re-appropriated by City Council. Encumbrances and assigned funds increase the total budget for each portfolio grouping.

Unanticipated revenues require appropriation by City Council prior to their expenditure. Appropriations unspent at the end of the fiscal year lapse. The City Manager, as the City's statutorily designated budget officer, is authorized to transfer funds among line-items within each appropriation authorization; however, amending the overall appropriation level of a portfolio area or fund requires the approval of City Council.

Although the legal appropriation is at the portfolio level or fund level, control of expenditures is exercised at various levels within each portfolio appropriation. The City Manager has authorized the Deputy and Assistant City Managers to reallocate available resources between departments within the portfolio they manage as they determine to be appropriate. Additionally, department directors are authorized to reallocate available resources between expenditures categories within their department, consistent with the City's work plan.

Basis of Accounting

All funds of the City are accounted for during the year on the modified accrual basis of accounting in accordance with North Carolina General Statutes. Under the modified accrual basis, revenues are recognized in the accounting period in which they become measurable and available to pay liabilities of the current period. Expenditures are recognized in the accounting period in which a fund liability is incurred, if measurable, except for unmatured principal and interest on general long-term debt which is recognized when due.

The City's Comprehensive Annual Financial Report presents government-wide statements on a full accrual basis. Fund financial statements for governmental and fiduciary funds are presented on a modified accrual basis, while fund financial statements for proprietary funds are presented on a full accrual basis.

Revenues are classified by funds and sources with the following categories being used in the budget document: ad valorem taxes, other taxes, intergovernmental revenue, functional revenues, other revenues, interfund charges, investment income, interfund transfers, and other financing sources.

Expenditures are classified by fund, portfolio, department, program, category and object of expenditure. Expenditures are separated into seven major categories: personnel, operating, contract services, capital outlay, transfers to other funds, debt service and other charges. The categories are defined below:

- **Personnel** - Services provided by regular and temporary City employees. This category includes salaries and wages and fringe benefit costs such as social security, medical, pension, 401K, workers' compensation and dental expenses.
- **Operating** - Supplies and services used in the daily operation of City departments. The category includes utilities, supplies, maintenance services, vehicle operations, communication services (printing, postage, telephone, etc.), travel and training expenditures, insurance coverage and other services (rents, etc.).
- **Contract Services** - Services that are performed by persons or firms with specialized skills and knowledge. Examples include legal, medical, engineering and consulting services.
- **Capital Outlay** - Expenditures for the acquisition, construction, renovation or improvement of land, buildings, other structures or equipment. Equipment classified in this category costs \$5,000 or more and has a useful life of more than one year.
- **Transfers to Other Funds** - This category includes transfers to other funds, including transfers between annual operating funds, transfers to internal service funds, and transfers to capital project and special revenue project funds.
- **Debt Service** - This category includes capital lease payments and bond debt service payments.
- **Other Charges** - This category includes all other expenditures that are not classified in the above categories, including appropriations of projected excess revenues to balance funds and dedicated funding source revenues and expenditures.

Revenue Assumptions

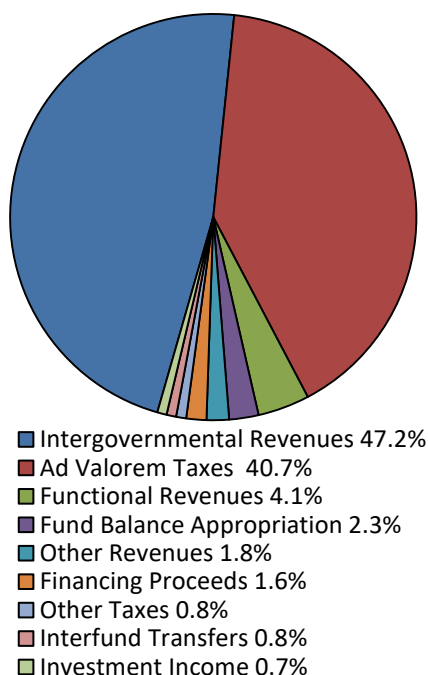
Overview

Different techniques and methods are used to assist the City in estimating future revenue sources. The following information outlines significant revenue assumptions used to project revenues for the 2020 fiscal year.

GENERAL FUND REVENUES

The two largest components of General Fund revenues and other financing sources are intergovernmental revenues estimated at 47.2 percent, and ad valorem taxes estimated at 40.7 percent of total revenues for fiscal year 2020. Functional revenues are estimated to provide 4.1 percent and fund balance appropriations are projected to account for 2.3 percent of total funding sources. The remaining 5.7 percent of funding sources are projected to be provided by a combination of financing proceeds and interfund transfers (other financing sources), other miscellaneous revenues and taxes, and investment income. Each of these funding sources is explained in greater detail in this section.

FY 2020 General Fund Funding Sources



Ad Valorem Taxes

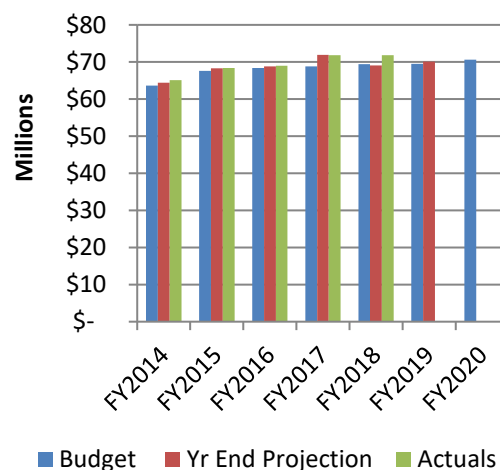
The recommended tax rate for fiscal year 2020 remains 49.95 cents per 100 dollars of property valuation, with total taxable values estimated to be \$14,100,279,809 and collection rates estimated at 99.26 percent for real and personal property and 98.88 percent for motor vehicles.

Fiscal year 2020 current year property tax collections are projected to be \$69,987,564, which represents a 0.84 percent increase from the fiscal year 2019 year-end estimate. Prior year taxes and penalties are projected to total \$663,000.

Real and personal property taxable values are projected to be \$12,670,315,164, which represents an increase of \$99,047,355 or 0.79 percent as compared to estimated fiscal year 2019 values. The projected taxable property value is based upon tax valuation data provided by the Cumberland County Tax Office on March 5, 2019.

Motor vehicle taxable property values for fiscal year 2020 are projected to be \$1,429,964,645, which represents an increase of \$34,877,187 or 2.5 percent over projected fiscal year 2019 values.

General Fund Property Tax Revenues



Other Taxes

Other tax revenues include vehicle license taxes, privilege licenses, and gross receipts tax on short-term lease and rental vehicles and heavy equipment.

Revenue projections for vehicle license taxes are projected to total \$637,900 for fiscal year 2020 based upon the current \$5 per vehicle per year license tax rate.

Since July 1, 2015, North Carolina municipal authority for privilege license taxes is limited to collection of beer and wine license fees, peddler and solicitor permit fees, and special event permits. Revenue projections for fiscal year 2020 total \$18,925.

Vehicle gross receipts tax revenues are collected on rental vehicles and heavy equipment and collections are projected to total \$734,120 for fiscal year 2020.

Intergovernmental Revenues

This revenue source represents funds received from other governmental units. Depending upon the source and nature of the resource, restrictions may be placed on the use of these proceeds.

Federal Revenues

Federal intergovernmental revenue projections for fiscal year 2020 total \$203,765, \$135,396 from federal law enforcement agencies for other agreements for interagency police services and \$53,369 in interest subsidies from the IRS.

Total estimated revenues for fiscal year 2019 equal \$817,309, and include an estimated \$544,700 in reimbursements from the Federal Emergency Management Administration for Hurricanes Matthew and Florence recovery and restoration expenditures in the General Fund and \$70,733 from the final year of funding under a COPS hiring grant.

State Shared Revenues

Major state intergovernmental revenues include distributions of sales, utility and beer and wine tax proceeds and state street aid. Revenues for these distributions are estimated based on historical trends and statewide projections provided by the North Carolina League of Municipalities (NCLM). For fiscal year 2019, the City is also projected to receive \$182,567 in state assistance for Hurricanes Matthew and Florence recovery and restoration.

Sales Tax Distributions

Cumberland County and its municipalities currently receive state distributions from three separate sales taxes. Article 40 tax is a half-cent sales tax from which local governments receive distributions of statewide collections on a per capita basis. Article 39 and 42 taxes are one-cent and half-cent sales taxes from which local governments receive distributions based upon taxes generated by sales that occur in the county, which is also referred to as the point-of-delivery method.

Prior to October 2009, there was an additional half-cent per capita-based sales tax (Article 44) and Article 42 taxes were distributed on a per capita basis. The taxes were eliminated or modified by the State to fund a takeover of some Medicaid expenditures from counties. To offset sales tax revenue losses to municipalities, the State reduces distributions to counties to fund hold harmless payments to municipalities.

Cumberland County currently chooses that the State distribute sales tax revenues among the County and its municipalities using the per capita based method of distribution.

Through the first six months of fiscal year 2019, it is estimated that state-wide sales tax growth has approached 4.6 percent. Per capita based distributions of Article 40 sales

Revenue Assumptions

tax collections, however, have only increased by 3.2 percent for Cumberland County. This slower pace of revenue growth results from a decline in the ratio of Cumberland County total population against state-wide population totals. For point-of-delivery sales taxes based upon sales occurring within Cumberland County, it is estimated that those taxes have grown by approximately 4.8 percent through the first six months of fiscal year 2019.

For fiscal year 2019, the NCLM is projecting that overall statewide sales tax collections will end the year 5.1 percent over fiscal year 2018. Taking into account the decline in the per capita ratio for Cumberland County, the City's sales tax revenue projections assume that sales taxes collections for the last six months of the fiscal year will be 3.4 percent above the last six months of fiscal year 2018. Sales tax collections based on local sales are projected to be 3.4 percent above the last six months of fiscal year 2018 based upon a comparison of refund adjusted collections for calendar year 2018 over calendar year 2017 which reflect an estimated natural growth rate of 3.6 percent.

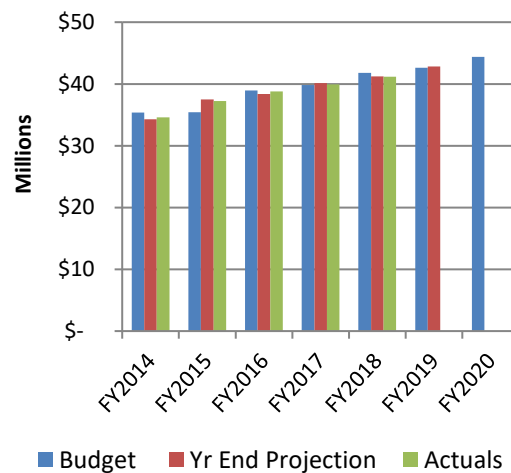
Total City sales tax revenues and hold harmless payments projected for fiscal year 2019 are \$42,805,423, 0.4 percent above the original budget of \$42,618,815. From these sales tax revenues, reimbursements to Cumberland County and other municipalities for their revenue losses due to past City annexations are projected to total \$7,770,786.

For fiscal year 2020, the NCLM is projecting statewide sales tax collections to be up 4.50 percent. For revenues based upon per capita distributions of statewide collections, it is assumed that the decline in the per capita distribution ration will continue and a growth rate of 3.2 percent has been assumed in projecting local revenues. The growth

projection applied for local point-of-delivery sales tax revenues is 4.0 percent, assuming that local growth will continue to lag state-wide growth. On these bases, projections of total sales tax distributions to the county as a whole are projected to be up 3.42 percent for fiscal year 2020.

The City's share of sales tax distributions made by the State to Cumberland County is affected by population changes in the City, other local municipalities and the County as a whole. There are no population change impacts assumed for fiscal year 2020. For fiscal year 2020, the City is projected to receive \$44,372,275 in total revenues from sales taxes and hold harmless payments, up 3.7 percent over projected fiscal year 2019 revenues. From those sales tax revenues, reimbursements to Cumberland County and other municipalities for their revenue losses due to past annexations are projected to total \$8,067,858.

General Fund Sales Tax Distributions



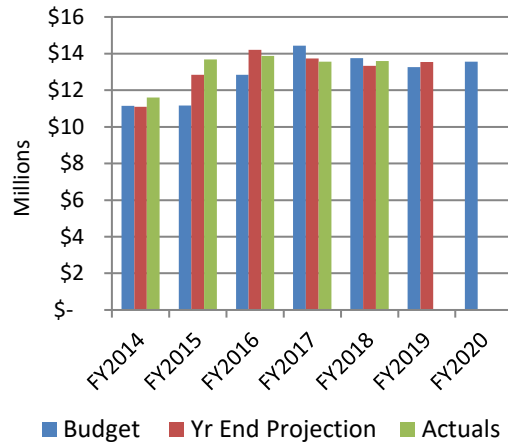
Utility Tax Distributions

Total utility tax distributions from the State are projected to be \$13,542,900 in fiscal year 2019, up 2.15 percent from the fiscal year 2019 original budget projection of \$13,257,500. The projected budget variance primarily reflects anticipated electric sales taxes at 2.8 percent above initial budget projections. The increase in electric sales tax revenues reflects NCLM statewide projections of 4.8 percent statewide growth over the prior year. Local revenue growth is at a lower rate than the statewide projection as revenues in excess of the fiscal year 2014 base year are allocated to municipalities on the basis of ad valorem tax levies; Fayetteville's tax levy is a smaller proportion of the statewide total than its baseline share of revenues.

For fiscal year 2020, \$13,565,900 is projected to be received from utility taxes. This projection is influenced by forecast information provided by the NCLM for electric, natural gas, telecommunications and video programming sales. Decreases are projected for taxes on telecommunications (4.0 percent), video programming sales (2.0 percent) reflecting declining use of home telephones and home cable television services, and natural gas (1.5 percent). Growth of 1.5 percent is projected for statewide sales taxes on electricity sales, however, local revenue growth is projected to be 1.2 percent based upon the statutory distribution method which allocates growth in revenues beyond the fiscal year 2014 baseline on the basis of ad valorem tax levies.

Based upon projections of video programming tax revenues to be generated from the population added through the Fort Bragg annexation, for fiscal year 2019 \$51,343 must be shared with Spring Lake in accordance with the Fort Bragg annexation agreement. For fiscal year 2020, the payment is expected to be \$50,315.

General Fund Utility Tax Distributions



Other State Shared Revenues

The State levies an excise tax on the production of beer and wine in North Carolina. This revenue is shared with the cities on a per capita basis. The NCLM projects a 2.1 percent increase in statewide beer and wine tax collections in the current fiscal year. For fiscal year 2020, the NCLM anticipates modest 1.0 percent growth in beer and wine taxes from fiscal year 2019. On this basis, it is projected that the City will receive \$917,979 in beer and wine tax proceeds for fiscal year 2019 and \$927,159 in fiscal year 2020, as compared to the original fiscal year 2019 budget amount of \$897,400.

State street aid, commonly referred to as Powell Bill revenues, is estimated based on projections supplied by the NCLM. The proceeds of this tax are distributed based 75 percent on population and 25 percent on the number of miles of city-maintained streets. For fiscal year 2020, the per capita rate is projected to be \$19.33 with a population estimate of 207,583; and, the per mile rate is projected to be \$1,591.15 with a municipal street mileage estimate of 744.13. On this basis, Powell Bill revenues are expected to total \$5,196,602 in fiscal year 2020, a 1.0 percent decline from fiscal year 2019. This revenue source must be used for street and

Revenue Assumptions

sidewalk construction, maintenance or related debt service.

Consistent with the Fort Bragg annexation agreement, the City must remit payments to Spring Lake to ensure a 70 percent to 30 percent share of state-shared revenues related to the Fort Bragg annexation. For fiscal year 2020, projected payments related to Powell Bill and beer and wine taxes total \$100,720.

Local Revenues

The most significant local intergovernmental revenue source is a payment in lieu of taxes from the Public Works Commission (PWC). This payment is specified in the revised City Charter at 2.45% of total electric fund net assets for the prior completed fiscal year. For fiscal year 2019, that payment totals \$10,938,255. For fiscal year 2020, that payment will be \$11,098,087, based upon 2.45% of electric fund net assets for the fiscal year ending June 30, 2018.

In addition to the payment in lieu of taxes, through interlocal agreement, the PWC will provide payments of \$1.2 million for five years from fiscal year 2017 through fiscal year 2021 for economic development purposes. The City Council has chosen to dedicate those revenues to the funding plan for the downtown stadium redevelopment project.

Intergovernmental revenues from Cumberland County are based upon formulas specified in the interlocal agreements for the operations of the Hazardous Materials Response Team, the consolidated parks and recreation program, fire protection for specific parcels in the Lafayette Village, Lake Rim, Bonnie Doone and West Area Fire Districts, and for the funding agreement for the Franklin Street Parking deck. These revenues are projected to total \$3,955,067 in fiscal year 2020, as compared to \$4,137,508 originally budgeted for fiscal year 2019 and

\$3,132,722 projected for fiscal year 2019. The budget variances primarily reflect the impact of County recreation tax proceeds being retained for improvement projects administered by the County.

Other local intergovernmental revenues projected for fiscal year 2020 include: revenues from an agreement with the housing authority to provide on-site police services (\$334,740), and school system reimbursements for the operating costs of the red light camera system (\$1,042,200), and reimbursements from Spring Lake under the sales tax interlocal agreement (\$18,485).

Other Functional Revenues

This category is comprised of various revenues for services provided by the City, licenses and permits issued by the City and the rental of City property.

Revenue projections for fiscal year 2020 include additional projected revenues from fee adjustments for the General Fund. The fee schedule in the appendix includes a comprehensive list of fees for fiscal year 2020 including changes to be implemented effective July 1, 2019.

Permit and fee revenues for fiscal year 2019 are projected to be \$2,043,405, which is 4.9 percent above the current budget and 23.9 percent below actual fiscal year 2018 revenues. The revenue decrease from the prior year primarily reflects impacts of current levels of building and inspection activity.

Fiscal year 2020 revenue projections total \$2,302,324, reflecting anticipated levels of building and trade permit activity and impacts of proposed fee schedule changes resulting in expected additional revenues of \$305,524. The proposed fee changes impact building and trade inspection permits, fees for zoning verification and infrastructure degradation fees.

Revenue Assumptions

Property lease revenues for fiscal year 2019 are projected to total \$605,540, up from the original budget projection of \$564,669. The increase relates to a delayed billing from fiscal year 2019. Property lease revenues for fiscal year 2020 are projected to total \$480,547, including \$250,000 for the payment for the operating use agreement for the downtown stadium, \$86,117 for shared use of the City's 800 megahertz radio system, \$144,430 for lease payments for other City facilities.

Public Services revenues for fiscal year 2019 are projected to be \$396,710, 14.1 percent below the current year budget, primarily reflecting. The negative budget variance primarily reflects the impact of delayed contracting for additional signal locations with the North Carolina Department of Transportation. Projected revenues for fiscal year 2020 total \$428,124, 7.9 percent above the fiscal year 2019 year end projection, primarily reflecting the additional reimbursements for the anticipated added signal locations and expected additional revenues of \$2,264 resulting from a fee schedule adjustment for infrastructure inspections.

Development Services fees for planning and zoning services for fiscal year 2019 and 2020 are projected to be \$54,650 and \$65,500 respectively, as compared to the fiscal year 2019 original budget of \$48,750. Proposed fee schedule adjustments for nuisance property fees and fees for certificates of appropriateness through the Historic Resources Commission are expected to generate \$8,600 in additional revenue in fiscal year 2020.

Public safety revenues for fiscal year 2019 and fiscal year 2020 are projected to be \$1,223,605 and \$1,274,201 respectively, primarily reflecting increased revenues from fire code violations and inspections and an estimated \$50,000 in revenues from

contracted emergency medical services for SEGRA Stadium.

Parks and Recreation revenues for fiscal year 2019 are projected to be \$1,941,756, or 10.1 percent below budget, primarily reflecting the impact of Hurricane Florence for which facilities were dedicated as emergency shelters and which also caused damage in some parks. Fiscal year 2020 revenues are projected to increase to \$2,228,723, which is relatively in-line with original budget projections for fiscal year 2019 adjusted for revenues from the opening of Lake Rim Pool and the Senior Center West. Additionally, fiscal year 2020 swimming pool entrance fees are projected to be impacted by a \$1,532 loss from removing the incremental non-resident fee for swimming lessons and pool entrance.

Other fees and services are primarily estimated based upon known service agreements. For fiscal year 2019 and 2020, revenue projections include: \$165,368 in each year for custodial and maintenance services to be provided under contract for the Airborne and Special Operations Museum; \$51,400 in fiscal year 2019 and \$54,400 in fiscal year 2020 for maintenance services provided by Parks, Recreation and Maintenance personnel for Transit and Airport facilities; \$85,000 in each year for PWC access for the FayTV7 government access channel; and \$50,000 for services provided for the Municipal Planning Organization (MPO).

Other Revenues

Refunds and Sundry revenues include miscellaneous revenues projected based on historical trends, and other estimated revenues such as donations, and nongovernmental grants. Fiscal years 2019 and 2020 revenues include \$34,559 and \$59,244 for loan repayments from Greyhound for the loan for up-fit expenditures at the new transit multimodal center.

Revenue Assumptions

Indirect cost allocations are the largest funding source in Other Revenues for fiscal year 2020 and are projected based upon current cost allocation plans.

Investment Earnings

Investment earnings are the amount of revenue received from the investment of idle cash. This source of revenue is roughly estimated based on the projected cash position of the City and projected future investment earning rates.

Other Financing Sources

Other financing sources projected for fiscal year 2020 consist of transfers from other funds and anticipated loan proceeds. Transfers represent an appropriation from one fund to another fund within the same governmental unit.

Interfund transfers projected to be received by the General Fund in fiscal year 2020 include: \$82,500 from the Lake Valley Municipal Service District Fund to repay an interfund loan; and, \$36,965 from the Central Business Tax District Fund to assist in funding debt service for the Franklin Street Parking Deck; \$158,726 from the Parking Fund from excess revenues as a contribution for debt service on parking decks; and \$1,050,000 from the Risk Management fund as an interfund loan for the stadium funding plan.

The City anticipates financing \$2,783,052 for the purchase of General Fund vehicles and equipment in fiscal year 2020.

Fund Balance

An appropriation of fund balance may be necessary to balance projected revenues and expenditures. The level of appropriation is determined by the difference between the adopted expenditure appropriations and

estimated revenues for the upcoming fiscal year.

The fiscal year 2020 fund balance appropriation for the General Fund totals \$4,234,195 and includes appropriations of \$1,734,366 for the regular capital funding for expenditures in excess of current year dedicated revenues. The remaining balance of \$2,499,829 is associated with specific planned non-recurring expenditures.

The funded expenditures include: a total of \$269,330 for capital and technology improvement plan projects comprised of \$75,000 for an facility operational needs assessment for the Alexander Street Maintenance site, \$75,000 in additional funding for the Hope VI project, \$62,330 for the replacement of a generator at Fire Station 1, and \$57,000 for anticipated temporary staffing needs to backfill for staff focused on the ERP system replacement project; \$500,000 to fund a revitalization initiative; \$405,553 for non-recurring contract services including \$250,000 for an infrastructure asset management study and \$50,000 to fund the City's share of the community rebranding project; \$300,000 for vehicle replacements in excess of typical annual funding needs; \$290,727 for a transfer to the Parking Fund to support investments in pay stations and expected final year of operating support; \$241,200 for cost associated with the Council elections; \$260,772 for non-recurring vehicle, small equipment and software licensing purchases; \$75,000 for renovations of the Hope Center facility; \$85,000 for a contracted grant writer to pursue a Choice Neighborhoods grant; \$53,047 to fund the City's participation in the University of North Carolina School of Government Management Fellowship Program; \$10,000 to support the Fayetteville Reentry Council; and a miscellaneous appropriation of \$9,200 to balance the adopted budget.

CENTRAL BUSINESS TAX DISTRICT FUND

The tax rate for the Central Business Tax District for fiscal year 2020 is to remain at 10.0 cents per 100 dollars of property valuation, with total taxable values estimated to be \$148,002,060 and collection rates estimated at 99.79 percent for real and personal property and 100.0 percent for motor vehicles. On this basis, fiscal year 2020 current year property tax collections are projected to be \$147,708, an increase of 1.79 percent from fiscal year 2019 projections.

Interfund transfer revenues of \$139,274 are projected to be received from the General Fund in fiscal years 2019 and 2020.

EMERGENCY TELEPHONE SYSTEM FUND

Enhanced 911 operations are funded by service charges collected by the State on voice communications services. In fiscal year 2019, the E911 Fund is projected to receive \$891,636 in these dedicated revenues from the State. In fiscal year 2020, the E911 Fund is projected to receive \$921,527. With this level of funding support, the fund is projected to use \$268,580 from accumulated fund balance over fiscal years 2019 and 2020. The North Carolina 911 Board requires funded Public Safety Answering Points (PSAPs) to expend accumulated dedicated fund balance and limits the amount of fund balance to be carried forward. In future fiscal years, increased funding is expected to support eligible operating costs.

LAKE VALLEY DRIVE MSD FUND

The tax rate for the Lake Valley Municipal Service District Fund for fiscal year 2020 is to remain at 39.4 cents per 100 dollars of property valuation, with total taxable values estimated to be \$18,843,254. With a projected collection rate of 100 percent, property tax collections are estimated to be \$74,243 for fiscal year 2020.

PARKING FUND

Fiscal year end revenue projections for leased parking spaces and hourly fees for parking were originally projected to be \$154,286, as compared to the original fiscal year 2019 budget of \$198,633. The anticipated decrease was primarily attributable to the delayed completion of the Hay Street Parking Deck, which had been projected to be ready for use in May 2019. Additional parking statistics became available after presentation of the recommended budget, which warranted further reductions of these revenue projections to \$141,386.

For fiscal year 2020, revenues for leased parking spaces and hourly fees for parking were anticipated to increase to \$408,474 in the recommended budget, primarily due to the projected opening of the entire Hay Street Parking Deck in the fall of 2019. The projected revenues for the adopted budget were increased to \$594,674 as a result of City Council's direction to implement paid on-street parking effective January 1, 2020.

For the recommended budget, special event parking fees for downtown were projected to be the largest contributor of Parking Fund revenues in fiscal year 2020. Revenues to be generated from baseball games and other special events downtown were expected to be \$554,125 for fiscal year 2020, representing a 124.9% increase above the fiscal year 2019 projection of \$246,403. On May 13, 2019,

Revenue Assumptions

City Council directed an immediate reduction in the special event parking fee from \$10 to \$5. The fee reduction, coupled with additional data that became available for special event parking, resulted in revised projections for special event parking revenues of \$80,134 and \$120,338 for fiscal years 2019 and 2020, respectively.

For the recommended budget, revenues from parking citations were originally projected to be \$91,890 and \$103,875 for fiscal years 2019 and 2020, respectively, as compared to the original fiscal year 2019 budget amount of \$111,145. The adopted budget was revised to include projected parking citation revenues of \$137,983 for fiscal year 2020 following Council direction to extended parking enforcement hours to 9:00 am to 9:00 pm, Monday through Saturday beginning in July 2019, and to implement on-street paid parking in January 2020.

The Public Works Commission is projected to pay \$46,151 in fiscal year 2020 to fund its proportionate share of parking deck operating costs and capital reserves.

Traditionally, revenues generated for the Parking Fund have not been sufficient to fully support operating costs for downtown parking, requiring transfers from the General Fund to balance expenditures. It was anticipated with the recommended budget, the Parking Fund would provide transfers to the General Fund of \$57,261 and \$158,726 in fiscal years 2019 and 2020, respectively due to special event parking and the new parking deck. These transfers were anticipated to be in addition to projected excesses of parking fund revenues over expenditures of \$65,100 in fiscal year 2019 and \$52,909 in fiscal year 2020. On the basis of the revenue changes discussed above and associated operational changes, updated projections reflect that the Parking Fund will require transfers from the

General Fund of \$71,808 and \$290,727 for fiscal years 2019 and 2020, respectively.

PWC ASSESSMENT FUND

The PWC assessment fund is used to account for fees assessed to customers for water and wastewater improvements. The fees are assessed and collected by the City, and remitted to PWC. For fiscal year 2019, it is projected that total revenues for assessments and associated interest will be \$1,866,800. For fiscal year 2020, those revenues are projected to increase to \$2,218,200. These projections are estimated based upon information received from staff of the PWC.

AIRPORT FUND

The largest sources of revenue to fund Airport operations are lease payments and franchise fees paid for the use of City property at the Fayetteville Regional Airport. These revenues are projected to total \$4,216,440 in fiscal year 2020 based upon known leases and agreements and historical trends. These revenues are expected to comprise 82.5 percent of total Airport operating revenues.

The Airport also receives funding from the Federal Aviation Administration and airlines to fund security services at the Airport. These revenues are projected to total \$318,615 for fiscal year 2020 based upon current agreements. These funds are reimbursed to the General Fund for law enforcement services provided to the Airport. In addition, landing fees paid by various companies are expected to total \$308,200 in fiscal year 2020.

Generally, Airport Fund revenues exceed expenditures, allowing for the accumulation of fund balance. In fiscal year 2020, projected expenditures will exceed projected revenues due to increased transfers to capital projects for terminal renovations. The use of \$6,414,770 of accumulated net assets (fund

balance) is projected to balance the Airport Fund. This amount was reduced from the initial proposed budget by \$830,537, primarily due to early appropriation for some Phase II terminal renovation project activities.

ENVIRONMENTAL SERVICES FUND

The residential solid waste fee is the primary fee supporting environmental services operations. For fiscal year 2020, staff proposed to increase the annual fee by \$15, from \$190 to \$205 per single-family residential unit. Based upon the proposed increased fee, current year fee revenues for fiscal year 2020 were projected to total \$12,470,370, an increase of \$945,510 from fiscal year 2019 projections. Council declined to adopt the proposed fee increase for fiscal year 2020, choosing to maintain the fee at \$190 per year. As a result, current year fee revenues for fiscal year 2020 were reduced to \$11,557,900.

Intergovernmental revenue projections for fiscal year 2020 include \$307,925 from Cumberland County based upon agreed payments of \$5 per household and \$152,772 in proceeds from the solid waste disposal tax collected by the State.

Debt service costs for prior vehicle financings are funded by a transfer from the General Fund. For fiscal year 2019, the transfer funds debt service costs and a study of options for outsourcing of solid waste services, and is projected to total \$784,130, as compared to the fiscal year 2019 original budget of \$811,679. For fiscal year 2020, the General Fund transfer was projected to be reduced to \$586,553 to fund only debt service costs in the City Manager's proposed budget. Following Council direction not to adjust the annual residential solid waste fee, the General Fund transfer was increased by \$372,996 to \$959,549 to provide the balance of funding required for fiscal year 2020 operations.

For fiscal year 2020, \$142,400 is projected to be appropriated from Environmental Services Fund net assets (fund balance) to fund budgeted non-recurring contract service expenditures.

STORMWATER FUND

The monthly stormwater fee for fiscal year 2020 is proposed to be \$6.00 per equivalent residential unit, unchanged from fiscal year 2019.

Stormwater fee revenue projections for fiscal year 2019 for first-year collections are projected to total \$11,082,400. For fiscal year 2020, stormwater fee revenues for first-year collections are projected to be in-line with fiscal year 2019 projections and total \$11,125,370.

The State currently contracts with the City to sweep state-maintained roads within the city. Projected contract payments of \$123,522 are included in the Stormwater Fund for fiscal year 2020, consistent with fiscal year 2019 projections.

During the budget deliberation phase, Council directed an expansion of stormwater services to include programs to assist with storm drainage projects outside of the City rights-of-way. To fund that initiative, the adopted budget includes an appropriation of net assets (fund balance) of \$1,830,822, primarily reflecting \$1,800,000 of project funding to address an accumulated list of resident repair project requests.

TRANSIT FUND

The Transit Fund receives grants from the federal government for the operation of transit services. The transit capital maintenance, operating assistance, ADA and JARC grants are projected to total \$2,881,597 in fiscal year 2020. The grant proceeds fund ADA services, vehicle and general

Revenue Assumptions

maintenance, limited operating costs and specific service enhancements.

The Transit Fund also receives funding under the State Maintenance Assistance Program. Fiscal year 2020 proceeds from this revenue are projected to be \$771,629, in-line with projected fiscal year 2019 receipts.

In fiscal year 2009, the City implemented a \$5 vehicle license tax dedicated to support transit operations. In fiscal year 2020, \$632,020 is projected to be generated from this tax.

The Transit system is projected to generate a total of \$978,366 in fare revenue in fiscal year 2020 based upon ridership data supplied by the Transit Department and current bus fares. In April, 2019, City Council directed staff to develop a reduced rate semester pass program for area colleges and university students. This change could potentially reduce fare revenues by \$13,390 in fiscal year 2020 should additional riders not be attracted to use the Transit system.

For fiscal years 2019 and 2020, \$91,987 is projected to be received from PWC for the operation of the shuttle route.

Property use revenues projected for fiscal year 2019 total \$118,936, and include: \$1,972 from the Cool Springs Downtown District; \$260 for event room rental fees; \$10,800 from American Coach Lines; and \$105,904 from Greyhound for use of a temporary location in the Transit Center for five months plus fiscal year 2019 shared operating costs for the center. For fiscal year 2020, property use revenues are projected to increase to \$224,359, primarily reflecting increases in Greyhound payments and a new anticipated lease for \$60,000 from a food vendor for the Transit Center. Greyhound lease payments are projected at \$151,067, to include 10.5 months of rent for its permanent location in the Transit Center after the remaining 1.5

months of the initial 12 month rent waiver plus the estimated fiscal year 2020 operating cost share.

Other fees and service revenues primarily reflect advertising revenues, which are projected to total \$73,798 for fiscal years 2019 and 2020. Advertising revenues are projected to be down slightly from the original budget for fiscal year 2019 of \$88,740 and fiscal year 2018 revenues of \$79,105.

Transit operating costs not funded from the revenues above and other miscellaneous revenues must be funded by a transfer from the General Fund. For fiscal year 2019, the transfer is projected to total \$4,743,592 as compared to the currently budgeted transfer of \$4,886,213. For fiscal year 2020, the General Fund transfer to the Transit Fund is projected to total \$5,065,458.

LEOSSA FUND

The LEOSSA Fund is supported through interfund charges for employee benefits, primarily charged to the General Fund. The fund revenues are projected based upon estimated earnings of sworn law enforcement personnel during the fiscal year and an actuarially determined funding rate, which is currently set at 6.94 percent of earnings.

FLEET MAINTENANCE FUND

The Fleet Maintenance Fund is used to account for costs associated with operating a maintenance facility for automotive and other equipment used by all City departments. These costs are billed to the departments receiving the services.

RISK MANAGEMENT FUND

The Risk Management Fund is primarily funded through interfund charges to other funds for services including workers' compensation benefits, health and dental benefits and property and casualty insurance coverage. These charges are projected based upon historical trends and estimated charges needed to finance expected expenditures.

In addition, employees and retirees also contribute to the Risk Management Fund for health and dental coverage for individual and dependent coverage. Contributions are projected based upon the anticipated number of participants and rates needed to fund expected claims expenditures.

In fiscal year 2019, the General Fund is projected to transfer \$361,102 to the Risk Management fund for repayment of interfund loans. In fiscal year 2020, that transfer is projected to be \$358,008.

Development Services

Description	FY 2018 Actual	FY 2019 Original Budget	FY 2019 Estimate	FY 2020 Recommend	FY 2020 Adopted
Salaries & Wages	2,547,642	2,800,702	2,712,453	2,843,476	2,843,476
Social Security & Pension	401,509	460,486	437,563	501,536	501,536
Insurance & Benefits	376,653	484,784	438,164	489,573	489,573
Temporary Services	3,799	0	2,646	0	0
Personnel Services	3,329,603	3,745,972	3,590,826	3,834,585	3,834,585
Utilities	0	0	0	0	0
Supplies	22,736	34,193	35,615	31,100	31,100
Small Equipment/ Computers	6,099	110,000	0	0	0
General Maintenance	16,322	11,073	9,764	10,376	10,376
Vehicle Maintenance	42,970	50,900	45,500	46,500	46,035
Vehicle Fuel	28,866	28,260	32,150	32,420	32,420
Communications	96,162	108,370	99,650	102,130	102,130
Travel and Development	26,365	50,350	47,510	44,750	44,750
Memberships and Dues	8,113	17,800	17,800	12,100	12,100
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	247,633	410,946	287,989	279,376	278,911
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	47	0	0	0	0
Other Contract Services	224,851	363,450	381,575	334,670	334,670
Contract Services	224,898	363,450	381,575	334,670	334,670
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	10,000	10,000
Debt Service	0	0	0	0	0
Other Charges	46,605	1,850	1,850	1,825	1,825
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	1,500	1,500	2,000	2,000
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	46,605	3,350	3,350	3,825	3,825
Total Expenditures	3,848,739	4,523,718	4,263,740	4,462,456	4,461,991

Economic & Community Development

Description	FY 2018 Actual	FY 2019 Original Budget	FY 2019 Estimate	FY 2020 Recommend	FY 2020 Adopted
Salaries & Wages	256,046	223,511	220,434	255,513	255,513
Social Security & Pension	40,654	36,782	35,238	45,113	45,113
Insurance & Benefits	29,168	34,605	26,346	39,885	39,885
Temporary Services	0	0	0	0	0
Personnel Services	325,868	294,898	282,018	340,511	340,511
Utilities	21,291	25,920	25,606	25,606	25,606
Supplies	4,380	20,500	16,601	10,550	10,550
Small Equipment/ Computers	1,260	20,000	20,555	23,502	23,502
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	16,904	9,230	11,060	13,700	13,700
Travel and Development	7,558	11,985	17,645	14,135	14,135
Memberships and Dues	1,185	1,640	2,480	2,550	2,550
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	52,578	89,275	93,947	90,043	90,043
Accounting, Auditing & Legal	1,670	12,000	6,709	6,709	6,709
Medical Services	0	0	0	0	0
Other Contract Services	3,464,162	539,480	705,335	1,035,218	1,035,218
Contract Services	3,465,832	551,480	712,044	1,041,927	1,041,927
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	5,000	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	5,000	0	0	0	0
Transfers to Other Funds	285,963	172,378	248,928	835,090	835,090
Debt Service	0	0	0	0	0
Other Charges	1,138	1,030	655	8,227	8,227
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	132,353	135,353	135,353	145,353	155,353
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	133,491	136,383	136,008	153,580	163,580
Total Expenditures	4,268,732	1,244,414	1,472,945	2,461,151	2,471,151

Human Relations

Description	FY 2018 Actual	FY 2019 Original Budget	FY 2019 Estimate	FY 2020 Recommend	FY 2020 Adopted
Salaries & Wages	224,275	219,248	230,908	220,030	220,030
Social Security & Pension	35,676	36,057	37,234	38,828	38,828
Insurance & Benefits	31,290	29,082	33,045	29,308	29,308
Temporary Services	3,130	0	0	0	0
Personnel Services	294,371	284,387	301,187	288,166	288,166
Utilities	0	0	0	0	0
Supplies	13,789	12,060	10,527	10,060	10,060
Small Equipment/ Computers	0	0	275	0	0
General Maintenance	0	0	24	24	24
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	8,564	10,960	10,770	10,800	10,800
Travel and Development	8,970	11,450	10,520	11,450	11,450
Memberships and Dues	690	3,265	3,103	3,586	3,586
Insurance/Claims	0	0	0	0	0
Other Services	3,700	2,500	2,500	1,000	1,000
Operating	35,713	40,235	37,719	36,920	36,920
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	2,628	3,000	4,822	2,577	2,577
Contract Services	2,628	3,000	4,822	2,577	2,577
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	2,229	3,625	3,975	3,625	3,625
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	12,700	14,658	14,658	14,658	14,658
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	14,929	18,283	18,633	18,283	18,283
Total Expenditures	347,641	345,905	362,361	345,946	345,946

Airport

Description	FY 2018 Actual	FY 2019 Original Budget	FY 2019 Estimate	FY 2020 Recommend	FY 2020 Adopted
Salaries & Wages	1,159,270	1,234,469	1,207,946	1,279,629	1,279,629
Social Security & Pension	181,990	201,679	189,990	224,770	224,770
Insurance & Benefits	224,389	249,823	243,332	259,005	259,005
Temporary Services	65,440	99,386	46,700	50,504	50,504
Personnel Services	1,631,089	1,785,357	1,687,968	1,813,908	1,813,908
Utilities	455,046	427,480	527,480	542,680	542,680
Supplies	108,064	142,900	129,170	146,100	146,100
Small Equipment/ Computers	22,894	41,239	43,439	0	0
General Maintenance	212,906	371,015	232,219	387,220	387,220
Vehicle Maintenance	130,950	144,200	124,900	127,600	127,600
Vehicle Fuel	29,207	32,820	36,930	37,500	37,500
Communications	96,093	209,440	190,135	309,740	309,740
Travel and Development	22,327	34,800	34,800	39,800	39,800
Memberships and Dues	13,828	4,842	9,842	9,842	9,842
Insurance/Claims	63,176	72,562	59,362	65,352	65,352
Other Services	0	0	0	0	0
Operating	1,154,491	1,481,298	1,388,277	1,665,834	1,665,834
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	136	80	430	430	430
Other Contract Services	182,427	117,387	188,868	193,832	193,832
Contract Services	182,563	117,467	189,298	194,262	194,262
Land	0	0	0	0	0
Buildings	81,426	0	80,292	0	0
Improvements	246,809	78,000	78,000	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	36,225	22,000	28,776	36,000	36,000
Equipment - Motor Vehicles	0	0	0	105,500	105,000
Infrastructure	0	0	0	0	0
Capital Outlay	364,460	100,000	187,068	141,500	141,500
Transfers to Other Funds	0	1,010,000	2,853,912	7,836,466	7,005,929
Debt Service	0	0	0	0	0
Other Charges	446,529	448,100	444,600	454,200	454,200
Indirect Cost Allocation	221,163	241,000	227,800	234,600	234,600
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	9,889	15,000	15,000	15,000	15,000
Cost Redistribution	0	0	0	0	0
Other Charges	677,581	704,100	687,400	703,800	703,800
Total Expenditures	4,010,184	5,198,222	6,993,923	12,355,770	11,525,233

Fire & Emergency Management

Description	FY 2018 Actual	FY 2019 Original Budget	FY 2019 Estimate	FY 2020 Recommend	FY 2020 Adopted
Salaries & Wages	16,645,609	17,077,583	17,524,037	17,427,547	17,427,547
Social Security & Pension	2,604,440	2,798,375	2,788,279	3,063,768	3,063,768
Insurance & Benefits	2,986,482	3,102,764	3,213,326	3,186,417	3,186,417
Temporary Services	0	0	0	0	0
Personnel Services	22,236,531	22,978,722	23,525,642	23,677,732	23,677,732
Utilities	222,101	227,600	250,217	260,000	260,000
Supplies	536,522	741,114	785,379	731,273	731,273
Small Equipment/ Computers	229,766	833,504	859,293	226,216	226,216
General Maintenance	181,646	165,664	178,556	195,214	195,214
Vehicle Maintenance	1,046,050	1,165,200	1,173,933	1,195,150	1,183,344
Vehicle Fuel	242,923	265,410	279,203	282,310	232,310
Communications	93,134	98,685	98,803	100,940	100,940
Travel and Development	53,466	124,480	124,280	141,228	141,228
Memberships and Dues	20,800	28,912	31,237	27,833	27,833
Insurance/Claims	33,762	45,000	45,000	45,000	45,000
Other Services	3,538	6,550	8,028	7,485	7,485
Operating	2,663,708	3,702,119	3,833,929	3,212,649	3,150,843
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	107,892	142,377	142,377	154,856	154,856
Other Contract Services	674,677	744,389	777,429	730,771	730,771
Contract Services	782,569	886,766	919,806	885,627	885,627
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	121,265	19,329	19,329	20,837	20,837
Equipment - Motor Vehicles	1,080,318	1,648,500	2,697,739	1,610,945	1,610,945
Infrastructure	0	0	0	0	0
Capital Outlay	1,201,583	1,667,829	2,717,068	1,631,782	1,631,782
Transfers to Other Funds	0	41,321	500,000	62,330	62,330
Debt Service	0	0	0	0	0
Other Charges	5,210	18,065	18,065	18,090	18,090
Indirect Cost Allocation	113,415	85,800	116,800	120,300	120,300
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	-75,000	-75,000	-75,000	-75,000	-75,000
Other Charges	43,625	28,865	59,865	63,390	63,390
Total Expenditures	26,928,016	29,305,622	31,556,310	29,533,510	29,471,704

Parks, Recreation & Maintenance

Description	FY 2018 Actual	FY 2019 Original Budget	FY 2019 Estimate	FY 2020 Recommend	FY 2020 Adopted
Salaries & Wages	7,011,350	7,397,234	7,091,096	7,512,244	7,512,244
Social Security & Pension	1,063,515	1,160,400	1,077,551	1,265,522	1,265,522
Insurance & Benefits	1,327,599	1,473,106	1,401,364	1,498,337	1,498,337
Temporary Services	859,568	708,965	705,430	732,965	732,965
Personnel Services	10,262,032	10,739,705	10,275,441	11,009,068	11,009,068
Utilities	1,480,720	1,524,270	1,624,300	1,724,650	1,724,650
Supplies	975,087	1,032,505	1,054,152	1,043,534	1,043,534
Small Equipment/ Computers	54,682	2,022	13,173	4,312	4,312
General Maintenance	657,269	725,658	770,428	760,819	760,819
Vehicle Maintenance	856,429	1,101,250	1,079,238	1,099,930	1,089,018
Vehicle Fuel	224,338	240,960	246,014	249,360	249,360
Communications	186,170	223,515	215,170	223,256	223,256
Travel and Development	59,653	59,863	65,496	60,911	60,911
Memberships and Dues	7,897	8,397	8,431	8,414	8,414
Insurance/Claims	32,329	33,278	32,811	33,705	33,705
Other Services	73,017	97,961	168,119	100,115	100,115
Operating	4,607,591	5,049,679	5,277,332	5,309,006	5,298,094
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	774	749	870	849	849
Other Contract Services	1,108,509	1,320,440	1,418,129	1,473,762	1,473,762
Contract Services	1,109,283	1,321,189	1,418,999	1,474,611	1,474,611
Land	0	0	0	0	0
Buildings	71,039	0	79,375	0	0
Improvements	176,754	225,900	504,829	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	297,799	40,000	151,579	255,000	255,000
Equipment - Motor Vehicles	19,371	425,500	716,097	612,000	612,000
Infrastructure	0	0	0	0	0
Capital Outlay	564,962	691,400	1,451,880	867,000	867,000
Transfers to Other Funds	448,349	2,167,207	2,195,715	948,477	948,477
Debt Service	0	255,596	255,956	1,470,859	1,470,859
Other Charges	3,250	395,532	49,010	72,028	73,334
Indirect Cost Allocation	60,000	60,000	60,000	60,000	60,000
Non-Profit/Gov't Agencies	179,250	179,250	179,250	179,250	179,250
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	242,500	634,782	288,260	311,278	312,584
Total Expenditures	17,234,717	20,859,558	21,163,583	21,390,299	21,380,693

Police

Description	FY 2018 Actual	FY 2019 Original Budget	FY 2019 Estimate	FY 2020 Recommend	FY 2020 Adopted
Salaries & Wages	30,035,522	30,656,351	30,619,638	30,867,428	30,867,428
Social Security & Pension	7,444,456	7,691,423	7,750,581	8,237,939	8,237,939
Insurance & Benefits	5,082,959	5,640,667	5,397,418	5,763,151	5,763,151
Temporary Services	84,471	95,197	80,150	111,325	111,325
Personnel Services	42,647,408	44,083,638	43,847,787	44,979,843	44,979,843
Utilities	241,221	252,510	253,650	263,820	263,820
Supplies	877,261	1,024,390	1,010,487	1,027,815	1,027,815
Small Equipment/ Computers	164,225	54,185	127,980	55,393	55,393
General Maintenance	1,253,756	1,547,719	1,725,516	1,793,418	1,793,418
Vehicle Maintenance	1,686,109	1,856,800	1,809,487	1,833,000	1,815,670
Vehicle Fuel	1,104,597	1,194,100	1,172,320	1,181,970	1,031,970
Communications	759,777	789,727	780,073	796,373	796,373
Travel and Development	198,006	226,473	308,738	252,648	252,648
Memberships and Dues	8,997	7,700	11,300	7,700	7,700
Insurance/Claims	2,495	2,500	2,472	2,719	2,719
Other Services	700,718	740,877	735,830	747,154	747,154
Operating	6,997,162	7,696,981	7,937,853	7,962,010	7,794,680
Accounting, Auditing & Legal	400	275	275	275	275
Medical Services	42,417	28,029	23,815	24,321	24,321
Other Contract Services	705,201	895,643	728,535	382,679	382,679
Contract Services	748,018	923,947	752,625	407,275	407,275
Land	0	0	0	0	0
Buildings	123,845	0	259,169	0	0
Improvements	0	6,610	13,547	0	0
Equipment - Office	0	0	165,457	135,218	135,218
Equipment - Other	5,846	58,626	262,844	12,624	12,624
Equipment - Motor Vehicles	1,117,476	1,621,000	2,243,301	2,075,000	2,075,000
Infrastructure	0	0	0	0	0
Capital Outlay	1,247,167	1,686,236	2,944,318	2,222,842	2,222,842
Transfers to Other Funds	12,151	71,799	71,799	12,151	12,151
Debt Service	97,371	97,371	97,371	0	0
Other Charges	117,297	136,725	139,951	141,383	141,383
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	3,000	3,000	3,000	3,000	3,000
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	120,297	139,725	142,951	144,383	144,383
Total Expenditures	51,869,574	54,699,697	55,794,704	55,728,504	55,561,174

Public Services

Description	FY 2018 Actual	FY2019 Original Budget	FY 2019 Estimate	FY 2020 Recommend	FY 2020 Adopted
Salaries & Wages	7,472,723	7,910,967	7,532,783	8,531,406	8,809,220
Social Security & Pension	1,177,043	1,297,326	1,208,709	1,502,162	1,551,233
Insurance & Benefits	1,489,872	1,714,035	1,580,449	1,844,668	1,910,481
Temporary Services	343,734	222,810	260,104	236,195	236,195
Personnel Services	10,483,372	11,145,138	10,582,045	12,114,431	12,507,129
Utilities	317,411	349,910	335,966	394,199	394,199
Supplies	938,923	1,112,592	1,040,850	1,094,065	1,103,745
Small Equipment/ Computers	6,375	5,297	28,044	4,896	8,014
General Maintenance	231,323	345,097	289,011	240,150	291,280
Vehicle Maintenance	2,664,066	2,984,910	2,941,946	2,999,740	2,970,852
Vehicle Fuel	683,611	707,340	738,010	749,170	752,170
Communications	146,391	164,289	167,943	179,058	180,555
Travel and Development	60,009	91,508	95,067	113,796	116,046
Memberships and Dues	12,559	15,456	15,833	16,227	17,277
Insurance/Claims	67,232	114,636	184,929	174,392	174,392
Other Services	51,582	45,500	46,275	44,250	44,250
Operating	5,179,482	5,936,535	5,881,874	6,009,943	6,052,780
Accounting, Auditing & Legal	0	3,500	3,500	3,500	3,500
Medical Services	1,736	3,486	3,608	4,969	5,769
Other Contract Services	4,412,473	5,028,939	7,847,791	5,689,604	5,783,260
Contract Services	4,414,209	5,035,925	7,854,899	5,698,073	5,792,529
Land	0	0	0	0	0
Buildings	0	98,000	98,000	0	0
Improvements	0	0	0	0	0
Equipment - Office	43,076	0	0	12,000	12,000
Equipment - Other	78,875	157,160	236,995	650,200	497,700
Equipment - Motor Vehicles	1,505,095	1,622,000	1,908,793	1,773,500	1,773,500
Infrastructure	777	1,000	1,000	1,000	1,000
Capital Outlay	1,627,823	1,878,160	2,244,788	2,436,700	2,284,200
Transfers to Other Funds	13,327,037	10,297,777	11,417,343	12,567,826	14,503,326
Debt Service	1,320,610	1,678,760	1,678,084	1,542,415	1,605,055
Other Charges	13,533	1,901,538	19,196	903,558	34,455
Indirect Cost Allocation	974,605	969,800	1,003,800	1,033,900	1,033,900
Non-Profit/Gov't Agencies	2,787	5,912	3,143	3,143	3,143
Inventory	0	0	0	0	0
Cost Redistribution	75,000	75,000	75,000	75,000	75,000
Other Charges	1,065,925	2,952,250	1,101,139	2,015,601	1,146,498
Total Expenditures	37,418,458	38,924,545	40,760,172	42,384,989	43,891,517

Transit

Description	FY 2018 Actual	FY 2019 Original Budget	FY 2019 Estimate	FY 2020 Recommend	FY 2020 Adopted
Salaries & Wages	4,485,473	4,797,197	4,672,305	5,022,796	5,022,796
Social Security & Pension	698,474	778,625	749,662	877,388	877,388
Insurance & Benefits	923,932	1,134,195	1,032,799	1,183,598	1,183,598
Temporary Services	51,549	0	27,951	5,848	5,848
Personnel Services	6,159,428	6,710,017	6,482,717	7,089,630	7,089,630
Utilities	83,295	176,910	107,730	111,910	111,910
Supplies	187,231	171,230	138,825	150,019	150,019
Small Equipment/ Computers	275	9,615	9,615	17,681	17,681
General Maintenance	136,877	183,189	176,632	181,008	181,008
Vehicle Maintenance	660,894	636,199	688,230	713,480	713,480
Vehicle Fuel	782,244	777,576	815,200	825,860	825,860
Communications	107,460	88,946	93,696	95,630	95,630
Travel and Development	3,891	19,290	19,290	15,090	15,090
Memberships and Dues	3,925	5,474	5,474	5,849	5,849
Insurance/Claims	62,907	144,498	113,342	129,615	129,615
Other Services	0	0	0	0	0
Operating	2,028,999	2,212,927	2,168,034	2,246,142	2,246,142
Accounting, Auditing & Legal	8,648	7,200	42,000	15,000	15,000
Medical Services	6,520	6,316	6,275	6,320	6,320
Other Contract Services	279,899	330,456	399,533	347,272	347,272
Contract Services	295,067	343,972	447,808	368,592	368,592
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	17,680	17,680	9,800	9,800
Infrastructure	0	0	0	0	0
Capital Outlay	0	17,680	17,680	9,800	9,800
Transfers to Other Funds	0	186,460	296,030	339,200	339,200
Debt Service	0	0	0	0	0
Other Charges	20,700	54,060	16,823	17,953	17,953
Indirect Cost Allocation	848,211	870,100	873,700	899,900	899,900
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	-1,660	0	0	0	0
Cost Redistribution	-224,038	-229,785	-194,424	-220,447	-220,447
Other Charges	643,213	694,375	696,099	697,406	697,406
Total Expenditures	9,126,707	10,165,431	10,108,368	10,750,770	10,750,770

Budget & Evaluation

Description	FY 2018 Actual	FY 2019 Original Budget	FY 2019 Estimate	FY 2020 Recommend	FY 2020 Adopted
Salaries & Wages	371,777	365,386	387,087	369,195	369,195
Social Security & Pension	58,959	60,058	62,068	65,117	65,117
Insurance & Benefits	37,305	49,242	40,402	49,692	49,692
Temporary Services	0	0	0	0	0
Personnel Services	468,041	474,686	489,557	484,004	484,004
Utilities	0	0	0	0	0
Supplies	569	1,400	680	1,100	1,100
Small Equipment/ Computers	0	0	0	0	0
General Maintenance	3,633	3,820	3,796	3,990	3,990
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	3,511	4,940	4,490	4,560	4,560
Travel and Development	4,141	5,735	5,735	7,540	7,540
Memberships and Dues	100	250	250	250	250
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	11,954	16,145	14,951	17,440	17,440
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	550	650	550	580	580
Contract Services	550	650	550	580	580
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	55	140	143	145	145
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	55	140	143	145	145
Total Expenditures	480,600	491,621	505,201	502,169	502,169

City Attorney's Office

Description	FY 2018 Actual	FY 2019 Original Budget	FY 2019 Estimate	FY 2020 Recommend	FY 2020 Adopted
Salaries & Wages	772,106	747,251	816,625	792,044	698,599
Social Security & Pension	129,478	130,125	138,635	147,135	130,632
Insurance & Benefits	98,331	89,668	104,719	91,489	81,178
Temporary Services	0	0	0	0	0
Personnel Services	999,915	967,044	1,059,979	1,030,668	910,409
Utilities	0	0	0	0	0
Supplies	51,131	39,749	39,599	45,121	45,121
Small Equipment/ Computers	0	0	0	385	385
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	3,586	4,190	4,650	4,730	4,730
Travel and Development	10,669	15,509	15,509	15,509	14,509
Memberships and Dues	4,790	4,700	4,700	4,700	4,200
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	70,176	64,148	64,458	70,445	68,945
Accounting, Auditing & Legal	288,681	400,000	371,259	353,647	353,647
Medical Services	0	0	0	0	0
Other Contract Services	0	100	100	100	100
Contract Services	288,681	400,100	371,359	353,747	353,747
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	572	599	599	599	599
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	572	599	599	599	599
Total Expenditures	1,359,344	1,431,891	1,496,395	1,455,459	1,333,700

City Manager's Office

Description	FY 2018 Actual	FY 2019 Original Budget	FY 2019 Estimate	FY 2020 Recommend	FY 2020 Adopted
Salaries & Wages	1,428,336	1,410,836	1,489,758	1,471,057	1,471,057
Social Security & Pension	225,467	232,832	241,004	261,031	261,031
Insurance & Benefits	155,561	176,304	159,358	187,292	187,292
Temporary Services	49,400	0	5,195	0	0
Personnel Services	1,858,764	1,819,972	1,895,315	1,919,380	1,919,380
Utilities	0	0	0	0	0
Supplies	18,894	18,550	19,261	21,500	21,500
Small Equipment/ Computers	1,858	370	321	11,187	11,187
General Maintenance	2,780	2,289	3,025	6,177	6,177
Vehicle Maintenance	207	625	425	525	520
Vehicle Fuel	298	290	430	440	440
Communications	26,413	49,837	47,051	28,733	28,733
Travel and Development	39,714	43,305	44,488	58,891	58,891
Memberships and Dues	10,623	13,529	13,529	13,638	13,638
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	100,787	128,795	128,530	141,091	141,086
Accounting, Auditing & Legal	0	0	10,962	0	0
Medical Services	0	0	0	0	0
Other Contract Services	180,997	181,332	183,598	154,274	154,274
Contract Services	180,997	181,332	194,560	154,274	154,274
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	52,000	52,000
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	52,000	52,000
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	1,918	3,150	8,115	2,925	2,925
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	250,000	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	1,918	253,150	8,115	2,925	2,925
Total Expenditures	2,142,466	2,383,249	2,226,520	2,269,670	2,269,665

Corporate Communications

Description	FY 2018 Actual	FY 2019 Original Budget	FY 2019 Estimate	FY 2020 Recommend	FY 2020 Adopted
Salaries & Wages	550,041	531,962	529,265	520,036	520,036
Social Security & Pension	86,598	86,152	84,083	91,785	91,785
Insurance & Benefits	64,608	83,954	68,231	84,140	84,140
Temporary Services	0	0	0	0	0
Personnel Services	701,247	702,068	681,579	695,961	695,961
Utilities	0	0	0	0	0
Supplies	16,639	15,345	12,394	14,100	14,100
Small Equipment/ Computers	7,744	12,233	11,148	8,223	8,223
General Maintenance	34,420	20,450	27,350	25,329	25,329
Vehicle Maintenance	932	1,900	3,336	2,000	1,980
Vehicle Fuel	197	80	510	530	530
Communications	83,575	97,663	94,938	91,113	91,113
Travel and Development	5,515	12,250	12,090	11,350	11,350
Memberships and Dues	4,688	4,560	4,560	4,970	4,970
Insurance/Claims	0	0	0	0	0
Other Services	19,582	19,992	19,636	19,992	19,992
Operating	173,292	184,473	185,962	177,607	177,587
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	12,502	19,476	45,158	69,476	69,476
Contract Services	12,502	19,476	45,158	69,476	69,476
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	21,439	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	21,439	0	0	0	0
Transfers to Other Funds	0	53,485	53,485	0	0
Debt Service	0	0	0	0	0
Other Charges	444	400	400	350	350
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	93,149	96,900	93,600	100,400	100,400
Cost Redistribution	-116,956	-126,200	-116,000	-123,400	-123,400
Other Charges	-23,363	-28,900	-22,000	-22,650	-22,650
Total Expenditures	885,117	930,602	944,184	920,394	920,374

Finance

Description	FY 2018 Actual	FY 2019 Original Budget	FY 2019 Estimate	FY 2020 Recommend	FY 2020 Adopted
Salaries & Wages	1,254,961	1,457,339	1,359,390	1,428,597	1,428,597
Social Security & Pension	198,536	239,338	216,237	252,061	252,061
Insurance & Benefits	199,423	240,762	231,556	245,330	245,330
Temporary Services	37,902	0	84,480	0	0
Personnel Services	1,690,822	1,937,439	1,891,663	1,925,988	1,925,988
Utilities	0	0	18,000	36,000	36,000
Supplies	13,228	26,162	16,897	31,384	31,384
Small Equipment/ Computers	7,993	34,080	42,977	11,139	11,139
General Maintenance	18,454	23,832	160,349	30,201	30,201
Vehicle Maintenance	62,072	135,000	130,000	6,846,933	6,777,480
Vehicle Fuel	0	0	0	0	0
Communications	32,992	39,245	40,559	41,308	41,308
Travel and Development	21,483	30,907	34,192	35,671	35,671
Memberships and Dues	2,390	4,025	4,025	4,162	4,162
Insurance/Claims	2,704,920	3,725,688	2,924,927	3,534,692	3,534,692
Other Services	0	0	70,650	220,450	220,450
Operating	2,863,532	4,018,939	3,442,576	10,791,940	10,722,487
Accounting, Auditing & Legal	56,200	94,340	145,740	94,340	94,340
Medical Services	10,636	23,000	17,000	20,000	20,000
Other Contract Services	545,705	701,240	681,347	638,680	638,680
Contract Services	612,541	818,580	844,087	753,020	753,020
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	246,625	0	40,700	40,700
Debt Service	0	0	0	0	0
Other Charges	1,048	795	795	13,373	13,373
Indirect Cost Allocation	0	0	0	48,000	48,000
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	1,048	795	795	61,373	61,373
Total Expenditures	5,167,943	7,022,378	6,179,121	13,573,021	13,503,568

Human Resources Development

Description	FY 2018 Actual	FY 2019 Original Budget	FY 2019 Estimate	FY 2020 Recommend	FY 2020 Adopted
Salaries & Wages	943,377	967,769	1,002,120	1,011,459	1,011,459
Social Security & Pension	149,513	159,189	162,089	178,495	178,495
Insurance & Benefits	150,113	177,110	173,593	181,565	181,565
Temporary Services	14,350	0	1,911	0	0
Personnel Services	1,257,353	1,304,068	1,339,713	1,371,519	1,371,519
Utilities	0	0	0	0	0
Supplies	46,472	58,388	54,558	68,578	68,578
Small Equipment/ Computers	13,157	8,900	8,451	3,941	3,941
General Maintenance	30,856	20,836	16,070	16,838	16,838
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	19,845	28,745	25,655	26,352	26,352
Travel and Development	27,772	104,977	104,853	77,313	77,313
Memberships and Dues	4,527	10,728	11,198	10,083	10,083
Insurance/Claims	15,973,802	17,838,270	16,480,770	19,014,570	19,014,570
Other Services	340	340	0	0	0
Operating	16,116,772	18,071,184	16,701,555	19,217,675	19,217,675
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	37,006	47,900	42,207	52,672	52,672
Other Contract Services	193,564	219,011	205,523	222,052	222,052
Contract Services	230,569	266,911	247,730	274,724	274,724
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	330,000	325,000	1,066,300	1,066,300
Debt Service	0	0	0	0	0
Other Charges	37,676	325,856	56,800	154,709	154,709
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	37,676	325,856	56,800	154,709	154,709
Total Expenditures	17,642,370	20,298,019	18,670,798	22,084,927	22,084,927

Information Technology

Description	FY 2018 Actual	FY 2019 Original Budget	FY 2019 Estimate	FY 2020 Recommend	FY 2020 Adopted
Salaries & Wages	1,621,743	1,725,148	1,663,530	1,754,564	1,754,564
Social Security & Pension	256,072	280,247	266,443	305,964	305,964
Insurance & Benefits	233,101	263,141	244,095	268,214	268,214
Temporary Services	1,862	0	53,430	0	0
Personnel Services	2,112,778	2,268,536	2,227,498	2,328,742	2,328,742
Utilities	0	0	0	0	0
Supplies	25,132	27,298	23,408	29,945	29,945
Small Equipment/ Computers	83,484	84,961	116,575	108,254	108,254
General Maintenance	1,636,243	1,903,130	1,893,688	1,943,581	1,943,581
Vehicle Maintenance	1,999	2,725	2,625	2,725	2,698
Vehicle Fuel	471	450	460	470	470
Communications	198,279	193,830	196,320	198,002	198,002
Travel and Development	84,456	137,900	151,390	120,800	120,800
Memberships and Dues	24,195	35,623	35,623	31,688	31,688
Insurance/Claims	0	0	0	0	0
Other Services	0	23,000	0	0	0
Operating	2,054,259	2,408,917	2,420,089	2,435,465	2,435,438
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	52	0	0	0	0
Other Contract Services	334,772	632,723	716,620	613,756	613,756
Contract Services	334,824	632,723	716,620	613,756	613,756
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	111,750	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	111,750	0	0	0	0
Transfers to Other Funds	510,149	911,440	1,265,440	1,008,659	1,008,659
Debt Service	0	0	0	0	0
Other Charges	2,298	7,845	7,709	6,345	6,345
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	-72,560	-72,561	-72,561	-72,561	-72,561
Other Charges	-70,262	-64,716	-64,852	-66,216	-66,216
Total Expenditures	5,053,498	6,156,900	6,564,795	6,320,406	6,320,379

Mayor, Council & City Clerk

Description	FY 2018 Actual	FY 2019 Original Budget	FY 2019 Estimate	FY 2020 Recommend	FY 2020 Adopted
Salaries & Wages	358,460	368,039	356,082	371,673	371,673
Social Security & Pension	41,245	42,894	40,844	45,454	45,454
Insurance & Benefits	64,599	115,473	80,985	118,212	118,212
Temporary Services	8,488	0	0	0	0
Personnel Services	472,792	526,406	477,911	535,339	535,339
Utilities	0	0	0	0	0
Supplies	25,099	17,100	16,920	21,600	21,600
Small Equipment/ Computers	13,861	0	0	0	0
General Maintenance	11,878	11,620	9,231	9,667	9,667
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	12,581	16,330	19,068	17,130	17,130
Travel and Development	39,200	51,060	71,950	53,250	53,250
Memberships and Dues	119,324	120,572	129,112	139,915	139,915
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	221,943	216,682	246,281	241,562	241,562
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	216,271	55,600	22,431	298,400	298,400
Contract Services	216,271	55,600	22,431	298,400	298,400
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	4,609	6,143	7,439	5,620	5,620
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	4,609	6,143	7,439	5,620	5,620
Total Expenditures	915,615	804,831	754,062	1,080,921	1,080,921

Other Appropriations

Description	FY 2018 Actual	FY 2019 Original Budget	FY 2019 Estimate	FY 2020 Recommend	FY 2020 Adopted
Salaries & Wages	816,847	1,009,259	971,675	1,062,316	1,062,316
Social Security & Pension	93,585	228,108	296,412	282,341	282,341
Insurance & Benefits	1,430,421	1,496,228	1,459,814	1,711,061	1,711,061
Temporary Services	25,300	0	0	0	0
Personnel Services	2,366,153	2,733,595	2,727,901	3,055,718	3,055,718
Utilities	98,851	27,850	28,730	29,180	29,180
Supplies	3,224	1,200	3,197	3,850	3,850
Small Equipment/ Computers	0	0	0	0	0
General Maintenance	22,892	7,800	14,650	25,058	25,058
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	2,663	50	41	40	40
Travel and Development	0	0	0	0	0
Memberships and Dues	0	0	0	0	0
Insurance/Claims	957,030	1,472,553	978,710	1,365,899	1,365,899
Other Services	46,017	233,328	234,495	211,100	211,100
Operating	1,130,677	1,742,781	1,259,823	1,635,127	1,635,127
Accounting, Auditing & Legal	32,200	332,500	67,500	67,500	67,500
Medical Services	0	0	0	0	0
Other Contract Services	22,887	188,380	21,380	21,345	21,345
Contract Services	55,087	520,880	88,880	88,845	88,845
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	49,161	0	75,654	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	49,161	0	75,654	0	0
Transfers to Other Funds	9,271,717	5,960,418	11,422,894	6,357,129	7,020,852
Debt Service	9,016,449	11,235,366	13,771,387	10,762,997	10,628,933
Other Charges	94,554	629,968	138,751	753,251	753,251
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	10,072,922	10,954,542	9,792,588	10,437,984	10,437,984
Inventory	1,083,428	1,074,000	1,563,000	1,330,000	1,330,000
Cost Redistribution	-1,116,673	-1,131,000	-1,631,000	-1,387,000	-1,387,000
Other Charges	10,134,231	11,527,510	9,863,339	11,134,235	11,134,235
Total Expenditures	32,023,475	33,720,550	39,209,878	33,034,051	33,563,710

Capital Outlay By Fund

Fund	Type of		Description	Price	Recommended		Adopted		Replace- ment	
	Capital	Department			Qty	Total	Qty	Total		
General Fund										
Equipment - Other										
Replacements										
	PS		Paving Machine	\$ 92,000	1	\$92,000	\$92,000	Yes		
	PS		Asphalt Roller	\$ 66,000	1	\$66,000	\$66,000	Yes		
	PS		Tack Tank Trailer	\$ 27,000	1	\$27,000	\$27,000	Yes		
	FIR		Thermal Imaging Camera	\$ 6,950	2	\$13,900	\$13,900	Yes		
	POL		Outboard Motor	\$ 6,312	2	\$12,624	\$12,624	Yes		
	PRM		Batwing, Brush Cutter, Mower	\$ 23,000	3	\$69,000	\$69,000	Yes		
	PRM		Brush Cutter	\$ 11,000	1	\$11,000	\$11,000	Yes		
	PRM		Cab, Tractor	\$ 38,000	2	\$76,000	\$76,000	Yes		
	PRM		Cab, Tractor	\$ 45,000	1	\$45,000	\$45,000	Yes		
	PRM-District		Batwing, Brush Cutter, Mower	\$ 16,000	1	\$16,000	\$16,000	Yes		
	PRM-District		Bunker Rake	\$ 14,500	2	\$29,000	\$29,000	Yes		
	PRM-District		ATV	\$ 9,000	1	\$9,000	\$9,000	Yes		
	Total Replacements						\$466,524	\$466,524		
Additions										
	PS		AVL Real Time GPS Navigation System	\$ 37,500	1	\$37,500	\$37,500	No		
	PS		GPS Survey Equipment	\$ 12,000	1	\$12,000	\$12,000	No		
	FIR		Gear Washer	\$ 6,937	1	\$6,937	\$6,937	No		
	Total Additions						\$56,437	\$56,437		
	Total Equipment - Other						\$522,961	\$522,961		
Vehicles										
Replacements										
	FIR		1/2 Ton Pickup	\$ 31,000	1	\$31,000	\$31,000	Yes		
	FIR		Fire Engine	\$ 672,000	2	\$1,344,000	\$1,344,000	Yes		
	FIR		Rescue Truck, Crew Cab	\$ 85,000	1	\$85,000	\$85,000	Yes		
	FIR		Sedan	\$ 23,000	1	\$23,000	\$23,000	Yes		
	FIR		Sport Utility Vehicle	\$ 47,500	2	\$95,000	\$95,000	Yes		
	PRM		Limb Truck	\$ 211,000	1	\$211,000	\$211,000	Yes		
	PRM		Truck, Leaf Loader	\$ 214,000	1	\$214,000	\$214,000	Yes		
	PRM		Truck, Utility Body	\$ 37,000	2	\$74,000	\$74,000	Yes		
	PRM		Flatbed, Truck, Crew Cab, Dump	\$ 45,500	1	\$45,500	\$45,500	Yes		
	PRM		Pickup, Extended Cab	\$ 25,500	1	\$25,500	\$25,500	Yes		
	PRM		Sedan	\$ 18,000	1	\$18,000	\$18,000	Yes		
	PRM-District		Pickup	\$ 24,000	1	\$24,000	\$24,000	Yes		
	PS		Flatbed, Truck, Dump	\$ 62,000	1	\$62,000	\$62,000	Yes		
	PS		Flatbed, Truck, Crew Cab, Dump	\$ 61,000	1	\$61,000	\$61,000	Yes		
	PS		SUV, Small	\$ 22,500	1	\$22,500	\$22,500	Yes		
	POL		Marked Sedan	\$ 36,000	26	\$936,000	\$936,000	Yes		
	POL		Unmarked Sedan	\$ 34,000	30	\$1,020,000	\$1,020,000	Yes		
	POL		Marked SUV - K9	\$ 43,500	2	\$87,000	\$87,000	Yes		
	POL		Pickup, Extended Cab	\$ 32,000	1	\$32,000	\$32,000	Yes		
	Total Replacements						\$4,410,500	\$4,410,500		
Additions										
	CMG		SUV, Small	\$ 21,000	1	\$21,000	\$21,000	No		
	CMG		Sport Utility Vehicle	\$ 31,000	1	\$31,000	\$31,000	No		
	FIR		1/2 Ton Pickup	\$ 32,945	1	\$32,945	\$32,945	No		
	Total Additions						\$84,945	\$84,945		
	Total Vehicles						\$4,495,445	\$4,495,445		
Rights-of-Way										
	PS		Rights of Way	\$ 1,000	1	\$1,000	\$1,000	No		
	Total Rights-of-Way						\$1,000	\$1,000		
Transfers										
	ECD		Transfer to Econ/Phs Development - Hope VI City Contributions	\$ 75,000	1	\$75,000	\$75,000	No		
	ECD		Transfer to Econ/Phs Development - Murchison Rd Redevelopment	\$ 375,000	1	\$375,000	\$375,000	No		

Capital Outlay By Fund

Fund	Type of		Description	Price	Recommended		Adopted		Replace- ment
	Capital	Department			Qty	Total	Qty	Total	
	FIN		Transfer to General Gov't Fund - ERP System Replacement	\$ 40,700	1	\$40,700		\$40,700	Yes
	FIR		Transfer to Public Safety - FS1 Generator Replacement	\$ 62,330	1	\$62,330		\$62,330	Yes
	HRD		Transfer to General Gov't Fund - ERP System Replacement	\$ 16,300	1	\$16,300		\$16,300	Yes
	IT		Transfer to General Gov't Fund - Computer Replacements	\$ 249,659	1	\$249,659		\$249,659	Yes
	IT		Transfer to General Gov't Fund - City Domain Migration	\$ 305,000	1	\$305,000		\$305,000	Yes
	IT		Transfer to General Gov't Fund - Access Control System (Proxy Card)	\$ 24,000	1	\$24,000		\$24,000	Yes
	IT		Transfer to General Gov't Fund -Public Safety Security Compliance	\$ 20,000	1	\$20,000		\$20,000	No
	IT		Transfer to General Gov't Fund - City Wireless Network Expansion	\$ 150,000	1	\$150,000		\$150,000	No
	IT		Transfer to General Gov't Fund - Desktop Virtualization	\$ 160,000	1	\$160,000		\$160,000	Yes
	IT		Transfer to General Gov't Fund - Enterprise Data Warehouse	\$ 100,000	1	\$100,000		\$100,000	No
	PRM		Transfer to General Gov't Fund - Roof Replacement	\$ 60,000	1	\$60,000		\$60,000	Yes
	PRM		Transfer to General Gov't Fund - HVAC/Boiler Replacement	\$ 80,000	1	\$80,000		\$80,000	Yes
	PRM		Transfer to General Gov't Fund - 333 Alexander Street Facility Repair	\$ 57,500	1	\$57,500		\$57,500	No
	PRM		Transfer to Recreation and Culural Fund - Concrete Repairs	\$ 55,000	1	\$55,000		\$55,000	No
	PRM		Transfer to Recreation and Cultural Fund - Playground Repairs/Refurbishing	\$ 100,000	1	\$100,000		\$100,000	Yes
	PRM		Transfer to Recreation and Cultural Fund - Repaving Walking Trails	\$ 60,000	1	\$60,000		\$60,000	Yes
	PRM		Transfer to Recreation and Cultural Fund - Rec Trac	\$ 17,200	1	\$17,200		\$17,200	No
	PS		Transfer to General Gov't Fund - Parking Lot Maintenance	\$ 94,000	1	\$94,000		\$94,000	No
	PS		Transfer to Recreation/Culture Fund - Cape Fear River Trail	\$ 257,631	1	\$257,631		\$257,631	No
	PS		Transfer to Transportation Fund - Ray Ave Road Repair	\$ 222,746	1	\$222,746		\$222,746	No
	PS		Transfer to Transportation Fund - Sykes Pond Rd Repair	\$1,000,000	1	\$1,000,000		\$1,000,000	No
	PS		Transfer to Transportation Fund - Bridge Preservation Program	\$ 100,000	1	\$100,000		\$100,000	No
	PS		Transfer to Environmental Protection Fund - Dam Safety and Preservation Program	\$ 50,000	1	\$50,000		\$50,000	No
	PS		Transfer to Transportation Fund - Thoroughfare Streetlights	\$ 50,000	1	\$50,000		\$50,000	No
	PS		Transfer to Transportation Fund - Multi-Use Lane Markings	\$ 50,000	1	\$50,000		\$50,000	No
	PS		Transfer to Transportation Fund - Downtown Streetscape	\$ 75,000	1	\$75,000		\$75,000	No
	PS		Transfer to Transportation Fund - Intersection Improvements	\$ 130,956	1	\$130,956		\$130,956	No
	PS		Transfer to Transportation Fund - Sidewalks	\$ 652,000	1	\$652,000		\$652,000	No
	PS		Transfer to Transportation Fund - Municipal Agreements	\$ 350,000	1	\$350,000		\$350,000	No
	PS		Transfer to Transportation Fund - Pavement Preservation Program	\$4,400,000	1	\$4,310,000		4,310,000	No

Capital Outlay by Fund

Fund	Type of		Description	Price	Recommended		Adopted		Replace- ment
	Capital	Department			Qty	Total	Qty	Total	
	OAP		Transfer to Econ/Phs Development - Downtown Parking for Employees	\$ 264,000	1	\$264,000	264,000	No	
	Total Transfers					<u>\$9,614,022</u>	<u>\$9,614,022</u>		
	Total General Fund					<u>\$14,633,428</u>	<u>\$14,633,428</u>		
Airport Fund									
	Equipment - Other								
			Aircraft Loading Ramp	\$ 27,000	1	\$27,000	\$27,000	Yes	
			Floor Machine	\$ 9,000	1	\$9,000	\$9,000	No	
	Total Equipment - Other					<u>\$36,000</u>	<u>\$36,000</u>		
	Replacements								
			6 Passenger Van	\$ 25,500	1	\$25,500	\$25,500	Yes	
			Truck, Snow Plow	\$ 80,000	1	\$80,000	\$80,000	Yes	
	Total Replacements					<u>\$105,500</u>	<u>\$105,500</u>		
	Transfers								
			Transfer to Airport Capital Project Fund - Airline Terminal Improvements Part I & II	\$ 7,791,466	1	\$7,791,466	\$6,960,929	No	
			Transfer to Airport Capital Project Fund - Airport Terminal Renovations- Data Infrastructure	\$ 45,000	1	\$45,000	\$45,000	Yes	
	Total Transfers					<u>\$7,836,466</u>	<u>\$7,005,929</u>		
	Total Airport Fund					<u>\$7,977,966</u>	<u>\$7,147,429</u>		
Environmental Services Fund									
	Equipment - Other								
			FleetMind Equipment Lease	\$ 1,200	21	\$25,200	\$25,200	Yes	
	Total Equipment - Other					<u>\$25,200</u>	<u>\$25,200</u>		
	Vehicles								
	Replacements								
			Solid Waste Truck, Automated	\$ 323,000	4	\$1,292,000	\$1,292,000	Yes	
			Solid Waste Truck, Rear Loader	\$ 308,000	1	\$308,000	\$308,000	Yes	
			Pickup Truck, Crew Cab	\$ 28,000	1	\$28,000	\$28,000	Yes	
	Total Replacements					<u>\$1,628,000</u>	<u>\$1,628,000</u>		
	Total Environmental Services Fund					<u>\$1,653,200</u>	<u>\$1,653,200</u>		
E-911 Fund									
	Improvements								
			Generator	\$ 110,822	1	\$110,822	\$110,822	Yes	
			Dispatch Console	\$ 24,396	1	\$24,396	\$24,396	No	
	Total Improvements					<u>\$135,218</u>	<u>\$135,218</u>		
	Total E-911 Fund					<u>\$135,218</u>	<u>\$135,218</u>		
Parking Fund									
	Equipment - Other								
			Parking Pay Stations	\$ 10,000	4	\$40,000	\$0	No	
			Franklin Street Parking Deck Pay System	\$ 250,000	1	\$250,000	\$250,000	No	
	Total Equipment - Other					<u>\$290,000</u>	<u>\$250,000</u>		
	Total Parking Fund					<u>\$290,000</u>	<u>\$250,000</u>		
Stormwater Fund									
	Equipment - Other								
			AVL Real Time GPS Navigation System	\$ 112,500	1	\$112,500	\$0	No	
	Total Equipment - Other					<u>\$112,500</u>	<u>\$0</u>		

Capital Outlay by Fund

Fund	Type of		Description	Price	Recommended		Adopted		Replace- ment
	Capital	Department			Qty	Total	Qty	Total	
Transfers									
			Transfer to Water, Sewer & Stormwater - Drainage Improvements	\$ 4,361,394	1	\$4,361,394	\$4,361,394		No
			Transfer to Water, Sewer & Stormwater - Drainage Assitance Program	\$ 1,800,000	1	\$0	\$1,800,000		No
			Transfer to General Gov't Fund - 333 Alexander Str Facility Repair	\$ 172,500	1	\$172,500	\$172,500		No
			Transfer to Water, Sewer & Stormwater - Ray Ave Rd Repair	\$ 111,373	1	\$111,373	\$111,373		No
			Transfer to Water, Sewer & Stormwater -	\$ 272,000	1	\$272,000	\$272,000		Yes
			Transfer to Water, Sewer & Stormwater - Flatbed, Truck, Dump	\$ 62,000	2	\$124,000	\$124,000		Yes
			Transfer to Water, Sewer & Stormwater - AVL Real Time GPS Navigation System	\$ 112,500	1	\$0	\$112,500		No
			Transfer to Water, Sewer & Stormwater - Pickup, Extended Cab	\$ 25,500	1	\$25,500	\$25,500		Yes
			SUV, small	\$ 23,000	1	\$0	\$23,000		NO
			Total Transfers			\$5,066,767	\$7,002,267		
			Total Stormwater Fund			\$5,179,267	\$7,002,267		
Transit Fund									
Vehicles Replacements									
			Vehicle Taxes & Tags	\$ 3,900	2	\$7,800	\$7,800		Yes
			Vehicle Taxes & Tags	\$ 1,000	2	\$2,000	\$2,000		Yes
			Total Replacements			\$9,800	\$9,800		
Transfers									
			Transfer to Transit Capital Project Fund	\$ 299,200		\$299,200	\$299,200		No
			Total Transfers			\$299,200	\$299,200		
			Total Transit Fund			\$309,000	\$309,000		

Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Recommended		Adopted		Replace-ment
				Qty	Total	Qty	Total	
Community Investment								
Economic & Community Development								
	Transfers							
		Transfer to Econ/Phs Development - Hope VI City Contributions	\$ 75,000	1	\$75,000		\$75,000	No
		Transfer to Econ/Phs Development - Murchison Rd Redevelopment	\$ 375,000	1	\$375,000		\$375,000	No
		Total Transfers			\$450,000		\$450,000	
		Total Economic & Community Development			\$450,000		\$450,000	
		Total Community Investment			\$450,000		\$450,000	
Operations								
Airport								
	Equipment - Other							
		Aircraft Loading Ramp	\$ 27,000	1	\$27,000		\$27,000	Yes
		Floor Machine	\$ 9,000	1	\$9,000		\$9,000	No
		Total Equipment - Other			\$36,000		\$36,000	
	Vehicles							
		6 Passenger Van	\$ 25,500	1	\$25,500		\$25,500	Yes
		Truck, Snow Plow	\$ 80,000	1	\$80,000		\$80,000	Yes
		Total Vehicles			\$105,500		\$105,500	
	Transfers							
		Transfer to Airport Capital Project Fund - Airline Terminal Improvements Part I & II	\$ 7,791,466	1	\$7,791,466		\$6,960,929	No
		Transfer to Airport Capital Project Fund - Airport Terminal Renovations- Data Infrastructure	\$ 45,000	1	\$45,000		\$45,000	Yes
		Total Transfers			\$7,836,466		\$7,005,929	
		Total Airport			\$7,977,966		\$7,147,429	
Fire								
	Equipment - Other							
		Thermal Imaging Camera	\$ 6,950	2	\$13,900		\$13,900	Yes
		Gear Washer	\$ 6,937	1	\$6,937		\$6,937	No
		Total Equipment - Other			\$20,837		\$20,837	
	Vehicles							
		1/2 Ton Pickup	\$ 31,000	1	\$31,000		\$31,000	Yes
		1/2 Ton Pickup	\$ 32,945	1	\$32,945		\$32,945	No
		Fire Engine	\$ 672,000	2	\$1,344,000		\$1,344,000	Yes
		Rescue Truck, Crew Cab	\$ 85,000	1	\$85,000		\$85,000	Yes
		Sedan	\$ 23,000	1	\$23,000		\$23,000	Yes
		Sport Utility Vehicle	\$ 47,500	2	\$95,000		\$95,000	Yes
		Total Vehicles			\$1,610,945		\$1,610,945	
	Transfers							
		Transfer to Public Safety - FS1 Generator Replacement	\$ 62,330	1	\$62,330		\$62,330	Yes
		Total Transfers			\$62,330		\$62,330	
		Total Fire			\$1,694,112		\$1,694,112	
Parks, Recreation & Maintenance								
	Equipment - Other							
		Batwing, Brush Cutter, Mower	\$ 23,000	3	\$69,000		\$69,000	Yes
		Brush Cutter	\$ 11,000	1	\$11,000		\$11,000	Yes
		Cab, Tractor	\$ 38,000	2	\$76,000		\$76,000	Yes
		Cab, Tractor	\$ 45,000	1	\$45,000		\$45,000	Yes
		Total Equipment - Other			\$201,000		\$201,000	

Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Recommended		Adopted		Replacement
				Qty	Total	Qty	Total	
	Vehicles							
		Limb Truck	\$ 211,000	1	\$211,000		\$211,000	Yes
		Truck, Leaf Loader	\$ 214,000	1	\$214,000		\$214,000	Yes
		Truck, Utility Body	\$ 37,000	2	\$74,000		\$74,000	Yes
		Flatbed, Truck, Crew Cab, Dump	\$ 45,500	1	\$45,500		\$45,500	Yes
		Pickup, Extended Cab	\$ 25,500	1	\$25,500		\$25,500	Yes
		Sedan	\$ 18,000	1	\$18,000		\$18,000	Yes
		Total Vehicles			\$588,000		\$588,000	
	Transfers							
		Transfer to General Gov't Fund - Roof Replacement	\$ 60,000	1	\$60,000		\$60,000	Yes
		Transfer to General Gov't Fund - HVAC/Boiler Replacements	\$ 80,000	1	\$80,000		\$80,000	Yes
		Transfer to General Gov't Fund - 333 Alexander Street Facility Repair	\$ 57,500	1	\$57,500		\$57,500	No
		Transfer to Recreation and Culural Fund - Concrete Repairs	\$ 55,000	1	\$55,000		\$55,000	Yes
		Transfer to Recreation and Cultural Fund - Playground Repairs/Refurbishing	\$ 100,000	1	\$100,000		\$100,000	Yes
		Transfer to Recreation and Cultural Fund - Repaving Walking Trails	\$ 60,000	1	\$60,000		\$60,000	No
		Transfer to Recreation and Cultural Fund - Rec Trac	\$ 17,200	1	\$17,200		\$17,200	No
		Total Transfers			\$429,700		\$429,700	
		Total Parks, Recreation & Maintenance			\$1,218,700		\$1,218,700	
	Parks, Recreation & Maintenance - District							
	Equipment - Other							
		Batwing, Brush Cutter, Mower	\$ 16,000	1	\$16,000		\$16,000	Yes
		ATV	\$ 9,000	1	\$9,000		\$9,000	Yes
		Bunker Rake	\$ 14,500	2	\$29,000		\$29,000	Yes
		Total Equipment - Other			\$54,000		\$54,000	
	Vehicles							
		Pickup	\$ 24,000	1	\$24,000		\$24,000	Yes
		Total Vehicles			\$24,000		\$24,000	
		Total Parks, Recreation & Maintenance - District			\$78,000		\$78,000	
	Police							
	Equipment - Other							
		Outboard Motor	\$ 6,312	2	\$12,624		\$12,624	Yes
		Total Equipment - Other			\$12,624		\$12,624	
	Vehicles							
		Marked Sedan	\$ 36,000	26	\$936,000		\$936,000	Yes
		Unmarked Sedan	\$ 34,000	30	\$1,020,000		\$1,020,000	Yes
		Marked SUV - K9	\$ 43,500	2	\$87,000		\$87,000	Yes
		Pickup, Extended Cab	\$ 32,000	1	\$32,000		\$32,000	Yes
		Total Vehicles			\$2,075,000		\$2,075,000	
		Total Police			\$2,087,624		\$2,087,624	
	Police - E911							
	Improvements							
		Generator	\$ 110,822	1	\$110,822		\$110,822	Yes
		Dispatch Console	\$ 24,396	1	\$24,396		\$24,396	No
		Total Improvements			\$135,218		\$135,218	
		Total Police - E911			\$135,218		\$135,218	

Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Recommended Qty	Recommended Total	Adopted Qty	Adopted Total	Replacement
Public Services								
Equipment - Other								
		GPS Survey Equipment	\$ 12,000	1	\$12,000		\$12,000	No
		FleetMind Equipment Lease	\$ 1,200	21	\$25,200		\$25,200	Yes
		Paving Machine	\$ 92,000	1	\$92,000		\$92,000	Yes
		Asphalt Roller	\$ 66,000	1	\$66,000		\$66,000	Yes
		Tack Tank Trailer	\$ 27,000	1	\$27,000		\$27,000	Yes
		Parking Pay Stations	\$ 10,000	4	\$40,000		\$0	No
		Franklin Street Parking Deck Pay System	\$ 250,000	1	\$250,000		\$250,000	No
		AVL Real Time GPS Navigation System	\$ 37,500	1	\$150,000		\$37,500	No
		Total Equipment - Other			\$662,200		\$509,700	
Vehicles								
		Flatbed, Truck, Dump	\$ 62,000	1	\$62,000		\$62,000	Yes
		Flatbed, Truck, Crew Cab, Dump	\$ 61,000	1	\$61,000		\$61,000	Yes
		SUV, Small	\$ 22,500	1	\$22,500		\$22,500	Yes
		Solid Waste Truck, Automated	\$ 323,000	4	\$1,292,000		\$1,292,000	Yes
		Solid Waste Truck, Rear Loader	\$ 308,000	1	\$308,000		\$308,000	Yes
		Pickup Truck, Crew Cab	\$ 28,000	1	\$28,000		\$28,000	Yes
		Total Vehicles			\$1,773,500		\$1,773,500	
Rights-of-Way								
		Rights of Way	\$ 1,000	1	\$1,000		\$1,000	No
		Total Rights-of-Way			\$1,000		\$1,000	
Transfers								
		Transfer to General Gov't Fund - Parking Lot Maintenance	\$ 94,000	1	\$94,000		\$94,000	No
		Transfer to Recreation/Culture Fund - Cape Fear River Trail	\$ 257,631	1	\$257,631		\$257,631	No
		Transfer to Transportation Fund - Ray Ave Road Repair	\$ 222,746	1	\$222,746		\$222,746	No
		Transfer to Transportation Fund - Sykes Pond Rd Repair	\$ 1,000,000	1	\$1,000,000		\$1,000,000	No
		Transfer to Transportation Fund - Bridge Preservation Program	\$ 100,000	1	\$100,000		\$100,000	No
		Transfer to Environmental Protection Fund - Dam Safety and Preservation Program	\$ 50,000	1	\$50,000		\$50,000	No
		Transfer to Transportation Fund - Thoroughfare Streetlights	\$ 50,000	1	\$50,000		\$50,000	No
		Transfer to Transportation Fund - Multi-Use Lane Markings	\$ 50,000	1	\$50,000		\$50,000	No
		Transfer to Transportation Fund - Downtown Streetscape	\$ 75,000	1	\$75,000		\$75,000	No
		Transfer to Transportation Fund - Intersection Improvements	\$ 130,956	1	\$130,956		\$130,956	No
		Transfer to Transportation Fund - Sidewalks	\$ 652,000	1	\$652,000		\$652,000	No
		Transfer to Transportation Fund - Municipal Agreements	\$ 350,000	1	\$350,000		\$350,000	No
		Transfer to Transportation Fund - Pavement Preservation Program	\$ 4,400,000	1	\$4,310,000		\$4,310,000	No
		Transfer to Water, Sewer & Stormwater - Drainage Improvements	\$ 4,361,394	1	\$4,361,394		\$4,361,394	No
		Transfer to Water, Sewer & Stormwater - Drainage Assitance Program	\$ 1,800,000	1	\$0		\$1,800,000	No
		Transfer to General Gov't Fund - 333 Alexander Str Facility Repair	\$ 172,500	1	\$172,500		\$172,500	No

Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Recommended		Adopted		Replacement
				Qty	Total	Qty	Total	
		Transfer to Water, Sewer & Stormwater - Ray Ave Rd Repair	\$ 111,373	1	\$111,373		\$111,373	No
		Transfer to Water, Sewer & Stormwater - Sweeper Truck	\$ 272,000	1	\$272,000		\$272,000	Yes
		Transfer to Water, Sewer & Stormwater - Flatbed, Truck, Dump	\$ 62,000	2	\$124,000		\$124,000	Yes
		Transfer to Water, Sewer & Stormwater - AVL Real Time GPS Navigation System	\$ 112,500	1	\$0		\$112,500	No
		Transfer to Water, Sewer & Stormwater - Pickup, Extended Cab	\$ 25,500	1	\$25,500		\$25,500	Yes
		SUV, small	\$ 23,000	1	\$0		\$23,000	No
		Total Transfers			\$12,409,100		\$14,344,600	
		Total Public Services			\$14,845,800		\$16,628,800	
		Transit						
		Vehicles						
		Vehicle Taxes & Tags	\$3,900	2	\$7,800		\$7,800	Yes
		Vehicle Taxes & Tags	\$1,000	2	\$2,000		\$2,000	Yes
		Total Vehicles			\$9,800		\$9,800	
		Transfers						
		Transfer to Transit Capital Project Fund	\$299,200	1	\$299,200		\$299,200	No
		Total Transfers			\$299,200		\$299,200	
		Total Transit			\$309,000		\$309,000	
		Total Operations			\$28,346,420		\$29,298,883	
		Support Services and Administration						
		City Manager's Office						
		Vehicles						
		SUV, Small	\$ 21,000	1	\$21,000		\$21,000	No
		Sport Utility Vehicle	\$ 31,000	1	\$31,000		\$31,000	No
		Total Vehicles			\$52,000		\$52,000	
		Total City Manager's Office			\$52,000		\$52,000	
		Finance Department						
		Transfers						
		Transfer to General Gov't Fund - ERP System Replacement	\$ 40,700	1	\$40,700		\$40,700	Yes
		Total Transfers			\$40,700		\$40,700	
		Total Finance Department			\$40,700		\$40,700	
		Human Resources Development Department						
		Transfers						
		Transfer to General Gov't Fund - ERP System Replacement	\$ 16,300	1	\$16,300		\$16,300	Yes
		Total Transfers			\$16,300		\$16,300	
		Total Human Resources Development Department			\$16,300		\$16,300	
		Information Technology						
		Transfers						
		Transfer to General Gov't Fund - Computer Replacements	\$249,659	1	\$249,659		\$249,659	Yes

Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Adopted Qty	Adopted Total	Replacement
		Transfer to General Gov't Fund - City Domain Migration	\$305,000	1	\$305,000		\$305,000	Yes
		Transfer to General Gov't Fund - Access Control System (Proxy Card)	\$24,000	1	\$24,000		\$24,000	Yes
		Transfer to Public Safety Fund - Public Safety Security Compliance	\$20,000	1	\$20,000		\$20,000	No
		Transfer to General Gov't Fund - City Wireless Network Expansion	\$150,000	1	\$150,000		\$150,000	No
		Transfer to General Gov't Fund - Desktop Virtualization	\$160,000	1	\$160,000		\$160,000	Yes
		Transfer to General Gov't Fund - Enterprise Data Warehouse	\$100,000	1	\$100,000		\$100,000	No
		Total Transfers			\$1,008,659		\$1,008,659	
		Total Information Technology			\$1,008,659		\$1,008,659	
		Total Support Services and Administration			\$1,117,659		\$1,117,659	
		Other Appropriations						
		Transfers						
		Transfer to Econ/Phs Development - Downtown Parking for Employees	\$264,000	1	\$264,000		\$264,000	No
		Total Transfers			\$264,000		\$264,000	
		Total Other Appropriations			\$264,000		\$264,000	

Overview

The City of Fayetteville's Capital Funding Plan (CFP) serves two purposes. It is a tool for managing existing principal and interest obligations for debt issued for major capital improvements, including bonds, installment financing agreements and other note payable instruments. It also serves as a planning tool for projecting future capacity to issue debt or to cash fund major capital improvements.

This plan does not encompass all long-term debt obligations of the City. The City's Public Works Commission (PWC) manages debt obligations and planning for the Electric, Water and Wastewater Utilities. The City also separately manages some debt service for: a loan from the Housing and Urban Development Department as an expenditure of the multi-year Federal and State Assistance Fund; two loans and revenue bonds as expenditures of the Stormwater Fund; and, a share of capital leases for the acquisition of operating equipment as expenditures in the Emergency Telephone System Fund and the Environmental Services Fund.

The Local Government Commission of the Department of the State Treasurer oversees long-term debt issuance by local governments in North Carolina. The City is subject to the Local Government Bond Act of North Carolina, which limits the amount of general obligation bonded debt the City may have outstanding at 8% of the appraised value of property subject to taxation.

Resources

- This budget dedicates an amount equivalent to 5.43 cents of the recommended 49.95 cent tax rate for the general capital funding plan, and 1.42 cents to fund debt service on \$35 million of authorized Parks and Recreation general obligation bonds.
- \$25,000 from the Central Business Tax District (CBTD) Fund and ad valorem taxes generated by property value increases in the CBTD from the City's general tax rate, the CBTD tax rate and Cumberland County's general tax rate are dedicated to this plan each fiscal year to fund Franklin Street Parking Deck debt service.
- Resources dedicated to the repayment of the financing for the Downtown Stadium include team lease payments, ad valorem taxes generated by property value increases at the redevelopment site from the City's general tax rate, the CBTD tax rate and Cumberland County's general tax rate, and other General Fund resources.
- Other funding sources also include:
 - Federal interest rebates for the Franklin Street Parking Deck capital lease under the Recovery Zone Economic Development Bond program. The fiscal year 2020 rebate is projected at \$53,369.
 - Monthly Greyhound loan payments of \$4,937 for up-fitting of tenant space in the multimodal center through November, 2023.
- Additionally, in fiscal year 2019, the capital funding plan also dedicates the following for future capital and debt service: \$1.98 million of excess funds previously appropriated for capital projects that were either completed under budget, or cancelled or reduced; \$600,000 previously set aside for a kitchen incubator project and a planned history center; and \$2.64 million from general fund balance.

Capital Funding Plan

Outstanding Debt Instruments

- General obligation (GO) bonds pledge the full faith, credit and taxing power of the City to meet principal and interest obligations. Before June 30, 2019, the City plans to issue \$16.0 million as the first tranche of GO bonds authorized under the March, 2016 \$35 million parks and recreation bond referendum, and \$2.325 million in refunding GO bonds to refund the City's 2005 Series GO Bonds. As such, the City is projected to have \$18,353,186 of GO bonds outstanding over three series of bonds as of June 30, 2019, at anticipated interest rates between 3.0% and 5.0%. The City's underlying GO bond ratings are currently set at Aa1 by Moody's and AA+ by Standard and Poor's.
- Capital lease agreements are installment purchases collateralized by the property that is financed. The City currently manages 11 capital leases through the capital funding plan for a recreation center, three fire stations, two parking decks, a stadium, renovations of City Hall, and various vehicles and equipment. By June 30, 2019, the City plans to issue additional capital leases of \$2.86 million for the Lake Rim Aquatic Center, up to \$2.241 million for the downtown stadium, and \$2,527,258 for vehicle and equipment purchases as a part of a strategy to fund capital improvement projects. Outstanding obligations on June 30, 2019 are projected to total \$72,461,053, at fixed rates of 1.32% to 3.0% (planned) for shorter term equipment and vehicle financings, 2.5% to 5.10% for facility financings, and at a variable rate of 70% of the LIBOR rate plus .55% with a margin rate factor of 1.2154.
- Four interfund loans from the Risk Management Fund to the General Fund are projected to be outstanding at June 30, 2019 for cash flow for the 30 year stadium funding plan, for construction of the Cape Fear River Trail, for redevelopment improvements on Murchison Road, and to provide partial funding for the Westover Aquatic Center. As of June 30, 2019, outstanding interfund loans are projected to total \$1,448,331 at interest rates from 2.0% to 2.75%
- Planned capital lease financings during fiscal year 2020 include \$1,415,490 for radio replacements, \$5,162,000 for a replacement ERP system, and \$2,783,052 to finance vehicles and equipment as part of a strategy to fund capital improvement projects. An additional interfund loan of \$1,050,000 from the Risk Management Fund to the General Fund is also planned to supplement other funding sources for the downtown stadium debt service.

Other Expenditures

- During fiscal year 2019, other expenditures planned to be funded from the general capital funding plan include: \$500,000 to purchase land for Fire Station 4 replacement, and \$146,983 to provide additional funding for a project to provide additional parking for city employees.
- During fiscal year 2020, other expenditures planned to be funded include an additional \$264,000 for the replacement City employee parking, \$1,000,000 in additional funding for the repair of Sykes Pond Road, and \$375,000 for the Murchison Road redevelopment project.

Capital Funding Plan

SUMMARY OF OUTSTANDING DEBT ISSUES

Description	Purpose	Amount Outstanding @ 06/30/19 *	FY2020 Principal & Interest
<i>General Obligation Bonds</i>			
2009 Refunding Bonds	City's Share of Refunded Series 2000 Public Improvement Bonds	28,186	15,220
<i>Planned for May and June 2019 Issuance:</i>			
2019 Refunding Bonds	Refunded Series 2005 Public Improvement Bonds	2,325,000	504,340
2019 Parks & Recreation Bonds	First Tranche of \$35M Approved by Voters	16,000,000	1,470,858
		<u>\$ 18,353,186</u>	<u>\$ 1,990,418</u>
<i>Other Financings</i>			
Capital Lease - Construction	E. E. Miller Recreation Center and Buhmann Drive Fire Station	1,058,633	343,506
Capital Lease - Construction	Franklin Street Parking Deck	2,576,490	523,010
Capital Lease - Construction	Fire Station 19 **	1,249,240	220,625
Capital Lease - Construction	Fire Station 12	3,420,000	263,250
Capital Lease - Construction	City Hall Renovations	1,695,000	146,698
Capital Lease - Construction	Downtown Stadium	33,885,000	3,087,324
Capital Lease - Construction	Hay St. Parking Deck and Redevelopment	14,105,000	1,287,065
Capital Lease - Equipment	May 2016 Vehicle & Equipment Financing	478,994	483,749
Capital Lease - Equipment	June 2017 Vehicle & Equipment Financing	1,196,409	609,990
Capital Lease - Equipment	June 2018 Vehicle & Equipment Financing	2,794,704	979,497
Capital Lease - Equipment	January 2018 Radio Equipment Financing	2,373,325	825,357
Interfund Loan	Murchison Road Redevelopment	669,711	201,973
Interfund Loan	Westover Pool	116,120	35,027
Interfund Loan	Cape Fear River Trail	337,500	121,008
<i>Planned for May and June 2019 Issuance:</i>			
Capital Lease - Construction	Downtown Stadium	2,241,000	212,965
Capital Lease - Construction	Lake Rim Aquatic Center	2,860,000	259,887
Capital Lease - Equipment	Vehicles financed as a part of the City's strategy to fund Capital and Technology Improvement Items	2,527,258	675,203
Interfund Loan	Stadium Funding Model	325,000	0
		<u>\$ 73,909,384</u>	<u>\$ 10,276,134</u>
		<u><u>\$ 92,262,570</u></u>	<u><u>\$ 12,266,552</u></u>

* Only includes outstanding debt funded through the Capital Funding Plan

** Estimated at 3.5% variable rate for fiscal year 2020

SUMMARY OF PLANNED FISCAL YEAR 2020 DEBT ISSUANCE

Description	Purpose	Debt Issuance Amount	FY2020 Principal & Interest
<i>Other Financings</i>			
Capital Lease - Equipment	Radio Replacements	1,415,490	191,152
Capital Lease - Equipment	ERP System Replacement	5,162,000	0
Capital Lease - Equipment	Vehicles financed as a part of the City's strategy to fund Capital and Technology Improvement Items	2,783,052	0
Interfund Loan	Stadium Funding Model	1,050,000	0
		<u>\$ 10,410,542</u>	<u>\$ 191,152</u>

Five-Year Capital and Technology Improvement Plans

The Capital Improvement and Technology Improvement Plans, or CIP and TIP, are financing and construction/acquisition/implementation plans for projects that require significant investments of capital or technology resources. These plans, which are updated annually and submitted for adoption by City Council, specify and describe the City's capital and major technology project schedules and priorities for the five years immediately following Council adoption.

The goals of the CIP and TIP planning processes are to apply a systemic approach to identify significant capital and technology needs, to prioritize needed investments, to plan for the financial and organizational capacity required to provide for these needs, and to ensure coordination of projects across the organization.

Planning Process

Each fiscal year, the CIP and TIP are updated to reflect the status of projects currently underway, to update project requests included in the prior adopted CIP and TIP, to gather newly identified project needs from departments for consideration, and to reprioritize project requests across the five-year planning period.

In the fall of 2015, the City Manager's Office assembled a new Capital Improvement Review Committee made up of staff members from multiple City departments. The Committee is tasked with reviewing submitted projects against established criteria to provide a priority rating for consideration by the City Manager's Office. Factors upon which the projects are rated included: alignment with the strategic plan; state/federal mandates; other funding availability; safety hazard mitigation; maintenance of existing assets; efficiency or cost avoidance; and service improvement impacts.

For several years, TIP projects have been reviewed and ranked by a Technology Improvement Review Committee, which similarly consists of staff members from

multiple City departments. This committee provides priority rankings for technology projects based upon the following factors: alignment with the strategic plan; state/federal mandates; other funding availability; department rankings; new versus continuation project; maintenance of existing capabilities; E-Government impact; and return on investment.

The results of the committee ranking processes and completed CIP and TIP project summaries are submitted to the City Manager's Office for consideration for funding during the five-year planning period. The staff of the Budget and Evaluation Office works with the City Manager's Office to identify funding available for the projects. Project requests are weighed against available resources to develop a recommended CIP and TIP to be presented for consideration by the City Council.

City Council deliberation of the recommended CIP and TIP begins before the annual budget development process. The final CIP and TIP are adopted by City Council concurrently with the annual operating budget.

Five-Year Capital and Technology Improvement Plans

The City's **Capital Improvement Plan** incorporates projects which meet the following criteria:

- Specific facility or infrastructure improvement projects with a total cost of \$50,000 or greater
- Significant maintenance projects (e.g. roof replacements, HVAC systems, etc.) meeting the \$50,000 threshold

The City's **Technology Improvement Plan** incorporates projects which meet the following:

- Replacement, upgrade or new technology purchases with a combined implementation cost of \$25,000 or greater (e.g. hardware, software, communication devices, etc.)
- Expansion, renovation, or replacement of existing systems with a combined implementation cost of \$10,000 or greater
- Technology projects which cross multiple fiscal years
- Technology projects with enterprise-wide impacts

CIP Project Groupings

Airport	Projects enhancing facilities at the City's regional airport.
Economic Development	Projects supporting job growth and expanded economic opportunities in the community.
General Government	Projects relating to the provision, maintenance or expansion of City buildings, and facilities; except for new facilities which specifically support other categories.
Parks, Recreation & Culture	Projects enhancing the quality of life through recreational opportunities, including parks and open space.
Public Safety	Projects supporting the City's ability to protect lives and property through Police and Fire services.
Stormwater Management	Projects supporting the expansion, maintenance or improvement of the City's stormwater management infrastructure.
Transit	Projects supporting mass transit services.
Transportation	Projects improving the City's surface transportation infrastructure, including sidewalks, streets and bridges.

Five-Year Capital and Technology Improvement Plans

TIP Project Groupings

Application/Software Services	Projects that provide business support services.
Business Intelligence/Data Analysis	Projects that provide enterprise solutions that use database analytics and GIS data to make data driven decisions.
Security/Infrastructure	Projects that secure data on networks and upgrade technology infrastructure to better accommodate growing needs of departments.
Citizen Engagement/Mobility	Projects that promote interaction with residents and make it easier for residents to conduct business with the City.

The CIP and TIP are only funding plans. Actual budget appropriations must be implemented through the annual operating budget and/or capital project ordinance appropriations.

Some smaller, single fiscal-year projects are budgeted for expenditure within the annual operating budget, while other larger or multi-year projects are budgeted for expenditure within specific capital project ordinances.

Project ordinances are typically funded by transfers from annual operating funds or by financing proceeds.

In addition, some projects will result in on-going operating expenditures and revenues. Those budget impacts are estimated by departments and are provided for

consideration as well. When a project is approved and completed, those impacts must be considered in the annual operating budget beginning with the fiscal year of project completion.

In March, 2016, Fayetteville voters passed a bond referendum authorizing \$35 million in general obligation bonds for parks and recreation facilities. Bond funded projects are highlighted in the CIP summary that follows.

The tables that follow provide summaries of the City's Proposed FY 2020 to 2024 Capital and Technology Improvement Plans, both by planned fiscal year of expenditure and by proposed funding sources.

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Five-Year Capital Improvement Plan Summary

		PROJECT EXPENDITURES BY FISCAL YEAR							TOTAL PROJECT EXPENDITURES
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	
AIRPORT									
Avigation Easement Runway 4 Protection Zone	Airport	-	-	-	-	-	-	1,250,000	1,250,000
Airline Terminal Improvement Part I & II	Airport	7,625,943	16,753,856	23,595,740	-	-	-	-	47,975,539
Airport Public Art	Airport	-	50,000	-	50,000	-	-	-	100,000
Construct 8 Unit T-Hangar	Airport	-	800,000	-	-	-	-	-	800,000
Perimeter Road Paving and Fencing Replacement	Airport	-	-	-	-	4,500,000	-	-	4,500,000
Runway & Aprons Crack Sealing	Airport	-	152,658	-	-	-	-	-	152,658
Taxiway F Pavement and Lighting Rehabilitation	Airport	-	-	-	-	-	150,000	1,100,000	1,250,000
TOTAL - AIRPORT		7,625,943	17,756,514	23,595,740	50,000	4,500,000	150,000	2,350,000	56,028,197
ECONOMIC DEVELOPMENT									
Affordable Housing Project Fund	Economic & Community Development	140,756	59,244	-	-	-	-	-	200,000
CEED Culinary Incubator Project	Economic & Community Development	100,000	-	-	-	-	-	-	100,000
Downtown Stadium	City Manager's Office	9,941,959	31,809,143	-	-	-	-	-	41,751,102
Dr. E.E. Smith House Restoration	Economic & Community Development	218,107	57,493	-	-	-	-	-	275,600
Hay Street Parking Deck and Mixed Use Development	City Manager's Office	1,452,305	14,892,695	-	-	-	-	-	16,345,000
Hope VI City Contributions	Economic & Community Development	6,118,393	407,607	75,000	-	-	-	-	6,601,000
Hurley Plaza Monuments and Signage	City Manager's Office	-	45,000	105,000	-	-	-	-	150,000
Murchison Road Redevelopment - Catalyst Site 1&1A	Economic & Community Development	1,042,486	582,514	375,000	50,000	50,000	-	-	2,100,000
North Carolina Civil War & Reconstruction History Center	City Manager's Office	100,000	-	-	-	-	-	-	100,000
Replacement Parking for City Employees	City Managers Office	201,983	470,000	264,000	-	-	-	-	935,983
Support Infrastructure for Downtown Stadium Area	City Manager's Office	124,203	1,570,797	-	-	-	-	-	1,695,000
Texfi Remediation Pilot Study	Public Services	814,665	81,059	-	-	-	-	-	895,724
TOTAL - ECONOMIC DEVELOPMENT		20,254,857	49,975,552	819,000	50,000	50,000	-	-	71,149,409
GENERAL GOVERNMENT									
280 Lamon Admin Building Repairs and Storage Building Relocation	Parks, Recreation & Maintenance	13,780	189,524	109,329	-	-	-	-	312,633

Five-Year Capital Improvement Plan Summary

		PROJECT FUNDING BY SOURCE OF FUNDS								
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	PARKS AND RECREATION BONDS	PROPOSED STREETS & SIDEWALK BONDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
AIRPORT										
Avigation Easement Runway 4 Protection Zone	Airport	-	-	-	-	-	1,250,000	1,250,000	Federal Grant and Airport Funds	-
Airline Terminal Improvement Part I & II	Airport	23,675,539	-	-	-	-	24,300,000	47,975,539	Federal and State Grants, PFC and Airport Funds	-
Airport Public Art	Airport	50,000	-	-	-	-	50,000	100,000	Airport Funds	-
Construct 8 Unit T-Hangar	Airport	800,000	-	-	-	-	-	800,000		-
Perimeter Road Paving and Fencing Replacement	Airport	-	-	-	-	-	4,500,000	4,500,000	Federal Grant and Airport Funds	-
Runway & Aprons Crack Sealing	Airport	152,658	-	-	-	-	-	152,658		-
Taxiway F Pavement and Lighting Rehabilitation	Airport	-	-	-	-	-	1,250,000	1,250,000	Federal Grant and Airport Funds	-
TOTAL - AIRPORT		24,678,197	-	-	-	-	31,350,000	56,028,197		-
ECONOMIC DEVELOPMENT										
Affordable Housing Project Fund	Economic & Community Development	200,000	-	-	-	-	-	200,000		-
CEED Culinary Incubator Project	Economic & Community Development	100,000	-	-	-	-	-	100,000		-
Downtown Stadium	City Manager's Office	40,185,102	(1,250,000)	2,241,000	-	-	575,000	41,751,102	Project Investment Income	-
Dr. E.E. Smith House Restoration	Economic & Community Development	275,600	-	-	-	-	-	275,600		-
Hay Street Parking Deck and Mixed Use Development	City Manager's Office	14,845,000	1,500,000	-	-	-	-	16,345,000		-
Hope VI City Contributions	Economic & Community Development	6,526,000	75,000	-	-	-	-	6,601,000		-
Hurley Plaza Monuments and Signage	City Manager's Office	-	45,000	-	-	-	105,000	150,000		-
Murchison Road Redevelopment - Catalyst Site 1&1A	Economic & Community Development	1,625,000	475,000	-	-	-	-	2,100,000		-
North Carolina Civil War & Reconstruction History Center	City Manager's Office	100,000	-	-	-	-	-	100,000		-
Replacement Parking for City Employees	City Managers Office	525,000	410,983	-	-	-	-	935,983		-
Support Infrastructure for Downtown Stadium Area	City Manager's Office	1,495,000	200,000	-	-	-	-	1,695,000		-
Texfi Remediation Pilot Study	Public Services	895,724	-	-	-	-	-	895,724		-
TOTAL - ECONOMIC DEVELOPMENT		66,772,426	1,455,983	2,241,000	-	-	680,000	71,149,409		-
GENERAL GOVERNMENT										
280 Lamon Admin Building Repairs and Storage Building Relocation	Parks, Recreation & Maintenance	312,633	-	-	-	-	-	312,633		-

Five-Year Capital Improvement Plan Summary

		PROJECT EXPENDITURES BY FISCAL YEAR							TOTAL PROJECT EXPENDITURES
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	
333 Alexander Street Facility Repair	Parks, Recreation & Maintenance	-	-	230,000	-	-	-	-	230,000
Alexander Street Complex - Facility Mitigation	Parks, Recreation & Maintenance	36,395	283,730	-	-	-	-	-	320,125
Americans with Disabilities Act (ADA) Compliance	Parks, Recreation & Maintenance	-	250,000	-	-	-	-	-	250,000
Automated Truck Wash Facility	Public Services	-	-	-	-	-	-	437,128	437,128
Building Exterior Generator Connections	Parks, Recreation & Maintenance	-	137,300	-	-	-	-	-	137,300
Building Maintenance - City Hall Other Facility Renos	Parks, Recreation & Maintenance	2,879,102	138,678	150,000	-	-	-	-	3,167,780
Building Maintenance- HVAC/Boiler Replacement	Parks, Recreation & Maintenance	594,964	74,365	80,000	40,000	30,000	35,000	-	854,329
Building Maintenance- Other Projects	Parks, Recreation & Maintenance	463,954	55,025	-	96,849	-	-	-	615,828
Building Maintenance- Roof Replacement	Parks, Recreation & Maintenance	620,559	608,167	60,000	-	-	-	-	1,288,726
Bulk Fuel Tank Replacement	Public Services	-	-	-	-	-	275,000	-	275,000
Fuel Depot Oil/Water Separator and Other Repairs	Public Services	49,161	84,691	-	-	-	-	-	133,852
Operational Needs Study for Alexander St Facility	Public Services	-	-	75,000	-	-	-	-	75,000
Parking Lot Resurfacing	Public Services	86,805	105,804	94,000	50,500	35,500	45,000	79,250	496,859
TOTAL - GENERAL GOVERNMENT		4,744,720	1,927,284	798,329	187,349	65,500	355,000	516,378	8,594,560
PARKS, RECREATION AND CULTURE									
Big Cross Creek Multiuse Trail	Parks, Recreation & Maintenance	474,015	377,985	-	50,000	50,000	50,000	55,313	1,057,313
Cape Fear River Park	Parks, Recreation & Maintenance	-	-	-	-	400,000	3,110,561	-	3,510,561
Cape Fear River Trail - Linear Park Connector	Parks, Recreation & Maintenance	72,341	214,051	-	-	-	-	-	286,392
Cape Fear River Trail Phase 2 and Botanical Garden Extension	Public Services	4,043,099	2,716,485	257,631	-	-	-	-	7,017,215
Concrete Repairs at Various Parks	Parks, Recreation & Maintenance	-	-	55,000	-	-	-	-	55,000
Cross Creek Linear Park - Union Street Bridge	Parks, Recreation & Maintenance	10,430	53,947	-	-	-	-	-	64,377
Existing Parks and Building Renovations	Parks, Recreation & Maintenance	561,375	628,625	-	-	-	-	-	1,190,000
Gateway/Roadway Enhancement	Parks, Recreation & Maintenance	194,878	35,110	-	-	-	-	-	229,988

Five-Year Capital Improvement Plan Summary

		PROJECT FUNDING BY SOURCE OF FUNDS								
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	PARKS AND RECREATION BONDS	PROPOSED STREETS & SIDEWALK BONDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
333 Alexander Street Facility Repair	Parks, Recreation & Maintenance	-	57,500	-	-	-	172,500	230,000	Stormwater Funds	-
Alexander Street Complex - Facility Mitigation	Parks, Recreation & Maintenance	320,125	-	-	-	-	-	320,125		-
Americans with Disabilities Act (ADA) Compliance	Parks, Recreation & Maintenance	250,000	-	-	-	-	-	250,000		-
Automated Truck Wash Facility	Public Services	-	218,564	-	-	-	218,564	437,128	Stormwater and Solid Waste Funds	20,000
Building Exterior Generator Connections	Parks, Recreation & Maintenance	137,300	-	-	-	-	-	137,300		-
Building Maintenance - City Hall Other Facility Renos	Parks, Recreation & Maintenance	3,167,780	-	-	-	-	-	3,167,780		-
Building Maintenance- HVAC/Boiler Replacement	Parks, Recreation & Maintenance	669,329	185,000	-	-	-	-	854,329		-
Building Maintenance- Other Projects	Parks, Recreation & Maintenance	518,979	96,849	-	-	-	-	615,828		-
Building Maintenance- Roof Replacement	Parks, Recreation & Maintenance	1,228,726	60,000	-	-	-	-	1,288,726		-
Bulk Fuel Tank Replacement	Public Services	-	275,000	-	-	-	-	275,000		-
Fuel Depot Oil/Water Separator and Other Repairs	Public Services	133,852	-	-	-	-	-	133,852		-
Operational Needs Study for Alexander St Facility	Public Services	-	75,000	-	-	-	-	75,000		-
Parking Lot Resurfacing	Public Services	192,609	304,250	-	-	-	-	496,859	School System Contribution	-
TOTAL - GENERAL GOVERNMENT		6,931,333	1,272,163	-	-	-	391,064	8,594,560		20,000
PARKS, RECREATION AND CULTURE										
Big Cross Creek Multiuse Trail	Parks, Recreation & Maintenance	852,000	205,313	-	-	-	-	1,057,313		-
Cape Fear River Park	Parks, Recreation & Maintenance	-	-	-	3,510,561	-	-	3,510,561		-
Cape Fear River Trail - Linear Park Connector	Parks, Recreation & Maintenance	286,392	-	-	-	-	-	286,392		-
Cape Fear River Trail Phase 2 and Botanical Garden Extension	Public Services	6,517,215	500,000	-	-	-	-	7,017,215		-
Concrete Repairs at Various Parks	Parks, Recreation & Maintenance	-	55,000	-	-	-	-	55,000		-
Cross Creek Linear Park - Union Street Bridge	Parks, Recreation & Maintenance	64,377	-	-	-	-	-	64,377		-
Existing Parks and Building Renovations	Parks, Recreation & Maintenance	1,090,000	-	-	100,000	-	-	1,190,000	Grant Funds	-
Gateway/Roadway Enhancement	Parks, Recreation & Maintenance	229,988	-	-	-	-	-	229,988		-

Five-Year Capital Improvement Plan Summary

		PROJECT EXPENDITURES BY FISCAL YEAR							TOTAL PROJECT EXPENDITURES
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	
Jordan Soccer Complex	Parks, Recreation & Maintenance	-	250,000	3,250,000	-	-	-	-	3,500,000
Lafayette Park Bridge & Bank Restoration	Parks, Recreation & Maintenance	48,141	168,766	-	-	-	-	-	216,907
Lake Rim Aquatic Center	Parks, Recreation & Maintenance	-	3,139,414	-	-	-	-	-	3,139,414
Linear Park Path, Steps & Overlook Restoration	Parks, Recreation & Maintenance	3,693	37,672	-	-	-	-	-	41,365
Martin Luther King Jr. Park	Parks, Recreation & Maintenance	-	50,000	-	-	-	-	-	50,000
Mazarick Park Play Area Steps and Rail	Parks, Recreation & Maintenance	18,645	36,355	-	-	-	-	-	55,000
NC State Veterans Park - Phase 2	Parks, Recreation & Maintenance	16,114,343	261,752	857,222	-	-	-	-	17,233,317
NC Veteran Park Hurricane Matthew Repair	Parks, Recreation & Maintenance	61,382	267,070	-	-	-	-	-	328,452
Playground Repairs/Refurbishing	Parks, Recreation & Maintenance	658,541	165,243	100,000	100,000	150,000	-	-	1,173,784
Repaving at Walking Trails	Parks, Recreation & Maintenance	-	-	60,000	-	-	-	-	60,000
Senior Center - East	Parks, Recreation & Maintenance	53,010	2,106,990	590,000	2,780,000	-	-	-	5,530,000
Senior Center- West	Parks, Recreation & Maintenance	129,315	6,870,685	-	-	-	-	-	7,000,000
Skateboard Park	Parks, Recreation & Maintenance	38,194	961,806	-	-	-	-	-	1,000,000
Splash Pads	Parks, Recreation & Maintenance	1,188,650	900,789	-	-	-	-	-	2,089,439
Sport Field Complex	Parks, Recreation & Maintenance	-	600,000	4,900,000	-	-	-	-	5,500,000
Tennis Center	Parks, Recreation & Maintenance	-	-	-	-	380,000	5,620,000	-	6,000,000
TOTAL - PARKS, RECREATION AND CULTURE		23,670,052	19,842,745	10,069,853	2,930,000	980,000	8,780,561	55,313	66,328,524
PUBLIC SAFETY									
Evidence Storage System	Police	-	50,000	-	-	-	-	-	50,000
Fire Station #1 Generator Replacement	Fire/Emergency Management	-	-	62,330	-	-	-	-	62,330
Fire Station #12 Relocation	Fire/Emergency Management	3,779,509	33,876	-	-	-	-	-	3,813,385
Fire Station #4 Relocation	Fire/Emergency Management	-	500,000	-	4,438,750	-	-	-	4,938,750
Fire Station Renovation Analysis	Fire/Emergency Management	-	50,000	-	-	-	-	-	50,000

Five-Year Capital Improvement Plan Summary

		PROJECT FUNDING BY SOURCE OF FUNDS								
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/REVENUES	DEBT FINANCING PROCEEDS	PARKS AND RECREATION BONDS	PROPOSED STREETS & SIDEWALK BONDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
Jordan Soccer Complex	Parks, Recreation & Maintenance	-	-	-	3,500,000	-	-	3,500,000		-
Lafayette Park Bridge & Bank Restoration	Parks, Recreation & Maintenance	216,907	-	-	-	-	-	216,907		-
Lake Rim Aquatic Center	Parks, Recreation & Maintenance	3,139,414	-	-	-	-	-	3,139,414		131,898
Linear Park Path, Steps & Overlook Restoration	Parks, Recreation & Maintenance	41,365	-	-	-	-	-	41,365		-
Martin Luther King Jr. Park	Parks, Recreation & Maintenance	50,000	-	-	-	-	-	50,000		-
Mazarick Park Play Area Steps and Rail	Parks, Recreation & Maintenance	55,000	-	-	-	-	-	55,000		-
NC State Veterans Park - Phase 2	Parks, Recreation & Maintenance	17,142,641	-	-	-	-	90,676	17,233,317	Project Income	-
NC Veteran Park Hurricane Matthew Repair	Parks, Recreation & Maintenance	328,452	-	-	-	-	-	328,452		-
Playground Repairs/Refurbishing	Parks, Recreation & Maintenance	823,784	350,000	-	-	-	-	1,173,784		-
Repaving at Walking Trails	Parks, Recreation & Maintenance	-	60,000	-	-	-	-	60,000		-
Senior Center - East	Parks, Recreation & Maintenance	2,160,000	-	-	3,370,000	-	-	5,530,000		47,051
Senior Center- West	Parks, Recreation & Maintenance	7,000,000	-	-	-	-	-	7,000,000		263,087
Skateboard Park	Parks, Recreation & Maintenance	1,000,000	-	-	-	-	-	1,000,000		(7,400)
Splash Pads	Parks, Recreation & Maintenance	2,089,439	-	-	-	-	-	2,089,439		2,400
Sport Field Complex	Parks, Recreation & Maintenance	-	-	-	5,500,000	-	-	5,500,000		11,862
Tennis Center	Parks, Recreation & Maintenance	-	-	-	6,000,000	-	-	6,000,000		60,465
TOTAL - PARKS, RECREATION AND CULTURE		43,086,974	1,170,313	-	21,980,561	-	90,676	66,328,524		509,363
PUBLIC SAFETY										
Evidence Storage System	Police	50,000	-	-	-	-	-	50,000		-
Fire Station #1 Generator Replacement	Fire/Emergency Management	-	62,330	-	-	-	-	62,330		-
Fire Station #12 Relocation	Fire/Emergency Management	3,813,385	-	-	-	-	-	3,813,385		-
Fire Station #4 Relocation	Fire/Emergency Management	-	500,000	4,438,750	-	-	-	4,938,750		-
Fire Station Renovation Analysis	Fire/Emergency Management	50,000	-	-	-	-	-	50,000		-

Five-Year Capital Improvement Plan Summary

		PROJECT EXPENDITURES BY FISCAL YEAR							TOTAL PROJECT EXPENDITURES
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	
PAL Building Renovations	Police	-	70,000	-	-	-	-	-	70,000
Police Building Renovations (Phase 1)	Police	540,637	151,542	-	-	-	-	-	692,179
Public Safety Facility Needs Assessment	Police	-	125,000	-	-	-	-	-	125,000
Shoot House for Training Facility	Police	-	100,000	-	-	-	-	-	100,000
TOTAL - PUBLIC SAFETY		4,320,146	1,080,418	62,330	4,438,750	-	-	-	9,901,644
SOLID WASTE									
Solid Waste Building Renovations	Public Services	-	98,000	-	-	-	-	-	98,000
TOTAL - SOLID WASTE		-	98,000	-	-	-	-	-	98,000
STORMWATER MANAGEMENT									
Stormwater Program	Public Services	11,373,725	12,391,808	9,434,115	5,323,200	5,315,000	5,393,560	4,000,000	53,231,408
TOTAL - STORMWATER MANAGEMENT		11,373,725	12,391,808	9,434,115	5,323,200	5,315,000	5,393,560	4,000,000	53,231,408
TRANSIT									
FAST Transit Center	Transit	14,154,554	449,300	-	-	-	-	-	14,603,854
Shelters and Benches	Transit	538,178	118,390	67,782	68,000	60,000	60,000	60,000	972,350
Sidewalks and ADA Accessibility Improvements	Transit	389,491	108,926	79,000	86,122	80,000	80,000	80,000	903,539
TOTAL - TRANSIT		15,082,223	676,616	146,782	154,122	140,000	140,000	140,000	16,479,743
TRANSPORTATION									
Bridge Preservation Program	Public Services	-	-	100,000	100,000	100,000	100,000	100,000	500,000
Bridge Replacements - Louise and Ann Streets	Public Services	390,781	2,112,359	-	-	-	-	-	2,503,140
Dam Safety and Preservation Program	Public Services	-	-	50,000	70,000	-	70,000	-	190,000
Downtown Streetscape	Public Services	998,334	139,833	75,000	75,000	75,000	75,000	75,000	1,513,167
Greenock Ave Restoration (Arran Lakes Dam Breach)	Public Services	-	2,155,790	-	-	-	-	-	2,155,790
Hinsdale Road Reconstruction	Public Services	-	-	-	-	-	-	316,981	316,981
Intersection Improvements	Public Services	71,956	278,044	130,956	100,000	100,000	150,000	300,000	1,130,956
Legend Avenue Relocation	Public Services	271,356	1,947,266	-	-	-	-	-	2,218,622
McFadyen Dr. Restoration (Devonwood Lower Dam)	Public Services	47,275	3,231,925	-	-	-	-	-	3,279,200

Five-Year Capital Improvement Plan Summary

		PROJECT FUNDING BY SOURCE OF FUNDS								
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/REVENUES	DEBT FINANCING PROCEEDS	PARKS AND RECREATION BONDS	PROPOSED STREETS & SIDEWALK BONDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
PAL Building Renovations	Police	70,000	-	-	-	-	-	70,000		-
Police Building Renovations (Phase 1)	Police	692,179	-	-	-	-	-	692,179		-
Public Safety Facility Needs Assessment	Police	125,000	-	-	-	-	-	125,000		-
Shoot House for Training Facility	Police	100,000	-	-	-	-	-	100,000		-
TOTAL - PUBLIC SAFETY		4,900,564	562,330	4,438,750	-	-	-	9,901,644		-
SOLID WASTE										
Solid Waste Building Renovations	Public Services	98,000	-	-	-	-	-	98,000		-
TOTAL - SOLID WASTE		98,000	-	-	-	-	-	98,000		-
STORMWATER MANAGEMENT										
Stormwater Program	Public Services	26,880,648	-	-	-	-	26,350,760	53,231,408	Stormwater Funds	451,362
TOTAL - STORMWATER MANAGEMENT		26,880,648	-	-	-	-	26,350,760	53,231,408		451,362
TRANSIT										
FAST Transit Center	Transit	14,603,854	-	-	-	-	-	14,603,854		133,544
Shelters and Benches	Transit	703,570	53,756	-	-	-	215,024	972,350	Federal Grants	-
Sidewalks and ADA Accessibility Improvements	Transit	514,195	77,868	-	-	-	311,476	903,539	Federal Grants	-
TOTAL - TRANSIT		15,821,619	131,624	-	-	-	526,500	16,479,743		133,544
TRANSPORTATION										
Bridge Preservation Program	Public Services	-	500,000	-	-	-	-	500,000		-
Bridge Replacements - Louise and Ann Streets	Public Services	2,503,140	-	-	-	-	-	2,503,140		-
Dam Safety and Preservation Program	Public Services	-	190,000	-	-	-	-	190,000		-
Downtown Streetscape	Public Services	1,138,167	375,000	-	-	-	-	1,513,167		-
Greenock Ave Restoration (Arran Lakes Dam Breach)	Public Services	-	-	-	-	-	2,155,790	2,155,790	FEMA and State Reimbursements	-
Hinsdale Road Reconstruction	Public Services	-	211,321	-	-	-	105,660	316,981	Stormwater Funds	-
Intersection Improvements	Public Services	350,000	780,956	-	-	-	-	1,130,956		-
Legend Avenue Relocation	Public Services	2,218,622	-	-	-	-	-	2,218,622		-
McFadyen Dr. Restoration (Devonwood Lower Dam)	Public Services	3,279,200	-	-	-	-	-	3,279,200		-

Five-Year Capital Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL PROJECT EXPENDITURES
Mirror Lake Dr and Dam Restoration	Public Services	421,654	4,817,207	-	-	-	-	-	5,238,861
Multi Use Lanes	Public Services	67,789	57,211	50,000	50,000	50,000	50,000	50,000	375,000
N Cool Spring St Roadway Restoration	Public Services	1,437,502	928,526	-	-	-	-	-	2,366,028
NCDOT Municipal Agreements	Public Services	1,458,005	1,595,707	350,000	175,000	1,150,000	775,000	900,000	6,403,712
Offing Dr Roadway Restoration	Public Services	683,318	255,005	-	-	-	-	-	938,323
Pavement Preservation Program (formerly Resurfacing Program)	Public Services	11,160,835	5,418,409	4,310,000	4,425,000	4,575,000	4,700,000	4,850,000	39,439,244
Public Street Development	Public Services	247,174	254,956	-	-	-	-	-	502,130
Ray Avenue Repair	Public Services	-	-	334,119	998,881	-	-	-	1,333,000
Rayconda Connector Road (Pinewood Terrace Ext)	Public Services	1,165,565	50,166	-	-	-	-	-	1,215,731
Shawcroft Rd Roadway Restoration	Public Services	403,544	1,411,877	-	-	-	-	-	1,815,421
Sidewalk Improvements	Public Services	682,504	3,785,254	652,000	650,000	400,000	450,000	2,075,000	8,694,758
Sykes Pond Road Repair	Public Services	58,690	915,310	1,000,000	-	-	-	-	1,974,000
Thoroughfare Street Lighting	Public Services	218,880	156,120	50,000	50,000	50,000	50,000	50,000	625,000
TOTAL - TRANSPORTATION		19,785,162	29,510,965	7,102,075	6,693,881	6,500,000	6,420,000	8,716,981	84,729,064
CIP GRAND TOTAL		106,856,828	133,259,902	52,028,224	19,827,302	17,550,500	21,239,121	15,778,672	366,540,549

Five-Year Capital Improvement Plan Summary

		PROJECT FUNDING BY SOURCE OF FUNDS								
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	PARKS AND RECREATION BONDS	PROPOSED STREETS & SIDEWALK BONDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
Mirror Lake Dr and Dam Restoration	Public Services	5,238,861	-	-	-	-	-	5,238,861		-
Multi Use Lanes	Public Services	125,000	250,000	-	-	-	-	375,000		-
N Cool Spring St Roadway Restoration	Public Services	2,366,028	-	-	-	-	-	2,366,028		-
NCDOT Municipal Agreements	Public Services	2,602,993	3,800,719	-	-	-	-	6,403,712		-
Offing Dr Roadway Restoration	Public Services	938,323	-	-	-	-	-	938,323		-
Pavement Preservation Program (formerly Resurfacing Program)	Public Services	16,579,244	22,860,000	-	-	-	-	39,439,244		-
Public Street Development	Public Services	502,130	-	-	-	-	-	502,130		-
Ray Avenue Repair	Public Services	-	888,667	-	-	-	444,333	1,333,000	Stormwater Funds	-
Rayconda Connector Road (Pinewood Terrace Ext)	Public Services	1,215,731	-	-	-	-	-	1,215,731		-
Shawcroft Rd Roadway Restoration	Public Services	1,407,097	-	-	-	-	408,324	1,815,421	FEMA and State Reimbursements	-
Sidewalk Improvements	Public Services	3,224,917	4,381,841	-	-	-	1,088,000	8,694,758	TAP Grant Funds	-
Sykes Pond Road Repair	Public Services	950,000	1,024,000	-	-	-	-	1,974,000		-
Thoroughfare Street Lighting	Public Services	375,000	250,000	-	-	-	-	625,000		30,500
TOTAL - TRANSPORTATION		45,014,453	35,512,504	-	-	-	4,202,107	84,729,064		30,500
CIP GRAND TOTAL		234,184,214	40,104,917	6,679,750	21,980,561	-	63,591,107	366,540,549		1,144,769

Five-Year Technology Improvement Plan Summary

		PROJECT EXPENDITURES BY FISCAL YEAR							TOTAL PROJECT
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	EXPENDITURE
SECURITY/INFRASTRUCTURE									
Airport Terminal Renovations - Data Infrastructure	Airport	-	75,000	45,000	40,000	-	-	-	160,000
City Domain Migration	Information Technology	-	210,000	305,000	145,000	80,000	-	-	740,000
Computer Replacement Program	Information Technology	2,547,619	1,526,704	276,519	475,780	393,168	436,770	411,808	6,068,368
Desktop Virtualization Infrastructure	Information Technology	518,863	21,350	160,000	21,350	21,350	160,000	21,350	924,263
Direct Fiber Connection for Remote Sites	Information Technology	-	62,060	114,112	-	-	-	203,000	379,172
Enterprise Wide Radio Replacements	Police	3,202,495	169,451	1,454,457	-	-	-	-	4,826,403
IBM iSeries Server Replacement	Information Technology	-	42,000	-	-	-	-	-	42,000
Internet Phone (City Wide VOIP)	Information Technology	386,302	48,698	-	-	312,000	-	-	747,000
IT Disaster Recovery Initiative	Information Technology	648,012	-	69,591	129,715	40,000	40,000	-	927,318
MS E-Mail Exchange	Information Technology	216,925	75,000	20,000	15,000	20,000	20,000	-	366,925
Police In-Car Camera Upgrade	Police	248,047	246,000	-	-	-	-	-	494,047
Public Safety Security Compliance (CJIS)	Information Technology	69,851	182,000	20,000	20,000	150,000	20,000	20,000	481,851
Server Room Uninterruptible Power Supply Replaceme (UPS)	Information Technology	37,878	20,772	-	-	132,000	-	-	190,650
Transit Security and Safety Systems	Transit	191,285	480,000	-	-	-	-	-	671,285
Virtual Server Expansion Equipment	Information Technology	136,835	55,199	-	160,000	-	-	160,000	512,034
TOTAL - SECURITY/INFRASTRUCTURE		8,204,112	3,214,234	2,464,679	1,006,845	1,148,518	676,770	816,158	17,531,316
BUSINESS INTELLIGENCE/DATA ANALYSIS									
Enterprise Data Warehouse	Information Technology	-	15,000	100,000	15,000	10,000	-	-	140,000
Enterprise GIS Environment	Information Technology	274,195	100,000	102,967	-	-	-	-	477,162
FleetMind Solid Waste "Smart Truck" System	Public Services	-	131,415	25,200	72,900	36,390	45,604	92,086	403,595
Laserfiche JDE Integration	Information Technology	-	15,000	-	-	-	-	-	15,000
NIBRS Transition	Police	-	73,900	-	-	-	-	-	73,900

Five-Year Technology Improvement Plan Summary

		PROJECT FUNDING BY SOURCE OF FUNDS							
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	OPERATING BUDGET IMPACT	
SECURITY/INFRASTRUCTURE									
Airport Terminal Renovations - Data Infrastructure	Airport	40,000	-	-	120,000	160,000	Federal Grant and Airport Funds	-	
City Domain Migration	Information Technology	210,000	530,000	-	-	740,000	-	-	
Computer Replacement Program	Information Technology	4,045,916	1,837,561	-	184,891	6,068,368	Enterprise Fds, Forfeiture Funds, Grants and Cnty Rec	-	
Desktop Virtualization Infrastructure	Information Technology	540,213	384,050	-	-	924,263	-	13,600	
Direct Fiber Connection for Remote Sites	Information Technology	176,172	203,000	-	-	379,172	-	-	
Enterprise Wide Radio Replacements	Police	3,371,946	-	1,454,457	-	4,826,403	FY20 Debt Partially Repaid from Solid Waste and Stormwater Funds	-	
IBM ISeries Server Replacement	Information Technology	42,000	-	-	-	42,000	-	3,000	
Internet Phone (City Wide VOIP)	Information Technology	435,000	312,000	-	-	747,000	-	82,000	
IT Disaster Recovery Initiative	Information Technology	927,318	-	-	-	927,318	-	24,000	
MS E-Mail Exchange	Information Technology	330,052	36,873	-	-	366,925	-	-	
Police In-Car Camera Upgrade	Police	368,647	-	-	125,400	494,047	Grant Funds	272,700	
Public Safety Security Compliance (CJIS)	Information Technology	251,851	230,000	-	-	481,851	-	12,000	
Server Room Uninterruptible Power Supply Replaceme (UPS)	Information Technology	58,650	132,000	-	-	190,650	-	5,000	
Transit Security and Safety Systems	Transit	671,285	-	-	-	671,285	-	-	
Virtual Server Expansion Equipment	Information Technology	192,034	320,000	-	-	512,034	-	38,000	
TOTAL - SECURITY/INFRASTRUCTURE		11,661,084	3,985,484	1,454,457	430,291	17,531,316	-	450,300	
BUSINESS INTELLIGENCE/DATA ANALYSIS									
Enterprise Data Warehouse	Information Technology	15,000	125,000	-	-	140,000	-	64,941	
Enterprise GIS Environment	Information Technology	477,162	-	-	-	477,162	-	-	
FleetMind Solid Waste "Smart Truck" System	Public Services	131,415	-	-	272,180	403,595	Solid Waste Funds	62,699	
Laserfiche JDE Integration	Information Technology	15,000	-	-	-	15,000	-	1,000	
NIBRS Transition	Police	73,900	-	-	-	73,900	-	-	

Five-Year Technology Improvement Plan Summary

		PROJECT EXPENDITURES BY FISCAL YEAR							TOTAL PROJECT
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	EXPENDITURE
Organizational Performance Software	Information Technology	80,688	21,000	-	-	-	-	-	101,688
Time & Attendance/Payroll (Kronos)	Information Technology	562,111	27,609	51,853	-	-	-	-	641,573
TOTAL - BUSINESS INTELLIGENCE/DATA ANALYSIS		916,994	383,924	280,020	87,900	46,390	45,604	92,086	1,852,918
APPLICATION/SOFTWARE SERVICES									
Access Control System (Proxy Card)	Information Technology	-	-	24,000	-	-	-	-	24,000
Automated Secure Alarm Protocol Interface Upgrade	Police	-	27,760	-	-	-	-	-	27,760
City Website Update/Redesign (FayettevilleNC.gov)	Corporate Communications	151,124	48,876	-	-	-	-	-	200,000
Council Chambers Lighting-Cameras-Video Converter	Corporate Communications	-	53,350	-	-	-	-	-	53,350
ERP Replacement Initiative	City Managers Office	-	100,000	4,241,000	1,103,000	100,000	-	-	5,544,000
FAR Part 139 Automation	Airport	-	70,000	-	-	-	-	-	70,000
FayWorx - Work Order/Permit/Asset Mgmt. System	Information Technology	1,346,299	212,000	-	-	-	-	-	1,558,299
IVR for FASTTRAC!	Transit	-	-	40,000	-	-	-	-	40,000
Laserfiche Quick Fields	Information Technology	-	16,410	-	-	-	-	-	16,410
LSDBE Program Tracking Software	Finance	-	64,500	-	-	-	-	-	64,500
Mobile Fingerprinting System	Police	-	39,800	-	-	-	-	-	39,800
Public Safety Video Surveillance (Digital IP)	Police	642,949	124,099	-	-	-	-	-	767,048
Replace Transit Fare Collection System	Transit	-	-	-	-	160,000	720,000	-	880,000
Risk Terrain Modeling Software	Police	-	9,990	-	-	-	-	-	9,990
Traffic Calming Control	Police	-	27,000	-	-	-	-	-	27,000
Training Simulator	Police	-	118,893	-	-	-	-	-	118,893
TOTAL - APPLICATION/SOFTWARE SERVICES		2,140,372	912,678	4,305,000	1,103,000	260,000	720,000	-	9,441,050
CITIZEN ENGAGEMENT/MOBILITY									
City Wireless Network Expansion Project	Information Technology	259,390	7,232	150,000	-	-	112,000	-	528,622

Five-Year Technology Improvement Plan Summary

		PROJECT FUNDING BY SOURCE OF FUNDS						
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	OPERATING BUDGET IMPACT
Organizational Performance Software	Information Technology	101,688	-	-	-	101,688	-	15,000
Time & Attendance/Payroll (Kronos)	Information Technology	641,573	-	-	-	641,573	-	66,164
TOTAL - BUSINESS INTELLIGENCE/DATA ANALYSIS		1,455,738	125,000	-	272,180	1,852,918	-	209,804
APPLICATION/SOFTWARE SERVICES								
Access Control System (Proxy Card)	Information Technology	-	24,000	-	-	24,000	-	9,000
Automated Secure Alarm Protocol Interface Upgrade	Police	16,656	-	-	11,104	27,760	County Funds	2,400
City Website Update/Redesign (FayettevilleNC.gov)	Corporate Communications	200,000	-	-	-	200,000	-	-
Council Chambers Lighting-Cameras-Video Converter	Corporate Communications	53,350	-	-	-	53,350	-	3,125
ERP Replacement Initiative	City Managers Office	100,000	332,000	5,112,000	-	5,544,000	-	458,000
FAR Part 139 Automation	Airport	70,000	-	-	-	70,000	-	-
FayWorx - Work Order/Permit/Asset Mgmt. System	Information Technology	1,558,299	-	-	-	1,558,299	-	129,000
IVR for FASTTRAC!	Transit	-	4,000	-	36,000	40,000	Federal Grants	2,100
Laserfiche Quick Fields	Information Technology	16,410	-	-	-	16,410	-	5,180
LSDBE Program Tracking Software	Finance	64,500	-	-	-	64,500	-	24,750
Mobile Fingerprinting System	Police	39,800	-	-	-	39,800	-	-
Public Safety Video Surveillance (Digital IP)	Police	767,048	-	-	-	767,048	-	37,891
Replace Transit Fare Collection System	Transit	-	160,000	-	720,000	880,000	Federal Grants	-
Risk Terrain Modeling Software	Police	9,990	-	-	-	9,990	-	-
Traffic Calming Control	Police	27,000	-	-	-	27,000	-	-
Training Simulator	Police	53,893	-	-	65,000	118,893	Grant Funds	-
TOTAL - APPLICATION/SOFTWARE SERVICES		2,976,946	520,000	5,112,000	832,104	9,441,050	-	671,446
CITIZEN ENGAGEMENT/MOBILITY								
City Wireless Network Expansion Project	Information Technology	266,622	262,000	-	-	528,622	-	5,000

Five-Year Technology Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	TOTAL PROJECT EXPENDITURE
Enterprise Digital Accessibility Program	Information Technology	-	33,400	55,000	-	-	-	-	88,400
RecTrac Upgrades	Parks & Recreation	49,243	11,910	17,200	-	-	-	-	78,353
TOTAL - CITIZEN ENGAGEMENT/MOBILITY		308,633	52,542	222,200	-	-	112,000	-	695,375
TIP GRAND TOTAL		11,570,111	4,563,378	7,271,899	2,197,745	1,454,908	1,554,374	908,244	29,520,659

Five-Year Technology Improvement Plan Summary

		PROJECT FUNDING BY SOURCE OF FUNDS						
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	OPERATING BUDGET IMPACT
Enterprise Digital Accessibility Program	Information Technology	33,400	55,000	-	-	88,400	-	-
RecTrac Upgrades	Parks & Recreation	61,153	17,200	-	-	78,353	-	-
TOTAL - CITIZEN ENGAGEMENT/MOBILITY		361,175	334,200	-	-	695,375	-	5,000
TIP GRAND TOTAL		16,454,943	4,964,684	6,566,457	1,534,575	29,520,659		1,336,550

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Appendices

Authorized Staffing FTEs by Department

ANNUAL OPERATING FUND AND INTERNAL SERVICE FUND POSITIONS

Airport

Full-Time

Administrative Assistant	1
Airport Director	1
Airport Maintenance Supervisor	1
Custodial Supervisor	1
Custodian	5
Deputy Airport Director	1
Equipment Operator I	1
Equipment Operator II	2
Fire Captain (Supervised by Fire Department)	3
Firefighter (Supervised by Fire Department)	3
Marketing Specialist	1
Office Assistant II	1
Senior Administrative Assistant	1
Senior Skilled Trades Technician	2
Total	24

Budget and Evaluation Office

Full-Time

Assistant Budget and Evaluation Director	1
Budget and Evaluation Analyst	3
Budget and Evaluation Director	1
Senior Administrative Assistant	0.1
(.9 funded in the City Manager's Office)	
Total	5.1

City Attorney

Full-Time

Assistant City Attorney	3
City Attorney	1
Executive Legal Assistant	1
Paralegal II	1
Police Attorney	1
Senior Administrative Assistant.....	1
Total	8

City Manager

Full-Time

Assistant City Manager	2
City Manager	1
Customer Service Representative	4
Customer Service Representative Supervisor	1
Deputy City Manager	1
Executive Assistant	1
Internal Auditor	1
Internal Audit Director	1

Authorized Staffing FTEs by Department

City Manager – (cont'd)

Management Analyst.....	1
Senior Administrative Assistant	1.9
(.1 funded in the Budget and Evaluation Office)	
Senior Corporate Performance Analyst	1
Senior Internal Auditor	1
Strategic and Performance Analytics Director	1
Total	17.9

Corporate Communications

Full-Time

Chief Branding Officer	1
Corporate Communications Director	1
Graphic Production Supervisor.....	1
Printer	1
Public Information Specialist	3
Senior Administrative Assistant	1
Television Production Specialist	1
Total	9.0

Development Services

Full-Time

Assistant Development Services Director	1
Building Inspections Supervisor	1
Building Inspector	5
Building Official	1
Chief Zoning Administrator	1
Code Enforcement Administrator (Housing)	9
Code Enforcement Administrator (Zoning)	2
Code Enforcement Supervisor (Housing)	2
Development Liaison	1
Development Services Director	1
Electrical Inspections Supervisor	1
Electrical Inspector	3
Housing & Code Enforcement Division Manager	1
Mechanical Inspections Supervisor	1
Mechanical Inspector	3
Office Assistant II	2
Permit Technician	4
Permit Technician Supervisor	1
Planner II	1
Planning & Zoning Division Manager	1
Plumbing Inspections Supervisor	1
Plumbing Inspector	2
Senior Administrative Assistant	2
Senior Planner	6
Total	53

Authorized Staffing FTEs by Department

Economic & Community Development

Full-Time

Assistant Economic & Community Development Director (0.5 funded in Special Revenue Fund)	0.5
Economic & Community Development Director (0.5 funded in Special Revenue Fund)	0.5
Community Relations Specialist	1
Economic Development Administrator (0.8 funded in Special Revenue Fund)	0.2
Marketing & Business Development Manager	1
Senior Administrative Assistant	1
Total	4.2

Finance

Full-Time

Accountant	2
Accounting Manager	1
Accounting Technician	4
Accounts Payable Supervisor	1
Administrative Assistant	1
Alarm Ordinance Coordinator	1
Buyer	3
Chief Financial Officer	1
Collections Division Supervisor	1
Financial Analyst	2
Financial Reporting Manager	1
Fleet Manager	1
Payroll & Liabilities Manager	1
Payroll Technician	2
Purchasing Manager	1
Purchasing Agent	1
Risk Coordinator	1
Senior Financial Analyst	1
Systems Analyst	1
Treasurer	1
Total	27

Fire & Emergency Management

Full-Time

Assistant Fire Chief	5
Deputy Fire Chief	2
Emergency Management Coordinator	1
Fire Battalion Chief.....	11
Fire Captain	51
Fire Chief	1
Fire Inspector	2
Fire Lieutenant	70
Firefighter	179
Office Assistant II	2
Office Supervisor	1
Personnel Technician	1
Total	326

Authorized Staffing FTEs by Department

Human Relations

Full-Time

Human Relations Director	1
Human Relations Administrative Specialist	1
Human Relations Manager	1
Total	3

Human Resource Development

Full-Time

Deputy Human Resource Development Director	1
Human Resource Consultant	4
Human Resource Development Director	1
Human Resource Specialist	4
Office Assistant II	1
Office Supervisor	1
Organizational Development & Training Coach	3
Personnel Technician	1
Safety Officer	1
Wellness Coordinator	1
Total	18

Information Technology

Full-Time

Application Support Specialist	3
Assistant Chief Information Officer-Administration & Operations	1
Chief Information Officer	1
Database Administrator	1
Desktop Support Specialist	3
ERP Systems Administrator	1
G.I.S. Analyst	1
G.I.S. Manager	1
Information Technology Administrative Specialist	1
Information Technology Asset Specialist.....	1
Information Technology Business Intelligence Manager	1
Information Technology Customer Relationship Manager	2
Information Technology Security Administrator	1
Information Technology Project Manager	3
Information Technology Solutions Architect	1
Infrastructure Technology Solutions Officer	1
Information Technology Systems Administrator	1
Network Administrator	1
Network Engineer	1
Senior Desktop Support Specialist	1
Telecommunications Analyst	1
Web Developer	1
Total	29

Authorized Staffing FTEs by Department

Mayor, Council and City Clerk

Full-Time

City Clerk	1
Deputy City Clerk	1
Senior Administrative Assistant	1
Total	3

Other Appropriations

Full-Time

Warehouse Coordinator	0.25
(.25 funded in Public Services and .50 funded in Transit)	
Total	0.25

Parks, Recreation & Maintenance

Full-Time

Parks & Recreation Division – City Funded

Assistant Recreation Center Supervisor	14.5
Athletic Program Coordinator	4
Business Manager	1
Crew Leader	1
Crew Supervisor	6
Equipment Operator I	9
Fleet Services Coordinator	1
Historic Properties Coordinator	1
Historic Properties Manager	1
Historic Properties Specialist	1
Landscape Architect	1
Landscape Technician	2
Landscape Worker	2
Maintenance Worker	23
Management Analyst	1
Office Assistant II	1.5
Park Ranger	3
Park Ranger Manager	1
Park Ranger Supervisor	2
Parks Division Manager	1
Parks, Recreation & Maintenance Director	1
Recreation Center Supervisor	12
Recreation Division Supervisor	1
Senior Skilled Trades Technician	2
Site Security Coordinator	1
Skilled Trades Technician	2
Tree Care Supervisor	1
Tree Care Technician	2
Turf Technician	3
<i>Parks & Recreation Division – County Funded</i>	
Administrative Manager	1
Assistant Recreation Center Supervisor	3.5
Athletic Program Coordinator	1

Authorized Staffing FTEs by Department

Parks & Recreation Division – County Funded - (cont'd)

Crew Leader	1
Crew Supervisor	1
Equipment Operator I	1
Maintenance Worker	9
Management Analyst	1
Office Assistant II	5
Parks Superintendent	1
Personnel Technician	1
Recreation Center Supervisor	4
Recreation Division Manager	1
Recreation Division Supervisor	3
Recreation Program Coordinator	1
Skilled Trades Technician	1
Special Events Coordinator	1

Maintenance Division

Crew Supervisor	2
Electrician	1
Equipment Operator I	4
Equipment Operator II	7
Facilities Maintenance Supervisor	1
Facilities Manager	1
Maintenance Worker	3
Management Analyst	1
Office Assistant II	1
Senior Skilled Trades Technician	8
Skilled Trades Technician	1
Total	164

Police

Full-Time

911 Communications Manager	1
911 Assistant Communications Supervisor	4
911 Communications Supervisor	4
911 Office Administrator	1
911 Quality Assurance & Compliance Specialist	1
911 Systems Technician	1
911 Systems Analyst	1
911 Training Specialist	1
Administrative Assistant	3
Assistant Police Chief	2
Budget Analyst	1
Civilian Crash Investigator	6
Crime Analyst	4
Crime Analyst Supervisor	1
Crime Prevention Specialist	6
Custodian	3
Enhanced 911 Coordinator	1
Forensic Firearms Examiner	1

Authorized Staffing FTEs by Department

Police - (cont'd)

Forensic Manager	1
Forensic Supervisor	2
Forensic NIBIN Technician	1
Forensic Technician	11
Forensic Video Technician	2
Installation Technician	2
Investigative Assistant.....	2
Latent Print Examiner	2
Lead Custodian	1
Office Assistant II	11
Operation Ceasefire Coordinator	1
PD Accreditation & Grants Manager	1
PD Accreditation Specialist	1
Personnel Technician	1
Police Captain	7
Police Chief.....	1
Police Lieutenant	21
Police Major	4
Police Officer	348
Police Records Clerk	23
Police Records Supervisor	4
Police Records Manager	1
Police Sergeant	51
Police Training Coordinator	1
Property & Evidence Technician	4
Telecommunicator I	17
Telecommunicator II	32
RMS Database Manager.....	1
RMS Database Specialist.....	1
Senior Administrative Assistant	1
Supply Technician.....	2
Technical Equipment Specialist.....	1
Victim Advocate	1

Part-Time

Background Investigator (1 position at 0.5)	0.5
Civilian Crash Investigator (2 positions at 0.5)	1
Court Liaison Coordinator (1 position at 0.5).....	0.5
Custodian (1 position at 0.5).....	0.5
Total	604.5

Public Services

Full-Time

Administrative Assistant	1
Assistant City Traffic Engineer	1
Assistant Public Service Director.....	1
City Engineer	1
City Traffic Engineer	1
Construction Contracts Coordinator	1

Authorized Staffing FTEs by Department

Public Services - (cont'd)

Construction Manager	1
Crew Supervisor	5
Engineer I	2
Engineer II	6
Engineering Inspector	8
Engineering Technician	2
Engineering Technician Supervisor.....	2
Equipment Operator I.....	4
Equipment Operator II	45
Equipment Operator III.....	34
Fleet Services Coordinator	1
Maintenance Worker	15
Office Assistant II	6
Office Supervisor	1
Paralegal I	1
Paralegal II	1
Pavement Preservation Program Manager.....	1
Personnel Technician	1
Public Information Specialist	1
Public Services Director	1
Real Estate Manager	1
Routing Administrator	1
Senior Administrative Assistant	1
Senior Paralegal.....	1
Senior Signs and Markings Technician	1
Senior Survey Technician	2
Signs & Markings Supervisor	1
Signs & Markings Technician	5
Skilled Trades Technician	3
Solid Waste Analyst.....	1
Solid Waste Collector.....	9
Solid Waste Manager	1
Solid Waste Superintendent.....	1
Solid Waste Supervisor	4
Stormwater Inspections Supervisor	1
Stormwater Inspector.....	4
Stormwater Manager	1
Stormwater Project Manager	2
Street Maintenance Superintendent	1
Street Maintenance Supervisor.....	3
Survey Crew Leader	1
Surveying Supervisor	1
Traffic Signal Maintenance Supervisor	1
Traffic Signal Management Engineer	1
Traffic Signal System Analyst	1
Traffic Signal Technician	4
Traffic Technician	1
Transportation Planner	1

Authorized Staffing FTEs by Department

Public Services - (cont'd)

Warehouse Coordinator	0.25
(0.25 funded in Other Appropriations and 0.50 funded in Transit)	
Watershed Modeling Engineer.....	1
Total	200.25

Transit

Full-Time

Assistant Transit Director.....	1
Automotive Service Aide	5
Automotive Technician	5
Automotive Technician Supervisor	1
Bus Operator	72
Civil Rights Program Analyst	1
Maintenance Worker	4
Office Assistant I.....	1
Office Assistant II.....	1
Para-Transit Operations Manager	1
Senior Administrative Assistant	1
Senior Automotive Service Aide	1
Senior Automotive Technician	3
Senior Transit Dispatcher	1
Technical Equipment Specialist.....	1
Transit Analyst	1
Transit Director	1
Transit Dispatcher	9
Transit Operations Superintendent	1
Transit Planner	1
Transit Safety/Training Coordinator	1
Transit Supervisor	8
Warehouse Coordinator	0.5
(0.25 funded in Public Services and 0.25 funded in Other Appropriations)	

Part-Time

Transit Dispatcher (1 position at 0.5)	0.5
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Total	122
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TOTAL	1,618.2
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Authorized Staffing FTEs by Department

SPECIAL REVENUE FUND POSITIONS

Economic & Community Development

Full-Time

Assistant Economic & Community Development Director	0.5
Administrative Assistant	1
Community Development Administrator	1
Economic & Community Development Director	0.5
Community Relations Specialist	1
Economic Development Administrator	0.8
Housing Program Specialist	2
Neighborhood Resource Coordinator	1
Office Assistant II	1
Senior Housing Program Specialist	1

Part-Time

Neighborhood Resource Liaison (4 positions at 0.5)	2
Total	11.8

Police

Full-Time

Juvenile Restitution Program Coordinator	1
Total	1

CAPITAL PROJECT FUND POSITIONS

City Manager's Office

Full-Time

Construction Manager	1
Engineer I	1
Management Analyst	1
Project & Contract Manager	1
Total	4

GRAND TOTAL **1,635**

FROZEN, UNFUNDED POSITIONS

City Attorney

Full-Time

Police Attorney	1
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Finance

Full-Time

Accounting Technician.....	1
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Development Services

Full-Time

Plans Examiner.....	1
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TOTAL FROZEN POSITIONS **3**

Positions and Salary Grade Assignments

Grade 105 Custodian	\$22,048 - \$33,954
Grade 106 Lead Custodian	\$22,449 - \$34,571
Grade 107 Automotive Service Aide Neighborhood Resource Liaison Solid Waste Collector Supply Technician	\$23,625 - \$36,302
Grade 108 Landscape Worker Maintenance Worker Office Assistant I Senior Automotive Service Aide	\$24,806- \$38,116
Grade 109 Bus Operator Equipment Operator I Installation Technician Senior Survey Technician Signs and Markings Technician Turf Technician	\$26,340 - \$40,473
Grade 110 Equipment Operator II Landscape Technician Office Assistant II Police Records Clerk Printer Technical Equipment Specialist Transit Dispatcher Tree Care Technician	\$28,323 - \$43,521
Grade 111 Accounting Technician Administrative Assistant Alarm Ordinance Coordinator Automotive Technician Background Investigator Court Liaison Coordinator Crew Leader Customer Service Representative Equipment Operator III Neighborhood Resource Coordinator Permit Technician	\$30,724 - \$47,210

Positions and Salary Grade Assignments

Grade 111 (cont'd) **\$30,724 - \$47,210**
Personnel Technician
Police Training Coordinator
Property & Evidence Technician
Senior Signs & Marking Technician
Senior Transit Dispatcher
Skilled Trades Technician
Survey Crew Leader
Technical Equipment Specialist

Grade 112 **\$33,439 - \$51,382**
Civilian Crash Investigator
Custodial Supervisor
Forensic Technician
Graphic Production Supervisor
Human Relations Administrative Specialist
Information Technology Administrative Specialist
Paralegal I
Payroll Technician
Police Records Supervisor
Senior Administrative Assistant
Senior Automotive Technician
Senior Skilled Trades Technician
Traffic Signal Technician

Grade 113 **\$36,571 - \$56,195**
Assistant Recreation Center Supervisor
Building Inspector
Buyer
Code Enforcement Administrator (Housing)
Code Enforcement Administrator (Zoning)
Community Relations Specialist
Crew Supervisor
Crime Prevention Specialist
Deputy City Clerk
Desktop Support Specialist
Electrical Inspector
Electrician
Engineering Inspector
Engineering Technician
Executive Legal Assistant
Fire Inspector (Regular)
Fleet Services Coordinator
Forensic NIBIN Technician
Forensic Video Technician
Historic Properties Specialist
Housing Program Specialist
Human Resource Specialist

Positions and Salary Grade Assignments

Grade 113 (cont'd)

\$36,571 - \$56,195

Juvenile Restitution Program Coordinator
Latent Print Examiner
Marketing Specialist
Mechanical Inspector
Paralegal II
Park Ranger
PD Accreditation Specialist
Plumbing Inspector
Risk Coordinator
RMS Database Specialist
Signs & Markings Supervisor
Solid Waste Supervisor
Stormwater Inspector
Traffic Technician
Tree Care Supervisor
Warehouse Coordinator
Wellness Coordinator

Grade 114

\$41,066 - \$63,101

Airport Maintenance Supervisor
Code Enforcement Supervisor (Housing)
Customer Service Representative Supervisor
Facilities Maintenance Supervisor
Forensic Firearms Examiner
Information Technology Asset Specialist
Routing Administrator
Senior Housing Program Specialist
Senior Paralegal
Traffic Signal Systems Analyst
Victim Advocate
Web Developer

Grade 115

\$44,111 - \$67,778

Application Support Specialist
Building Inspections Supervisor
Construction Contracts Coordinator
Crime Analyst
Electrical Inspections Supervisor
Engineering Technician Supervisor
Mechanical Inspections Supervisor
Plumbing Inspections Supervisor
RMS Database Manager
Senior Desktop Support Specialist
Stormwater Inspections Supervisor
Street Maintenance Supervisor

Positions and Salary Grade Assignments

Grade 116 Development Liaison G.I.S. Analyst Plans Examiner	\$47,534 - \$73,039
Grade 212 Permit Technician Supervisor Transit Supervisor	\$34,256 - \$53,829
Grade 213 Transit Safety/Training Coordinator	\$37,463 - \$58,871
Grade 214 Accounts Payable Supervisor Athletic Program Coordinator Automotive Technician Supervisor Civil Rights Program Analyst Collections Division Supervisor Executive Assistant Historic Properties Coordinator Office Supervisor Para-Transit Operations Manager Park Ranger Supervisor Recreation Center Supervisor Recreation Program Coordinator Special Events Coordinator	\$42,068 - \$66,106
Grade 215 Administrative Manager Forensic Supervisor Operations Ceasefire Program Coordinator Park Ranger Manager Planner II Police Records Manager Public Information Specialist Recreation Division Supervisor Site Security Coordinator Surveying Supervisor Television Production Specialist Traffic Signal Maintenance Supervisor Transit Planner Transportation Planner	\$45,186 - \$71,005
Grade 216 911 Systems Analyst Accountant	\$48,693 - \$76,518

Positions and Salary Grade Assignments

Grade 216 (cont'd)

\$48,693 - \$76,518

Budget & Evaluation Analyst
Budget Analyst
Chief Zoning Administrator
Database Administrator
Engineer I
ERP Systems Administrator
Financial Analyst
Human Resource Consultant
Information Technology Customer Relationship Manager
Information Technology Security Administrator
Information Technology Systems Administrator
Internal Auditor
Landscape Architect
Management Analyst
Network Administrator
Organizational Development & Training Coach
PD Accreditation & Grants Manager
Safety Officer
Senior Planner
Solid Waste Analyst
Systems Analyst
Transit Analyst

Grade 217

\$52,824 - \$83,009

Business Manager
Chief Branding Officer
Crime Analyst Supervisor
Emergency Management Coordinator
Facilities Manager
Forensic Manager
G.I.S. Manager
Historic Properties Manager
Housing & Code Enforcement Division Manager
Human Relations Manager
Information Technology Solutions Architect
Network Engineer
Parks Superintendent
Payroll & Liabilities Manager
Real Estate Manager
Senior Corporate Performance Analyst
Senior Financial Analyst
Senior Internal Auditor
Solid Waste Superintendent
Street Maintenance Superintendent
Telecommunications Analyst
Traffic Signal Management Engineer
Transit Operations Superintendent

Positions and Salary Grade Assignments

Grade 218	\$57,500 - \$90,359
Accounting Manager	
Assistant City Traffic Engineer	
Building Official	
Community Development Administrator	
Economic Development Administrator	
Engineer II	
Financial Reporting Manager	
Information Technology Business Intelligence Manager	
Information Technology Project Manager	
Marketing & Business Development Manager	
Parks Division Manager	
Pavement Preservation Program Manager	
Purchasing Agent	
Recreation Division Manager	
Treasurer	
Grade 219	\$62,879 - \$98,809
Assistant Transit Director	
City Clerk	
Construction Manager	
Planning & Zoning Division Manager	
Purchasing Manager	
Solid Waste Manager	
Stormwater Project Manager	
Watershed Modeling Engineer	
Grade 220	\$69,037 - \$108,486
911 Communications Manager	
Assistant Budget & Evaluation Director	
Assistant Chief Information Officer-Administration & Operations	
Assistant City Attorney	
Assistant Development Services Director	
Assistant Economic & Community Development Director	
Deputy Airport Director	
Deputy Human Resource Development Director	
Fleet Manager	
Infrastructure Technology Solutions Officer	
Project & Contract Manager	
Stormwater Manager	
Grade 221	\$76,208 - \$119,755
Assistant Public Services Director	
City Engineer	
City Traffic Engineer	
Police Attorney	

Positions and Salary Grade Assignments

Grade 301 Firefighter	\$33,280 - \$60,406
Grade 303 Fire Lieutenant	\$44,319 - \$63,246
Grade 304 Fire Captain	\$51,510 - \$79,325
Grade 305 Police Officer	\$34,489 - \$59,099
Grade 307 Police Sergeant	\$44,784 - \$76,233
Grade 321 Telecommunicator I	\$28,000 - \$36,910
Grade 322 Telecommunicator II	\$35,764 - \$48,087
Grade 323 911 Systems Technician 911 Training Specialist Enhanced 911 Coordinator	\$38,052 - \$55,175
Grade 324 911 Quality Assurance & Compliance Specialist 911 Assistant Communications Supervisor	\$41,097 - \$59,589
Grade 325 911 Communications Supervisor 911 Office Administrator	\$44,838 - \$64,356
Grade 401 Fire Battalion Chief	\$61,812 - \$95,809
Grade 402 Assistant Fire Chief	\$74,125 - \$112,003
Grade 403 Deputy Fire Chief	\$81,592 - \$126,467
Grade 404 Police Lieutenant	\$55,060 - \$90,884
Grade 405 Police Captain	\$66,635 - \$109,015

Positions and Salary Grade Assignments

Grade 406 Police Major	\$73,611 - \$119,895
Grade 407 Assistant Police Chief	\$80,588 - \$130,774
Executive Pay Band Airport Director Assistant City Manager Budget & Evaluation Director Chief Financial Officer Chief Information Officer Corporate Communications Director Development Services Director Economic & Community Development Director Fire Chief Human Relations Director Human Resource Development Director Internal Audit Director Parks, Recreation & Maintenance Director Police Chief Public Services Director Strategic & Performance Analytics Director Transit Director	\$90,900 - \$159,075
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Terminal Leases and Fees
Fuel Flowage Fee
Airline Uplift Charge
Fuel Pricing
Property Leases
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Building Plan Review

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Mechanical Permits

Plumbing Permits

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Homeowner Recovery Fee

Daycare Inspections

Yard Sale Permits

Planning & Zoning Permits and Fees:

Administrative Adjustment Fee

Alternative Signage Plan Review

Appeal Fee

Board of Adjustment Hearing Fee

Certificate of Appropriateness (Historic District)

Clear Cutting Permit

Development Agreement (UDO)

Payment in Lieu of Park Land

Payment in Lieu of Specimen Tree Preservation

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Rezoning Fees

Sign Placement Permits

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FAST Transit Center Community Room Rental

Fee Schedule

Description	Current Fee	Established or Last Changed
All Functions		
Assessment Interest		
Special assessments established by City Council resolution	Prime rate plus 2% per year, set as of July 1 of the fiscal year the assessment role is confirmed, not to exceed maximum allowed by law	2014
All other assessments, including lot cleanings and demolitions	1st month 2%, all subsequent months 3/4%	1993 or prior
Default Civil Penalty for Code Violation		
Applies to any violation for which a penalty is not elsewhere specified	\$100 per violation per day	2007
Convenience Fee for Internet Payments		
	\$3.50 per payment	2012
Public Record Copies		
Reproduction on CD or DVD	\$1.00 per CD or DVD	2010
Paper Copies (up to 8.5 by 14 inches)		
Single-sided black and white	\$0.05 per page	2010
Single-sided color	\$0.19 per page	2010
Double-sided black and white	\$0.09 per page	2010
Double-sided color	\$0.37 per page	2010
Airport		
Landing Fee (Signatory Airline)		
	\$1.23 per 1,000 pounds	2004
Landing Fee (Non-Signatory Airline)		
	\$1.39 per 1,000 pounds	2004
Jet Bridge Use Fee (Signatory Airline)		
	\$5.00	2012
Jet Bridge Use Fee (Non-Signatory Airline)		
	\$25.00	2005
Commercial Ramp Use Fees		
Air Stair Use	\$25.00	2012
Remain Overnight Fee (Non-Signatory Airlines Only)	\$150.00	2005
Terminal Fee (Non-Signatory Airlines Only)	\$75.00	2005
Terminal Leases and Fees		
Airline Counter Space (exclusive)	\$33.79 per sq. ft. per year	1986
Airline Bag Makeup Space (exclusive)	\$3.79 per sq. ft. per year	1986
Airline Administrative Space (exclusive)	\$12.90 per sq. ft. per year	1986
Operation and Maintenance Charge	\$10.00 per sq. ft. of exclusive airline space	1995
Airline Space (nonexclusive)	\$10.00 per sq. ft. per year	1986
Fuel Flowage Fee		
	\$0.06 per gallon of non-airline fuel	2017
Airline Uplift Charge		
	\$0.18 per gallon, \$18.00 minimum or \$18.00 no-fuel fee	1997
Fuel Pricing		
	Will not exceed 106% of retail price at comparable airports with based tenants afforded a \$0.20 discount	1997
Property Leases		
Tie-Down Fee	\$45.00 per month	2003
Old T-Hangar Rental	\$200.00 per month	2017
New T-Hangar Rental	\$225.00 per month	2017
Ground Lease - Unimproved	\$0.25 per sq. ft. per year	2017
Ground Lease - Improved	\$0.35 per sq. ft. per year	2017
Corporate Office Space	\$5.50 per sq. ft. per year plus utilities	2017
Corporate Hangar Space	\$2.50 per sq. ft. per year plus utilities	2017
FBO Office Space	\$4.50 per sq. ft. per year plus utilities	2003
FBO Hangar Space	\$1.75 per sq. ft. per year plus utilities	2004

Fee Schedule

Description	Current Fee	Established or Last Changed
Rental Cars		
Rental Car Agency Fee	\$20.00 per parking space per month plus 10% of gross revenues	2011
Rental Car Booth Space	\$253.52 per month	2009
Customer Facility Charge	\$4 per day, up to 10 days. These funds are used to support rental car facility upgrades	2014
Terminal Leases and Fees		
Short Term Parking (1-30 minutes)	\$1.00	2002
Short Term Parking (each additional 30 minutes)	\$1.00	2002
Short Term Parking (maximum 24 hours)	\$12.00	2015
Long Term Parking (0-1 hour)	\$1.00	2002
Long Term Parking (each additional hour)	\$1.00	2002
Long Term Parking (maximum 24 hours)	\$9.00	2015
Public Safety Airline Charge	Cost charged to airlines based on prorata share of enplanements less security reimbursement from TSA	1991
Advertising Space	\$883.33 plus commissions	1998
Exhibition Flight Permit	\$5.00 per flight, or \$25.00 per six-month period	N/A
Security Fees Per Application		
Fingerprint Processing (airport badges only)	\$50.00	2002
Security Threat Assessment	\$5.00	2008
Passenger Facility Charge	\$4.00	2015
Corporate Communications		
City Song and Music Video DVDs	\$10.00 each	2007
Development Services		
<u>Code Enforcement Fees:</u>		
Administrative Fee (Abatement Actions)	\$125.00	2014
Citations		
Abandoned Vehicle Violation	\$250.00 per day	2002 or prior
Advertising Violation		
Prohibited Sign Violation	\$500.00 per day	2014
All Other Advertising Violations	\$200.00 per day	2014
Landscape Standard Violation	\$200.00 per day	2014
Nuisance Properties	\$500.00 for initial nuisance property designation	2019
	\$1,000.00 for each subsequent violation after the initial designation as a nuisance property	2019
Salvage and Junkyard Pursuant to Section 30-4-C5E(6)	\$500.00 per day	2011
Solid Waste Violation (trash or overgrown lot)	\$100.00 per day	1995
Substandard Housing Violation	\$100.00 per day	2014
Taxicab Violation	\$250.00 per day	2002 or prior
Trailer/Mobile Home Violation	\$100.00 per day	2014
Zoning Violation	\$200.00 per day	2014
Graffiti Removal Fee	\$100.00 per Voluntary Request of removal	2012
Lot Cleaning	Based on contract	2002
Rental Action Management Program (RAMP)		
Registration Fee	\$500.00	2017
Civil Penalty for Failure to Comply with RAMP Provisions	\$50 per day for the first 30 days, \$100 per day for the next 30 days, and \$500 per day for each subsequent day	2012

Fee Schedule

Description	Current Fee	Established or Last Changed
<i>Taxicab Permits</i>		
Taxi Driver Permit & Application Fee (new, renewal or expired)	\$40.00	2015
Lost Drivers Permit	\$15.00	2015
Change of Company	\$20.00	2014
Change of Address	\$10.00	2014
Change of Vehicle	\$10.00	2014
Franchise Application	\$25.00	2015
Annual Franchise Fee (Certificate of Public Convenience and Necessity)	\$20.00 per vehicle	2014
Quarterly Inspection	\$60.00 per vehicle	2014
Sign Fee (advertising other than taxicab business)	\$15.00 per sign	2014
Penalty for Failure to Complete Quarterly Taxicab Inspection	\$25.00 per vehicle	2015
<u>Plan Review, Permit and Inspection Fees:</u>		
<i>Building Plan Review</i>		
Up to 5,000 sq. ft.	\$155.00	2014
5,001 to 10,000 sq. ft.	\$310.00	2014
10,001 to 15,000 sq. ft.	\$465.00	2014
15,001 to 25,000 sq. ft.	\$620.00	2014
25,001 to 40,000 sq. ft.	\$925.00	2014
Greater than 40,000 sq. ft.	\$1,075.00	2014
Re-Review Fee (applies after 1st re-review)	1/2 of original fee	2010
For Projects up to 5,000 sq. ft. Only		
Electrical Plan Review Only	\$75.00	2014
Mechanical Plan Review Only	\$75.00	2014
Plumbing Plan Review Only	\$75.00	2014
Other Project Plan Reviews:		
Cell Tower	\$75.00	2014
Small & Minor Project	\$75.00	2014
Pole Sign	\$75.00	2014
Retaining Wall (engineered)	\$75.00	2014
<i>Building Permits</i>		
Minimum Fee	\$75.00	2019
New Construction or Additions		
Commercial	\$0.32 per sq. ft. for commercial	2014
Residential	\$0.30 per heated sq.ft. for residential \$0.15 per unheated sq.ft. for residential	2017 2017
Major Renovations of Existing Structures		
Extensive reconstruction involving 50% or more of existing square footage on one or more floors	\$0.32 per sq. ft. of work area	2019
Minor Renovations of Existing Structures		
Small and medium reconstruction involving less than 50% of existing square footage on one or more floors	\$0.16 per sq. ft. of work area	2019
Interior or Exterior Construction or Renovation Projects without Square Footage Basis (e.g. roofing, doors, fences, pools, cell towers, billboards, stand-alone insulation permits, etc.)		
Residential access ramp installation	No Charge	2015
Construction Cost : \$0.00-1,000.00	\$75.00	2019
Construction Cost : \$1,001-2,500	\$75.00	2019
Construction Cost : \$2,501-5,000	\$75.00	2019
Construction Cost : \$5,001-10,000	\$75.00	2014
Construction Cost : \$10,001-15,000	\$90.00	2014
Construction Cost : \$15,001-20,000	\$105.00	2014
Construction Cost : \$20,001-25,000	\$125.00	2014
Construction Cost : \$25,001-30,000	\$145.00	2014
Construction Cost : \$30,001-35,000	\$160.00	2014
Construction Cost : \$35,001-40,000	\$175.00	2014
Construction Cost : \$40,001-45,000	\$190.00	2014
Construction Cost : \$45,001-50,000	\$210.00	2014
Construction Cost : \$50,001-60,000	\$230.00	2014

Fee Schedule

Description	Current Fee	Established or Last Changed
Construction Cost : \$60,001-70,000	\$250.00	2014
Construction Cost : \$70,001-80,000	\$265.00	2014
Construction Cost : \$80,001-90,000	\$280.00	2014
Construction Cost : 90,001 - 100,000	\$295.00	2014
Construction Cost: 100,001 and above	\$350 for the first \$100,000 plus \$3.05 for each additional \$1,000 or fraction thereof	2014
Shell Construction	\$0.16 per sq. ft.	2019
First-Time Tenant Upfits	\$0.32 per sq. ft. of tenant space	2019
Electrical Permits		
Minimum Fee		
Commercial	\$75.00	2017
Residential	\$75.00	2019
New Construction or Additions		
Commercial	\$0.09 per sq. ft. for commercial	2014
Residential	\$0.08 per heated sq. ft. for residential \$0.04 per unheated sq. ft. for residential	2017 2017
Major Renovations of Existing Structures		
Extensive reconstruction involving 50% or more of existing square footage on one or more floors	\$0.09 per sq. ft. of work area	2019
Minor Renovations of Existing Structures		
Small and medium reconstruction involving less than 50% of existing square footage on one or more floors	\$0.05 per sq. ft. of work area	2019
Shell Construction	\$0.05 per sq. ft.	2019
First-Time Tenant Upfits	\$0.09 per sq. ft. of tenant space	2019
Permit Associated with Alteration, Replacement, Modification, etc.		
Residential thru 200A	\$30.00	2014
Residential over 200A	\$35.00	2014
Commercial thru 800A	\$60.00	2014
Commercial over 800A	\$85.00	2014
Separately Derived Systems	\$35.00	2014
Mobile Home Services or Feeders	\$30.00	2014
New or Replacement Pedestal	\$30.00	2014
Switch and Receptacle Installation	\$0.50 per switch and receptacle	2019
Temporary Pole	\$30.00	2014
Electrical Appliances Not Involving Other Trades	\$20.00	2019
Motor (1HP-5HP)	\$15.00	2014
Motor (5HP-25HP)	\$20.00	2014
Motor (25HP-50HP)	\$20.00	2014
Motor (50 or more HP)	\$25.00	2014
Commercial Motor Control Units thru 800A	\$50.00	2014
Commercial Motor Control Units over 800A	\$70.00	2014
Electric Sign Connection	\$30.00	2014
Electric Sign (circuit only)	\$10.00	2014
Fire Alarm System (low voltage)	\$35.00	2014
Other Low Voltage Systems	\$35.00	2014
Gasoline/LP Dispenser	\$20.00	2014
Inspection for Power Reconnection (when disconnected in excess of 6 months)	\$35.00	2014
Outside Commercial Pole Lights	\$5.00	2014
Swimming Pool Bonding and Grounding	\$30.00	2014
Swimming Pool Equipment (motors, heaters, covers)	\$15.00	2014
Mechanical Permits		
Minimum Fee		
Commercial	\$75.00	2017
Residential	\$75.00	2019

Fee Schedule

Description	Current Fee	Established or Last Changed
New Construction or Additions		
Commercial	\$0.09 per sq. ft.	2014
Residential	\$0.08 per sq. ft.	2012
Major Renovations of Existing Structures		
Extensive reconstruction involving 50% or more of existing square footage on one or more floors	\$0.09 per sq. ft. of work area	2019
Minor Renovations of Existing Structures		
Small and medium reconstruction involving less than 50% of existing square footage on one or more floors	\$0.05 per sq. ft. of work area	2019
Shell Construction	\$0.05 per sq. ft.	2019
First-Time Tenant Upfits	\$0.09 per sq. ft. of tenant space	2019
Permit Associated with Alteration, Replacement, Modification, etc.		
Commercial Hood/Canopy over Cooking Equipment	\$75 Each	2017
Commercial Refrigeration	\$75 for the first unit, \$50 for each additional unit	2017
Gas Appliances Not Involving Other Trades	\$40.00 for the first unit, \$10.00 for each additional unit	2019
Duct Extensions and Alterations	\$50.00	2017
Commercial Exhaust and Duct System	\$10.00	2014
Plumbing Permits		
Minimum Fee		
Commercial	\$75.00	2017
Residential	\$75.00	2019
New Construction or Additions		
Commercial	\$0.07 per sq. ft.	2014
Residential	\$0.06 per heated sq. ft.	2017
Major Renovations of Existing Structures		
Extensive reconstruction involving 50% or more of existing square footage on one or more floors	\$0.07 per sq. ft. of work area	2019
Minor Renovations of Existing Structures		
Small and medium reconstruction involving less than 50% of existing square footage on one or more floors	0.04 per sq. ft. of work area	2019
Shell Construction	\$0.04 per sq. ft.	2019
First-Time Tenant Upfits	\$0.07 per sq. ft. of tenant space	2019
Permit Associated with Alteration, Replacement, Modification, etc.		
Fixtures and Appliances Not Involving Other Trades	\$10.00	2019
Sewer Connection	\$30.00 each building sewer or sewer tap	2014
Water Piping	\$30.00 each water service line, irrigation, and fire sprinkler main	2014
Miscellaneous Inspections and Fees		
Demolition Permit	Same fee structure as cost-based Building Permits	2008
Building Permit for Signs	\$75.00	2019
Insulation Permit		
Residential & Commercial	\$0.03 per sq. ft. when part of a building permit	2011
Floodplain Development Permit	\$35.00	2014
Mobile Home Placement Permit	\$65.00	2014
Processing Fee for Permit Fee Refunds	\$30.00	2014
After Hours and Weekend Inspections (subject to inspector availability)	\$100.00 (with a minimum of two hours) in addition to other applicable fees	2019

Fee Schedule

Description	Current Fee	Established or Last Changed
Callback Inspections for Each Applicable Permit	\$75.00 per each call back after the 1st re-inspection	2019
Contractor Change on Permitted Project	\$30.00 for each permitted trade	2014
Administrative Building Permit (where no work has been conducted)	\$110.00	2019
Inspections for Temporary Power/Stocking CO's/Temporary CO's when Allowed	\$125.00	2019
Multi-Trade Permits	\$75.00	2019
Work Without a Required Permit	2 times all applicable permit fees	2017
Homeowner Recovery Fee	\$10.00 for each residential permit issued	2003
Daycare Inspections	\$125.00	2014
Yard Sale Permits	\$10 for the first sale; \$15 for second or third sale. Only 3 yard sales per calendar year permitted.	2017
<u>Planning & Zoning Permits and Fees:</u>		
Administrative Adjustment Fee	\$35.00 per standard for which adjustment requested	2014
Alternative Signage Plan Review	\$250.00	2014
Appeal Fee	\$500.00	2011
Board of Adjustment Hearing Fee	\$500.00	2007
Certificate of Appropriateness (Historic Resources Commission)		
Minor Work	\$50.00	2019
Major Work (Existing)	\$200.00	2019
Major Work (Full/New Façade)	\$500.00	2019
Clear Cutting Permit		
Without Site or Subdivision Plan Review	\$50 for the first 3 acres plus \$15 for each additional acre or part thereof	2014
With Site or Subdivision Plan Review	No additional fee	2011
Development Agreement (UDO)	\$2,500.00	2011
Payment in Lieu of Park Land		
Formerly Open Space Fee. Land value factor calculated in accordance with UDO section 30-5.C.6(c2).	\$10,427.00 per acre	2019
Payment in Lieu of Specimen Tree Preservation	\$100.00 per caliper inch per tree	2014
Planning and Zoning Re-Inspection Fee	\$75.00 for every inspection required after the 1st re-inspection	2019
Rezoning Fees		
Conditional Zoning	\$700.00 plus site plan review fee	2010
Planned Development	\$700.00 plus site plan review fee	2010
Sign Placement Permits		
Construction Cost : \$5,001-10,000	\$75.00	2019
Construction Cost : \$10,001-15,000	\$90.00	2019
Construction Cost : \$15,001-20,000	\$105.00	2019
Construction Cost : \$20,001-25,000	\$125.00	2019
Construction Cost : \$25,001-30,000	\$145.00	2019
Construction Cost : \$30,001-35,000	\$160.00	2019
Construction Cost : \$35,001-40,000	\$175.00	2019
Construction Cost : \$40,001-45,000	\$190.00	2019
Construction Cost : \$45,001-50,000	\$210.00	2019
Construction Cost : \$50,001-60,000	\$230.00	2019
Construction Cost : \$60,001-70,000	\$250.00	2019
Construction Cost : \$70,001-80,000	\$265.00	2019

Fee Schedule

Description	Current Fee	Established or Last Changed
Construction Cost : \$80,001-90,000	\$280.00	2019
Construction Cost : 90,001 - 100,000	\$295.00	2019
Construction Cost: 100,001 and above	\$350 for the first \$100,000 plus \$3.05 for each additional \$1,000 or fraction thereof	2019
Sign Face Change	\$1.00 per sq. ft., \$25.00 minimum	2019
Site Plan Review		
Non-Residential	\$500.00 plus \$20.00 per 1,000 sq. ft. of	2010
Residential	\$500.00 plus \$20.00 per unit or lot	2010
Revisions or re-reviews beyond first review	1/2 of original fee	2010
Special Event Signs Compliance Deposit	\$10 per approved sign	2011
Returned if all signs are properly placed and removed within two days of close of event		
Special Use Permit		
Residential, Professional, Commercial and Industrial	\$700.00 plus site plan review fee	2010
Cell Tower	\$2,500.00	2011
Specimen Tree Inspection	\$50 per acre	2012
Subdivision Fee		
Subdivision Reviews	\$400.00 plus \$20.00 per lot	2010
Revisions or re-reviews beyond first review	1/2 of original fee	2010
Final plats	\$50.00	2007
Expedited review of subdivision or site plans	\$1,500 per hour	2011
Subdivision Waiver	\$700.00	2011
Tax Grantback Application Fee	\$250.00	2010
Temporary Use Permit	\$25.00	2012
Vested Rights Certificate	\$100.00	2011
No additional fee if requested with site plan or subdivision approval		
Watershed Protection Inspection Fee and Permit		
Inspection Fee for Required Improvement	\$35.00 per inspection	2014
Low Density Development Permit	\$35.00 per project	2014
High Density Development Permits		
CD, AR, SF15, SF10, SF6, MR5, MH	\$140 (less than 5 acres), \$275 (5 to 50 acres), \$350 (50 to 100 acres), \$450 (more than 100 acres)	2014
O&I, NC, LC, CC, MU, BP, DT, LI, HI, PD	\$275 (less than 5 acres), \$300 (5 to 50 acres), \$350 (50 to 100 acres), \$450 (more than 100 acres)	2014
Zoning Code Text Amendment	\$700.00	2014
Zoning Permits		
Pushcarts (downtown core only)	\$30.00 per year	2014
Outdoor Dining and Merchandising (downtown core only)	\$30.00 per year	2014
Sidewalk Entertainment (downtown core only)	\$30.00 per year	2014
Delivery Services (downtown core only)	\$30.00 per year	2014
Zoning inspection for small structures	\$30.00	2016
UDO Printing Fee	City's Cost of Reproduction	2019
Zoning Verification Letter	\$5.00 - 1 page letter for existing structure/building/use	2019
	\$30.00 - new development with approved site plans and conditions	2019

Fee Schedule

Description	Current Fee	Established or Last Changed
Finance		
<i>Beer and Wine Licenses</i> - Annual, from May 1 to April 30		
Beer Dealers (wholesale)	\$37.50	Set by State
Wine Dealers (wholesale)	\$37.50	Set by State
Beer and Wine Dealers (wholesale)	\$62.50	Set by State
Beer Dealers (retail, on premises)	\$15.00	Set by State
Beer Dealers (retail, off premises)	\$5.00	Set by State
Wine Dealers (retail, on premises)	\$15.00	Set by State
Wine Dealers (retail, off premises)	\$10.00	Set by State
Tax for additional license	110% of base fee, applied progressively for each added license	Set by State
Failure to obtain license	Penalty of 5% per month or fraction thereof, not to exceed 25% of prescribed license amount, not less than \$5	Set by State
<i>Currency Converter Permits</i>	\$100.00 per year	2018
<i>Pawnbroker Permits</i>	\$250.00 initial application with \$5,000 surety bond required, \$100.00 annual renewal	2018
<i>Peddler Permits</i> - On Foot or With Vehicle		
Application Fee	\$25.00	2015
Three-Month Renewal (If renewed prior to expiration, maximum of 3 renewals per initial application)	\$5.00	2015
<i>Regulatory License</i>		
Adult Bookstore, Adult Motion Picture Theater, Adult Motel or Hotel	\$250.00 initial application, \$100.00 annual renewal	N/A
<i>Motor Vehicle License Tax</i>		
(See additional motor vehicle license tax with Transit fees)	\$5.00 per year	N/A
Penalty for Failure to Pay Motor Vehicle License Tax	\$15.00	N/A
<i>Solicitor Permit</i> - Including Alarm Solicitor		
Application Fee	\$25.00	2004
Three-Month Renewal (If renewed prior to expiration, maximum of 3 renewals per initial application)	\$5.00	2015
<i>Specialty Market Operator/Seasonal Merchant Permits</i>	\$100 per 30 days	2015
<i>Duplicate Copy (Lost or Stolen License)</i>	\$5.00	N/A
<i>Replacement License due to Change of Location</i>	\$5.00	N/A
Fire & Emergency Management		
<i>False Alarm</i>		
	No charge for the 1st and 2nd false alarm, \$500.00 for each subsequent false alarm per calendar year	2010
<i>Fines</i>		
Exit Violation	\$500.00 for the 1st offense, \$1,000 for each subsequent offense in the period of a year	1995
Code Violation	\$100.00 for the 1st offense, \$250.00 for the second offense, \$500.00 for each subsequent offense in the period of a year	1995
Over-occupancy Violation	\$100.00 per person over the posted number allowed	2010
Occupying a building without a Certificate of Occupancy	\$500.00 per offense	2010
Installation of life safety equipment or underground tank piping without proper plan review and/or testing	\$500.00 per offense	2010

Fee Schedule

Description	Current Fee	Established or Last Changed
Fire Inspection Fees		
<u>Annual Inspections:</u>		
Assembly (A-1, A-2, A-3, A-4, A-5)	Up to 2,500 sq. ft. \$75	2008
	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
	Over 200,000 sq. ft. \$350	2008
Factory/Industrial:	Up to 2,500 sq. ft. \$75	2008
	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
	Over 200,000 sq. ft. \$350	2008
Educational:		
Day Care (not in residential home)	Up to 2,500 sq. ft. \$75	2008
Public and Private School (inspected every 6 months)	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
	Over 200,000 sq. ft. \$350	2008
Hazardous:	Up to 2,500 sq. ft. \$75	2008
	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
	Over 200,000 sq. ft. \$350	2008
Institutional:		
Nursing home, hospital, mental health facility, jail or detox center	Up to 2,500 sq. ft. \$75	2008
	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
	Over 200,000 sq. ft. \$350	2008
High-Rise	Up to 2,500 sq. ft. \$75	2008
	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
	Over 200,000 sq. ft. \$350	2008
Residential:		
Group home	\$75 per visit	2008
Day care (in a residence)	\$75 per visit	2008
Apartments/Dorm buildings up to 3 stories	\$75 for each residential building	2017
Apartments/Dorm buildings over 3 stories		
	Up to 2,500 sq.ft. \$75	2017
	2,501-10,000 sq.ft. \$100	2017
	10,001-50,000 sq.ft. \$150	2017
	50,001-100,000 sq.ft. \$200	2017
	100,001-150,000 sq.ft. \$250	2017
	150,001-200,000 sq.ft. \$300	2017
	Over 200,000 sq.ft. \$350	2017

Fee Schedule

Description	Current Fee	Established or Last Changed
All hotels (regardless of number of stories)		
	Up to 2,500 sq.ft. \$75	2017
	2,501-10,000 sq.ft. \$100	2017
	10,001-50,000 sq.ft. \$150	2017
	50,001-100,000 sq.ft. \$200	2017
	100,001-150,000 sq.ft. \$250	2017
	150,001-200,000 sq.ft. \$300	2017
	Over 200,000 sq.ft. \$350	2017
3-Year Inspection Fee:		
Business, Mercantile, Storage, Church/Synagogue,	Up to 2,500 sq. ft. \$75	2008
Miscellaneous (Group U)	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
	Over 200,000 sq. ft. \$350	2008
Permits:		
Permits and Final Inspections		
Fire sprinkler system (1 to 20 sprinkler heads)	\$75	2017
Fire sprinkler system (21 to 50 sprinkler heads)	\$125	2017
Each additional sprinkler head over 50	\$1.05 per additional sprinkler head	2017
Flammable or combustible liquid tank (installation or removal)	\$125	2012
Hood suppression system	\$125	2012
Paint booth	\$125	2012
Private fire hydrants/valves	\$125	2012
Fire alarms	\$125	2012
Standpipes	\$125	2012
Fireworks/Explosives Permit	\$250.00 per event	2004
Tent Permit	\$75 per visit	2008
Additional Inspections:		
Reinspection Fee	\$50 per visit	2004
No-Show Inspection Fee	\$50 per visit	2017
A.L.E.	\$75 per visit	2008
Amusement Buildings	\$75 per visit	2008
Carnival and Fair	\$75 per visit	2008
Circus Tent	\$250.00	2004
Courtesy/Requested Inspections	\$75 per visit	2008
Covered Mall Building Displays	\$75 per visit	2008
Additional Equipment Testing (alarm, sprinkler, hood suppression, flammable or combustible liquid systems and paint booths)	\$75.00 per visit plus \$50.00 per additional hour for weekend or after hours request	2012
Exhibits/Trade Show	\$75 per visit	2008
Foster Home	\$75 per visit	2008
LP or Gas Equip. in Assemble	\$75 per visit	2008
Training Facility Fees		
ARFF - One-Day Training	\$250.00 per person	2010
ARFF - Three-Day Training	\$425.00 per person	2010
ARFF - Five-Day Training	\$550.00 per person	2011
Refueling Course	\$65.00 per person	1993
Industry	\$175.00 per burn	2010
Drill Tower Usage	\$200.00 per day	2011
with live burn	\$600.00 per day	2017
Classroom use	\$50.00 per 4 hours	2011
Confined Space Training Area	\$100.00 per day	2011
Service Test Pit Area	\$100.00 per unit	2011
Engine	\$200.00 per day	2011
Miscellaneous Equipment Use	\$50.00 per day	2011

Fee Schedule

Description	Current Fee	Established or Last Changed
Hazardous Material Protection Fee		
Haz-Mat Unit Response	\$555.00 per hour	2010
Haz-Mat Battalion Chief Response	\$60.00 per hour	2010
Engine Company Response	\$205.00 per hour	2010
Truck Company Response	\$205.00 per hour	2010
Rescue Company	\$175.00 per hour	2010
Fire Suppression Battalion Chief Response	\$60.00 per hour	2010
Material, Equipment, and Long Distance Recalled Personnel	Replacement Cost Time and half of the hourly salary of recalled personnel	1992 1992
Air Monitoring	\$170.00	2010
Environmental Research Immediate Area - 1 year	\$20.00	2010
Environmental Research Immediate Area - 5 year	\$115.00	2010
Environmental Research Half Mile Radius - 1 year	\$60.00	2010
Environmental Research Half Mile Radius - 5 year	\$190.00	2010
Environmental Research One Mile Radius - 1 year	\$80.00	2010
Environmental Research One Mile Radius - 5 year	\$230.00	2010
Parking		
Parking Fines		
Backed to Curb Violation	\$10.00	2007
Curb to Sidewalk Violation	\$25.00	1986 or prior
Fire Hydrant Violation	\$25.00	1986 or prior
Fire Lane Violation	\$100.00	1986 or prior
Handicapped Violation	\$250.00	2000
Judgment Fees	\$50.00	2002 or prior
Late Payment Penalty	\$25.00	1999
Left to Curb Violation	\$25.00	1986 or prior
Loading Zone Violation	\$25.00	1986 or prior
No Parking Zone Violation	\$25.00	1986 or prior
Overtime Violation (Lots)	\$15.00	2013
Overtime Violation (Street)	\$15.00	2013
Prohibited Parking Violation	\$25.00	1986 or prior
Repeat Overtime Violation	\$10.00	2013
Traffic Obstruction Violation	\$25.00	1986 or prior
Within Lines Violation	\$15.00	2013
Electric Vehicle Only Violation	\$50.00	2013
Immobilization Fee		
Fee per wheel lock removal, in addition to outstanding parking tickets and penalties	\$50.00	2009
Leased Parking Spaces		
All Parking Spaces	\$50.00 per month	2011
Late Payment Penalty	\$10 penalty for lease payments received after the 5th of the month	2013
Replacement Proxy Card	\$15.00	2016
City Employee Parking		
Franklin Street Parking Deck	\$20.00 per month	2018
Other Approved Lots	No charge	2018
Hourly Paid Parking		
All Lots (where applicable)	\$0.50 per hour, or \$4.00 per day	2009
On Street (where applicable)	\$0.75 per hour	2009
Event Parking		
	\$5.00 per event	2019
Contractor Parking Permit		
	\$10.00 per day, or \$30.00 per week	2013
Annual Contractor Parking Permit		
	\$1,000.00 per year	2010
Residential Parking Permit		
	Discontinued. Leased parking terms apply.	2018

Fee Schedule

Description	Current Fee	Established or Last Changed
Parks, Recreation & Maintenance		
<p>The Fayetteville-Cumberland Parks and Recreation Department is supported by taxes paid on property in the City of Fayetteville, the Towns of Eastover, Linden, Falcon, Godwin, Stedman, and Wade, and in the unincorporated areas of Cumberland County, excluding the Manchester District. Residents of these areas qualify for resident fees for Parks and Recreation programs and services. Organizations or businesses with physical addresses in these areas also qualify for resident fees for services such as facility rental.</p>		
Special Event Permits		
Special Event Permits for Mazarick Building, Cross Creek Park Fountain, Mazarick Park Shelters, Core Downtown Area, Festival Park	Up to 500 attendees: \$75 with \$100 deposit; 501-2,500 attendees: \$150 with \$200 deposit; 2,501-5,000 attendees: \$300 with \$500 deposit; 5,001-10,000 attendees: \$500 with \$750 deposit; Over 10,000 attendees: \$750 with \$1,000 deposit	2013
Expedited Special Event Permit		
Request submitted less than 30 days in advance of event but permit application review possible at a scheduled Special Events Committee meeting	\$250 in addition to permit fee and deposit	2013
Request submitted less than 30 days in advance of event and special meeting of Special Events Committee required to review permit application	\$500 in addition to permit fee and deposit	2013
Special Event Banner Permit		
Up to 40 banners	\$100 Permit fee, plus \$100 deposit	2017
41 to 80 banners	\$200 Permit fee, plus \$200 deposit	2017
81 to 120 banners	\$300 Permit fee, plus \$500 deposit	2017
121 to 160 banners	\$400 Permit fee, plus \$750 deposit	2017
161 to 200 banners	\$500 Permit fee, plus \$1000 deposit	2017
Installation/Removal Fees	\$68 per banner for City installation and \$34 per banner for City removal	2017
Recreation Center Rentals		
Program Room Rental (nonprofit organizations)	Resident - \$200 deposit & \$75 for 1 to 4 hours, plus \$25 each additional hour up to 8 hours maximum Non-Resident - \$200 deposit & \$150 for non-residents for 1 to 4 hours, plus \$50 each additional hour up to 8 hours maximum	2018
Multipurpose Room Rental (nonprofit organizations)	Resident - \$200 deposit & \$150 for 1 to 4 hours, plus \$25 each additional hour up to 8 hour maximum Non-Resident - \$200 deposit & \$300 for 1 to 4 hours, plus \$50 each additional hour up to 8 hours maximum	2018
Gym Rental (nonprofit organizations)	Resident - \$200 deposit & \$230 up to 4 hours, \$50 each additional hour; if event requires floor covering \$300 up to 4 hours, \$50 each additional hour Non-Resident - \$200 deposit & \$460 up to 4 hours, \$100 each additional hour; if event requires floor covering \$600 up to 4 hours, \$100 each additional hour	2018
Kitchen Rental (nonprofit organizations)	Resident - \$200 deposit & \$57.50 up to 4 hours plus \$25 each additional hour up to 8 hours maximum Non-resident - \$200 deposit & \$115 up to 4 hours plus \$50 each additional hour up to 8 hours maximum	2018
Rentals on Days when Facilities Closed (nonprofit organizations)	Resident - \$100 for 1 to 4 hours maximum plus deposit and rental fee Non-Resident - \$200 for 1 to 4 hours maximum plus deposit and rental fee	2007 2015

Fee Schedule

Description	Current Fee	Established or Last Changed
Program Room Rental (for profit organizations)	Resident - \$200 deposit & \$150 per hour for 1 to 4 hours, plus \$50 each additional hour up to 8 hours maximum Non-Resident - \$200 deposit & \$300 per hour for 1 to 4 hours, plus \$100 each additional hour up to 8 hours maximum	2018
Multipurpose Room Rental (for profit organizations)	Resident - \$200 deposit & \$300 for 1 to 4 hours, plus \$50 each additional hour up to 8 hour maximum Non-Resident - \$200 deposit & \$600 for 1 to 4 hours, plus \$100 each additional hour up to 8 hour maximum	2018
Gym Rental (for profit organizations)	Resident - \$200 deposit & \$460 up to 4 hours, \$100 each additional hour. If event requires floor covering \$690 up to 4 hours, \$100 each additional hour Non-Resident - \$200 deposit & \$920 up to 4 hours, \$200 each additional hour. If event requires floor covering \$1,380 up to 4 hours, \$200 each additional hour	2018
Kitchen Rental (for profit organizations)	Resident - \$200 deposit & \$115 up to 4 hours plus \$50 each additional hour up to 8 hours maximum Non-Resident - \$200 deposit & \$230 up to 4 hours plus \$100 each additional hour up to 8 hours maximum	2018
Rentals on Days when Facilities Closed (for profit organizations)	Resident - \$200 for 1 to 4 hours maximum plus deposit and rental fee Non-Resident - \$400 for 1 to 4 hours maximum plus deposit and rental fee	2007
Rentals Outside of Regular Facility Operating Hours (nonprofit and for profit organizations)	Resident - \$25 per hour in addition to applicable rental fee and deposit Non-Resident - \$50 per hour in addition to applicable rental fee and deposit	2018
Custodial Setup/Breakdown/Clean-Up	\$25.00 per hour	1999
Expedited Rental Fee	\$100 per rental for any facility rental contract executed within 48 hours of the event	2011
Park Rental Fees		
Ball Field Rental		
Field use with field preparation and lighting	Resident - \$195 per day, plus \$250 deposit Non-Resident \$390 per day, plus \$250 deposit	2018
Field use	Resident - \$40 for up to 4 hours or \$55 per day, plus \$100 deposit Non-Resident - \$80 for up to 4 hours or \$110 per day, plus \$100 deposit	2018
Field lighting	Resident - \$25 per hour, plus \$100 deposit Non-Resident - \$50 per hour, plus \$100 deposit	2015
Basketball Court (Outdoor)	Resident - \$100 deposit plus \$35 (up to 4 hours); \$50 (over 4 hours) Non-Resident - \$100 deposit plus \$70 (up to 4 hours); \$100 (over 4 hours)	2010
Cross Creek Park Rental	Resident - \$100 (1-4 hours), \$25 each additional hour Non-Resident - \$200 (1-4 hours), \$50 each additional hour	1999
Festival Park		
Category 1 - Dogwood Festival, International Folk Festival, 2 uses per year (1 per six months) by Cumberland County Schools, 4 uses per year (1 per 3 months) by Art Agencies as coordinated through Arts Council Executive Director	Free	2007

Fee Schedule

Description	Current Fee	Established or Last Changed
Category 2 - Non-profit event sponsored by a 501(c) organization	\$250 deposit plus \$500 per calendar day	2007
Category 3 - Community event open to the public when no admission is charged, sponsored by any entity other than a non-profit	\$375 deposit plus \$750 per calendar day	2007
Category 4 - Commercial ticketed events - concerts, paid admission shows	\$500 deposit plus \$1,000 per calendar day plus 15% of gross ticket sales, unless event is being sponsored as a part of Category 1 event	2007
Category 5 - Park rental open to the public (e.g. Family reunions, weddings, company picnics, etc.)	\$125 deposit plus \$250 per calendar day	2007
Sunday or legal holiday use	\$150 plus deposit and rental fee	2007
Lamon Street Park Complex	Resident - \$550 per day plus \$250 deposit Non-Resident - \$1,100 per day plus \$250 deposit	2018 2018
Martin Luther King Park	Resident - \$45 (1-4 hours), \$75 over 4 hours Non-Resident - \$90 (1-4 hours), \$150 over 4 hours	2018 2018
Mazarick Building	Resident - \$75 (1-4 hours), \$25 each additional hour plus \$200 deposit Non-Resident - \$150 (1-4 hours), \$50 each additional hour plus \$200 deposit	2018 2018
North Carolina Veterans Park Visitors' Center and Outdoor Garden	Resident - \$725 (1-4 hours), \$100 each additional hour plus \$700 deposit Non-Resident - \$1,450 (1-4 hours), \$200 each additional hour plus \$700 deposit	2011 2015
North Carolina Veterans Park Amphitheater		
Category 1 - Non-profit event sponsored by a 501(c) organization	\$250 deposit plus \$500 per calendar day	2011
Category 2 - Community event open to the public when no admission is charged, sponsored by any entity other than a non-profit	\$375 deposit plus \$750 per calendar day	2011
Category 3 - Commercial ticketed events - concerts, paid admission shows	\$500 deposit plus \$1,000 per calendar day plus 15% of gross ticket sales	2011
Category 4 - Park rental open to the public (e.g. Family reunions, weddings, company picnics, etc.)	\$125 deposit plus \$250 per calendar day	2011
Sunday or legal holiday use	\$150 plus deposit and rental fee	2011
Reid Ross Track	Resident - \$500 per day plus \$250 deposit Non-Resident - \$1,000 per day plus \$250 deposit	2007 2015
Shelter - Small	Resident - \$45 (1-4 hours), \$75 over 4 hours Non-Resident - \$90 (1-4 hours), \$150 over 4 hours	2018 2018
Shelter - Large	Resident - \$70 (1-4 hours), \$130 over 4 hours Non-Resident - \$140 (1-4 hours), \$260 over 4 hours	2018 2018
Splash Pad	Resident - \$75 for 60 minute rental outside of operational hours Non-Resident - \$150 for 60 minute rental outside of operational hours	2017 2017
Tokay Park Complex	Resident - \$575 per day plus \$250 deposit Non-Resident - \$1,150 per day plus \$250 deposit	2018 2018
Boating	Resident - \$2 per hour, \$5 per half day, \$10 per day	1998
Camping Fees (organized groups)	Resident - \$1 per person per night, \$25 minimum Non-Resident - \$2 per person per night, \$50 minimum	1995 or prior 2015
Family Campsite	Resident - \$10 per night Non-Resident - \$20 per night	1995 or prior 2015

Fee Schedule

Description	Current Fee	Established or Last Changed
Mobile Stage - Large (nonprofit organizations)	Resident - \$500 per calendar day, plus \$500 deposit	2008
	Non-Resident - \$1,000 per calendar day, plus \$500 deposit	2015
Mobile Stage - Small (nonprofit organizations)	Resident - \$400 per calendar day, plus \$500 deposit	2008
	Non-Resident - \$800 per calendar day, plus \$500 deposit	2015
Mobile Bleachers (nonprofit organizations)	Resident - \$400 per calendar day, plus \$500 deposit	2007
	Non-Resident - \$800 per calendar day, plus \$500 deposit	2015
Mobile Stage - Large (for profit organizations)	Resident - \$1,000 per calendar day, plus \$500 deposit	2008
	Non-Resident - \$2,000 per calendar day, plus \$500 deposit	2015
Mobile Stage - Small (for profit organizations)	Resident - \$800 per calendar day, plus \$500 deposit	2008
	Non-Resident - \$1,600 per calendar day, plus \$500 deposit	2015
Mobile Bleachers (for profit organizations)	Resident - \$800 per calendar day, plus \$500 deposit	2007
	Non-Resident - \$1,600 per calendar day, plus \$500 deposit	2015
Mini-Bus Rental for Partnering Agencies	100% recovery of direct costs	
Athletic Programs		
Adult Open Play Athletics	Resident - \$2	2004
Adult Softball Team Fee (Fall League - 1 night per week)	100% Cost Recovery	
Adult Softball Team Fee (Fall League - 2 nights per week)	100% Cost Recovery	
Adult Softball Team Fee (Spring league - 1 night per week)	100% Cost Recovery	
Adult Softball Team Fee (Spring league - 2 nights per week)	100% Cost Recovery	
Adult Basketball Team Fee (1 night per week)	100% Cost Recovery	
Adult Basketball Team Fee (2 nights per week)	100% Cost Recovery	
Golf Lessons	Variable	
Youth AAU Traveling Team	\$2 per youth	2019
Youth Athletics (not otherwise listed)	Resident - \$25	2018
	Non-Resident - \$50	2018
Youth Cheerleading	Resident - \$25	2018
	Non-Resident - \$50	2018
Youth Football	Resident - \$30	2018
	Non-Resident - \$60	2018
Late Registration for Youth Sports Programs	\$5.00	2001
Swimming Pool Fees		
Swimming Lessons	Resident - \$48	2017
Pool Entry Fee	Resident - \$2 for adults, \$1 for children	1995 or prior
Pool Rental	Resident - \$200 deposit, \$175 rental fee for first 2 hours, \$50 for each additional hour; plus current rate of pay for lifeguards	2011
	Non-Resident - \$200 deposit, \$350 rental fee for first 2 hours, \$100 for each additional hour; plus current rate of pay for lifeguards	2015
Tennis Fees		
Tennis Lessons	Variable	1995 or prior
Courts	Resident - \$150 deposit; rental fee of \$35 (up to four hours); \$50 (over four hours); \$175 additional charge for use of lights	2010
	Non-Resident - \$150 deposit; rental fee of \$70 (up to four hours); \$100 (over four hours); \$350 additional charge for use of lights	2015

Fee Schedule

Description	Current Fee	Established or Last Changed
Senior and Therapeutic Leisure Activities		
Recreation Leisure Activities	Variable, non-differential for residents or non-residents	1995 or prior
After-School Program		
Program Fee	Resident - \$115 per month/\$35 per week Non-Resident - \$230 per month/ \$70 per week	2018 2018
Early/Late Fee	\$5 per 5 minute period	2008
Summer Camp/Playground		
Intercession School Workday Camp	Resident - \$11.00 per day Non-Resident - \$22 per day	2019 2019
Summer Day Camp	Resident - \$65 per week Non-Resident - \$130 per week	2018 2018
Summer Playground	Resident - \$30 per week Non-Resident - \$60 per week	2018 2018
Late Pickup Fee	\$5 per 5 minute period	2009
Summer Day Camp (Pro-rated daily)	Resident - \$13 per day Non-Resident - \$26 per day	2019 2019
Athletic Protest Fee		
	\$25.00	2002
Community Garden		
	\$25.00 refundable deposit	2009
Concessions		
	Variable	2002 or prior
Cemetery:		
Burial Plots		
Pre-Need Cemetery Fee	\$575.00	2018
At-Need Cemetery Fee (adult)	\$675.00	2018
At-Need Cemetery Fee (infant)	\$500.00	2018
At-Need Cemetery Fee (pauper)	\$350.00	2018
Monument Administration/Interment Fees		
Monument Administration/Interment Fees	\$50.00	2018
After Hours Cemetery Fee	\$100.00	2018
Police		
Code Violations		
Noise Violation - Barking Dog	\$200.00 for the 1st violation, \$250.00 for subsequent violations within 12 months	2009
Noise Violation - Residential	\$200.00	2008
Noise Violation - Radios, Loudspeakers, etc.	\$200.00	2008
Street Numbering Violation	\$50.00	1990
Police False Alarm Fee		
1st false alarm per fiscal year	No charge	2010
2nd false alarm per fiscal year	No charge	2010
3rd false alarm per fiscal year	\$25.00	2010
4th false alarm per fiscal year	\$50.00	2010
5th false alarm per fiscal year	\$50.00	2010
6th false alarm per fiscal year	\$100.00	2010
7th false alarm per fiscal year	\$100.00	2010
In excess of 7th false alarm per fiscal year	\$200.00 each	2010
Continuous alarm	\$10.00 for each 60-minute interval beginning 60 minutes after notification, not to exceed \$100.00 in a 24-hour period	2010
IDB Photo Reports		
	\$0.35 for 4"x 6", \$5.00 for 8"x 10", \$5.00 for contact sheet	2008
Photographic CD		
	\$35.00 per CD	2008

Fee Schedule

Description	Current Fee	Established or Last Changed
Wrecker Fees		
Annual Wrecker Inspection Fee	\$100.00 per truck	2008
Wrecker Rotation Fee	\$15.00 per tow	2008
Officer Fees	Variable	2002
Range Fee	\$400 per day	2019
Public Services		
<u>Engineering & Infrastructure Fees and Penalties</u>		
Map Sales		
Aerial Photographs		
Prints (8 1/2" x 11")	\$10.00	2010
Prints (8 1/2" x 14")	\$12.00	2010
Prints (11" x 17")	\$15.00	2010
Prints (18" x 24")	\$20.00	2010
Prints (24" x 36")	\$30.00	2010
Prints (36" x 48")	\$50.00	2010
District Map	\$15.00	2010
Large City Map with Street Index Booklet	\$35.00	2008
Medium City Map	\$25.00	2010
Precinct Map	\$15.00	2010
Topographic Map	\$15.00	2008
Copy Sales		
Prints (11" x 17")	\$2.00	2010
Prints (8½" x 11")	\$1.00	2010
Prints (8½" x 14")	\$2.00	2010
Prints (18" x 24")	\$5.00	2010
Prints (24" x 36")	\$6.00	2010
Prints (36" x 48")	\$7.00	2010
Development Plan Reviews/Infrastructure Permits		
Commercial Developments (one acre or less)	\$300.00	2015
Commercial Developments (between one and ten acres)	\$525.00	2015
Commercial Developments (in excess of ten acres)	\$975.00	2015
Residential Subdivisions (50 lots or less)	\$525.00	2015
Residential Subdivisions (51 to 100 lots)	\$750.00	2015
Residential Subdivisions (in excess of 100 lots)	\$975.00	2015
Resubmittal Fee (commercial or residential, per submittal)	\$225.00	2015
Infrastructure Inspection Fees		
Roadway Inspection Fee	\$0.75 per linear ft.	2019
Storm Drainage Pipe Inspection	\$0.50 per linear ft.	2019
Driveway Permits		
Driveway Permit (commercial) ≤ 75,000 sq. ft.	\$200.00 plus \$50.00 per hour for traffic impact analysis and traffic signal modifications as applicable	2010
Driveway Permit (commercial) > 75,000 sq. ft.	\$400.00 plus \$50.00 per hour for traffic impact analysis and traffic signal modifications as applicable	2010
Driveway Permit (residential)	\$50.00	2004
Resurfacing Permit	\$30.00	
Sidewalk Permit	\$30.00	
Payment in Lieu of Sidewalk Construction	\$34.99 per linear foot for 4' wide sidewalk*	2019
Price per foot to be adjusted each July 1st based on Construction Cost Index changes as of the prior December.	\$40.59 per linear foot for 5' wide sidewalk	2019
	\$46.17 per linear foot for 6' wide sidewalk*	2019

Fee Schedule

Description	Current Fee	Established or Last Changed
Right of Way Excavations		
Drainage Excavation Permit	\$125.00	2015
Excavation Permit	\$125.00	2015
Reinspection Fee for Excavation	\$100.00	2015
Roadway Degradation Fee	\$40.00 per sq. yd. of encroachment	2019
Payment in Lieu of Resurfacing	Estimated square yards of asphalt required times cost per square yard from the most recent resurfacing contract for labor and materials, plus applicable roadway inspection fees	2015
Right of Way Encroachment		
Small Cell Antenna Application Fee	\$100 total for the first 5 antennas, \$50 each for any additional antennas. Limit of 25 antennas per application.	2018
Small Cell Antenna Technical Review Fee	Actual costs not to exceed \$500 per application	2018
Right of way Encroachment - Utility Review Fee	\$200.00	2019
Sidewalk Assessment (Petitioned)	\$10.00 per front foot	
Street Paving Assessments		
To improve a soil street to a strip paved street	\$15.00 per front foot	2015
To install concrete curb and gutter on a strip paved street	\$20.00 per front foot	2015
To pave and install concrete curb and gutter on a soil street	\$35.00 per front foot	2015
Traffic Control Photographic System Citations		
Civil penalty for violation	\$100.00	2015
Penalty for failure to pay or appeal a citation within 30 days after notification	\$100.00	2015
Traffic Control Services and Device Rental Fees		
Labor Fee	\$25.00 per man hour	2006 or prior
Equipment Fee	\$25.00 per hour per piece of equipment	2006 or prior
Message Board	\$150.00 per board per day	2017
Arrow Board	\$75.00 per board per day	2017
36" Cone	\$1.00 per cone per day	2006 or prior
36" Channelizer Cone	\$1.00 per cone per day	2017
Barricade	\$2.00 per barricade per day	2006 or prior
Drum	\$2.00 per drum per day	2016
Flag	\$0.50 per flag per day	2006 or prior
Sign Stand	\$1.25 per stand per day	2006 or prior
Traffic Control Sign	\$2.00 per sign per day	2006 or prior
Tripod	\$0.75 per tripod per day	2006 or prior
Water Jersey	\$2.00 per jersey per day	2006 or prior
House Moving Fee	\$1,500 Bond, \$25 administrative fee, \$25 per hour police escort fee and \$37 per hour signal technician fee	1987
Right of Way Registration Fee	\$200.00	2002 or prior
Street Closing Fee	\$1,500.00	2011
Street Right of Way Withdrawal	\$500.00	2011
Temporary Right of Way Encroachment Fee		
30 day permit for items (construction dumpsters, etc.) placed on sidewalks	\$50.00 per 30 days	2008
Temporary Truck Route Permit	\$100.00	2019

Fee Schedule

Description	Current Fee	Established or Last Changed
<u>Solid Waste Fees and Penalties</u>		
<i>Residential Solid Waste Fee</i>		
Single-family homes and residential units in multi-family properties of 7 units or less	\$190.00 per year	2018
<i>Administrative Fee</i> (Abatement Actions)	\$100.00	2008
<i>Backdoor Pickup Fee</i>		
Handicap Backdoor Pickup	Free	2002 or prior
<i>Bulky Item or Limb Debris Pickup</i>		
Full truckload pickups (approx. 20 cubic yards)	\$357.00 per truckload	2007
Less than full truck load pickups	No Charge	2012
<i>Household Construction Debris Pickup</i>		
Generated by contractor	Not offered	
Resulting from homeowner renovations	\$50.00	2011
<i>Loose Leaf Pickup</i>		
Collection during scheduled neighborhood loose leaf collection	No charge	
Collection outside of scheduled neighborhood loose leaf collection		
Collection of 25 cubic yards or less	\$75.00	2012
Collection of more than 25 cubic yards	\$250.00	2012
<i>Set-Out Pickup</i>		
For curbside pickup of mixed refuse or furniture, usually resulting from vacating a residence	\$100.00 for less than 20 cubic yards	2019
<i>Rollout Carts</i>		
Cart Purchase	Variable based upon actual City purchase	2007
Optional Recycling Cart Exchange - Small for Large	\$20.00	2013
Delivery Fee	\$11.50	2013
Festival Park Events	10 garbage and 10 recycling carts provided	2017
	Extra carts \$10 per cart per day.	
Events Outside of Festival Park	\$100 for 5 garbage and 5 recycling carts	2017
<i>Solid Waste Fines</i>		
Failure to remove container from curb	1st violation, written warning; 2nd and subsequent violations, \$100.00 each	
<u>Stormwater Fees and Penalties</u>		
<i>Stormwater Fee (Quality & Improvements)</i>		
Single Family	\$6.00 per month per ERU	2018
Non-Single Family	\$6.00 per month per 2,266 sq. ft. of impervious surface	2018
<i>Stormwater Control Measure Inspection Fee</i>	\$300.00	2019
<i>Stormwater Control Ordinance Variance Filing Fee</i>	\$500.00	2011
<i>Stormwater Control Ordinance Civil Penalties</i>		
<i>Failure to Obtain Permit</i>		
First Offense within 2 years:		
Off-site impacts documented	\$3,000 per day	2011
No off-site impacts documented	\$1,000 per day	2011
Second Offense within 2 years:		
Off-site impacts documented	\$5,000 per day	2011
No off-site impacts documented	\$3,000 per day	2011
Third or Subsequent Offense within 2 years:		
Each violation	\$5,000 per day	2011

Fee Schedule

Description	Current Fee	Established or Last Changed
Illicit Connection and Improper Disposal Civil Penalties		
Category I Violation	\$1,000.00 per day, plus investigation, restoration and administrative costs	2009
Category II Violation	\$500.00 per day, plus investigation, restoration and administrative costs	2009
Category III Violation	\$100.00 per day, plus investigation, restoration and administrative costs	2009
Stormwater Ordinance Appeal Fee	\$500.00	2019
Other Violations of Stormwater Control Ordinance	Up to \$5,000/day	2011
Transit		
Motor Vehicle License Tax for Transit	\$5.00 per year	2008
Bus Fares and Passes		
Adult Bus Fare	\$1.25	2013
Discount Bus Fare (elderly and disabled)	\$0.50	2013
Adult 1-Ride Pass	\$1.25	2013
Discount 1-Ride Pass (elderly and disabled)	\$0.50	2013
One Day Pass	\$3.00	2013
Discount One Day Pass (elderly and disabled)	\$1.50	2013
Youth (18 & Under) Day Pass	\$2.00	2016
Rolling 5 Day Pass	\$11.00	2016
Discount Rolling 5 Day Pass (elderly and disabled)	\$5.50	2016
Rolling 30 Day Pass	\$40.00	2013
Discount Rolling 30 Day Pass (elderly and disabled)	\$17.00	2013
Student Rolling 30 Day Pass	\$30.00	2013
Student Semester Pass (<i>Fayetteville State University, Methodist University and Fayetteville Technical Community College</i>)	\$55 per fall or spring semester, or \$40 per summer term, convenience fee for Internet payment does not apply	2019
Summer Fun Pass (18 & under for June, July & August)	\$15.00	2016
ADA Demand Response Fare	\$2.00	2013
ADA 20 Ride Pass	\$35.00	2013
ADA 10 Ride pass	\$17.50	2013
Child Fare	Children under 6 years of age - Free when accompanied by fare paying adult. Children over 42 inches may obtain an ID card with age verification.	2018
City Employees	Free with Presentation of City Employee Identification Card	2019
Promotions - Reduced Fare Days	Up to three (3) reduced fare days per year subject to approval of City Manager. \$0.25 per ride or free in exchange for donation	2019
Bulk Pass Sale Discounts		
100 to 249 Passes	10% discount	2013
250 to 499 Passes	15% discount	2013
500 to 999 Passes	20% discount	2013
1,000 or Greater Passes	25% discount	2013
Third-Party Fare Agreements		
50 to 99 Passes (\$900 monthly revenue guarantee)	25% discount	2013
100 to 249 Passes (\$1,400 monthly revenue guarantee)	30% discount	2013
250 to 499 Passes (\$2,600 monthly revenue guarantee)	35% discount	2013
500 or Greater Passes (\$3,600 monthly revenue guarantee)	40% discount	2013
Cumberland County Court Programs and Fayetteville Police Department Homeless Prevention	\$0.40 per one day pass or \$20 per rolling 30 day pass	2018
Cumberland County Schools		
After School Activity Pass	Free fare	2014
Youth (18 & Under) Day Passes, Student Rolling 30 Day Passes, Summer Fun Passes	Passes up to \$5,000 in value per fiscal year at no charge	2016

Fee Schedule

Description	Current Fee	Established or Last Changed
Cumberland County NCWorks Career Center		
One Day Pass, with minimum 100 pass purchase	\$1.00 per pass	2018
Rolling 30 Day Pass, with minimum 50 pass purchase	\$20.00 per pass	2018
County and State Organizations and Affiliated Agencies		
One Day Pass, with minimum 100 pass purchase. Fiscal year maximum of 300 passes per organization or 1,500 total passes for all organizations.	\$1.00 per pass	2018
Rolling 30 Day Pass, with minimum 50 pass purchase. Fiscal year maximum of 150 passes per organization or 500 total passes for all organizations.	\$20.00 per pass	2018
Identification Cards		
1st Card	Free	2014
2nd Card	\$2.00	2014
3rd Card	\$3.00	2014
Each Additional Card after 3rd	\$5.00	2014
No Show/Late Cancellation Penalty for Demand Response Service		
1st Violation	Initial warning letter	2015
2nd Violation	Final warning letter	2015
3rd Violation	7 days suspension or \$10.00 penalty	2015
4th Violation	14 days suspension or \$15.00 penalty	2015
5th Violation	21 days suspension or \$20.00 penalty	2015
6th & All Subsequent Violations	30 days suspension or \$25.00 penalty	2015
FAST Transit Center Community Room Rental		
Nonprofit Organizations	\$200 deposit & \$130 for 1 to 4 hours, plus \$25 each additional hour up to 8 hour	2018
For Profit Organizations	\$200 deposit & \$260 for 1 to 4 hours, plus \$50 each additional hour up to 8 hour maximum	2018
City Sponsored or Affiliated Agencies	Fees may be waived by City Manager or designee	2018

Allocate: To set apart portions of budgeted expenditures that are specifically designated to organizations for special activities or purposes (e.g., Arts Council).

Annexation: Annexation is a change in jurisdiction from one entity to another. For example, when annexed to Fayetteville, property changes from having services such as fire, police, parks and zoning being provided by Cumberland County to those same services being provided by the City of Fayetteville.

Annual Budget: A budget covering a single fiscal year (July 1 - June 30).

Appropriation: A budget authorization made by the City Council to incur obligations or make expenditures for purposes listed in the budget ordinance. An appropriation is limited in amount and to the time when it may be expended.

Assessed Valuation: A value determined by the County Tax Assessor's office for real and personal property that is used as the basis for levying property taxes.

Assets: Property owned by the City that has monetary value.

Available Fund Balance: For the purpose of developing fund balance projections as provided in the Fund Summaries section of this document, "Available Fund Balance at June 30, 2018" is the unassigned fund balance plus fund balance restricted for encumbrances, donations, and County parks and recreation, plus fund balance assigned for subsequent year expenditures, special purposes and the Capital Funding Plan. Revenue and expenditure projections for fiscal years 2018-19 and 2019-20 are considered along with the available fund balance at June 30, 2018, to project fund balance at June 30, 2020. Projected future fund balance restrictions for County parks and recreation, and known fund balance assignments for items such as the recommended Capital and Technology Improvement Plans, and the Capital Funding Plans for general capital and debt service, the Parks and Recreation Bond projects and the downtown stadium are deducted to determine projected available fund balance at June 30, 2020.

Bond: A written promise to pay a specific amount of money within a specific time period, usually long-term. Bonds are typically issued to fund specific capital improvement expenditures. The City issues general obligation bonds, which require approval by voter referendum before issue and two-thirds and revenue bonds, which do not require referendum approval.

Bonds Issued: Bonds that are sold.

Budget: A financial plan that includes estimated revenues and expenditures for a fiscal year and specifies the type and level of services to be provided. The original appropriation does not include carryover of appropriations for encumbrances and fund balance designations for specific purposes.

Budget Document: A formal document presented to the City Council containing the City's financial plan for a fiscal year. The budget document is presented in two phases—recommended and final—the latter of which reflects the budget as adopted by the City Council.

Glossary

Budget Message: A written summary of the proposed budget from the City Manager to the City Council. The message includes an explanation of important features of the budget, changes in programs or appropriation levels from previous years and recommendations of the City Manager.

Budget Ordinance: A schedule adopted by the City Council which lists revenues by source, appropriations by portfolio group or fund, and levies taxes for the coming fiscal year.

Capital Assets: Items (such as vehicles, equipment and furniture) purchased by the City that have an expected life of more than one year with a value of \$5,000 or greater.

Capital Funding Plan: A fund used to account for the payment of debt principal and interest for major capital improvements and to cash fund major improvements as appropriate.

Capital Improvement Project: A project generally expected to have a useful life greater than 10 years and an estimated total cost of \$50,000 or more. Capital projects include the construction, purchase, or major renovation of buildings, utility systems, streets, or other structures; purchase of land; and major landscaping projects.

Capital Projects Fund: A fund used to account for the acquisition or construction of major governmental capital facilities, infrastructure and equipment, which are not accounted for in other funds.

Component Unit: A legally separate organization for which the elected officials of the primary government are financially accountable. A component unit may be a governmental organization, a nonprofit corporation, or a for-profit corporation.

Contingency: An account in which funds are set aside for unforeseen expenditures which may become necessary during the year and which have not been provided for in the context of the annual operating budget.

Deficit: An excess of expenditures over revenues or expenses over income.

Department: A major administrative division of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area.

Division: A unit, within a department, which participates in specific activities. For example, the Training Division in the Fire and Emergency Management Department.

Encumbrances: A financial commitment for services, contracts or goods that have not, as yet, been delivered or performed.

Enterprise Fund: A fund used to account for activities that are operated in a manner similar to business enterprises. Fees are charged to the consumers (general public) of the service to completely or partially recover the expenses of the operation.

Expenditures: The total costs of a program or capital project.

Fiscal Year (FY): A 12-month period (July 1 - June 30) to which the annual operating budget applies and at the end of which an assessment is made of the City's financial condition and performance of its operations.

Full-Time Equivalent (FTE): The ratio of the total number of authorized work hours for a regular position to the total work hours for a full-time position. One FTE is equivalent to one employee working full-time.

Fund: An independent fiscal and accounting entity created to record the financial activity for a selected financial grouping. A fund is set up to carry out a special function or attain certain objectives in accordance with set laws and regulations.

Fund Balance: The difference between the accumulated revenues and expenditures for a particular fund. These resources are set-aside within a fund to provide adequate cash flow and reserves. North Carolina statutes dictate that a portion of fund balance is not available for appropriation in the following fiscal year.

General Fund: A fund that provides for the accounting of all financial resources except those designated to other funds. Most of the basic government services, such as police, fire, parks, inspections, or street maintenance are accounted for in this fund.

General Obligation Bonds: Debt instruments issued by the City which are secured by the unit's taxing power.

Grants: A contribution or gift in cash or other assets from another government or nonprofit foundation to be used for a specified purpose.

Infrastructure: Facilities on which the continuance and growth of a community depend, such as roads, water lines, etc.

Interfund Accounts: Accounts that reflect transfers between funds.

Intergovernmental Revenues: Revenues from other governments (state, federal, local) which can be in the form of grants, shared revenues, or entitlements.

Internal Service Fund: A fund used to account for the financing of goods and services provided by one department to other departments of the City on a cost reimbursement basis.

LEOSSA: Law Enforcement Officers Special Separation Allowance.

Lease-Purchase Agreement: A contractual agreement to acquire items of equipment whereby the local government agrees to pay the purchase price, plus interest on an installment basis.

Levy: The amount of tax, service charges, and assessments imposed by a government.

Municipal Bond: A bond issued by a local government.

Glossary

Non-Operating Expenses: Expenses that are not directly related to the provision of services such as debt service.

Non-Operating Revenues: Revenues that are generated from other sources (i.e., interest income) and are not directly related to service activities.

Objective: A statement of specific direction, purpose or intent to be accomplished by a department.

Original Budget: The budget as adopted by the City Council in the initial budget ordinance for the fiscal year.

Pension Trust Fund: A fund established to account for a public employment retirement system.

Portfolio: A grouping of related departments led by an executive in the City Manager's Office. For the General Fund, the expenditure budget is approved by portfolio.

Powell Bill Funds: Funding from state-shared gasoline tax which is restricted for street and sidewalk maintenance and improvements.

Property Tax (Ad Valorem Tax): A tax levied by the City Council on property located within the City.

Proprietary Fund: A fund used to account for governmental activities that are operated in a manner similar to those found in private enterprises. Internal Service and Enterprise funds are included in this category.

Recommended Budget: The budget proposal of the City Manager presented to the City Council for consideration.

Reserve: An account designated for a portion of the fund balance which is required to be used for a specific purpose.

Revenue: Income received from a variety of sources used to finance government or enterprise operations.

Revenue Bonds: Principal and interest associated with revenue bonds are paid exclusively from the earnings of the project or system.

Shared Revenues: Revenues levied and collected by one government but are shared with another government based on a predetermined method. For example, the City of Fayetteville receives a portion of the gasoline tax collected by the State based on population and miles of city streets.

Special Assessment: A levy on certain properties to defray part or all of the costs associated with improvements or services that will benefit those properties. For instance, a special assessment would be levied against property owners who have petitioned for the construction of water and sewer improvements.

Special Revenue Fund: A fund used to account for resources that are subject to certain legal spending restrictions. They are created when a resolution, statute or ordinance requires that specific taxes or special revenue sources be used to finance a particular activity (i.e., Emergency Telephone System Fund).

Tax Levy: The total amount of revenue to be raised by property taxes for the purposes specified in the budget ordinance.

Tax Rate: The amount of taxes levied based on each one hundred dollars (\$100) of assessed property valuation.

Technology Improvement Project: New technology purchase with a combined implementation cost of \$25,000 or greater, or expansion, renovation or replacement of an existing system with an implementation cost of \$10,000 or greater; including hardware, software, and communication devices.

Two-Thirds Bonds: General obligation bonds that can be issued by a local government without voter authorization under a formula set by the state of two-thirds of the previous year's net debt reduction.

Unassigned Fund Balance: The amount of unrestricted fund balance that is not restricted for encumbrances, or assigned for a subsequent year's expenditure, or for any other purpose. Unassigned fund balance is available for future appropriations.

User Charges: The payment of a fee or direct receipt of a public service by the party benefiting from the service.

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City of
Fayetteville
North Carolina